NAME OF DEPARTMENT

NAME OF PROJECT Project Management Plan

** DATE

Record of Revision of Project Management Plan

Revision No.	Revision Date	Brief Revision Description	Change Control
0.1	DATE	Initial Draft	NAME 1
0.2	DATE	Annexes added	NAME 2
0.3	DATE	General update, new actions assigned and highlighted in red	NAME 3
0.4	DATE	Annex entry amended	NAME 4
0.5	DATE	Annex entry added	NAME 5
0.6	DATE	Entries Contracts List, Org Chart, general update to references. Overall review.	NAME 3
0.7	DATE	Updated aspects inc. deferrals of projects, updated PC drumbeat, removal of CSS reference	NAME 6

APPROVALS

Prepared by:

NAME 7
NAME OF PROJECT Team Leader   Date: DATE

Reviewed by:

NAME 8
NAME OF PROJECT Team Acquisition Group Leader   Date: DATE

Approved by:

_____   Date: _____

Delivery Team Sign-Off

_____   Date: _____
NAME 9
Project Controls (Project Controls Management)

_____   Date: _____
NAME 10
Commercial

_____   Date: _____
NAME 11
Engineering, Occupational Health, Safety, and Environmental Management

_____   Date: _____
NAME 12
Integrated Logistics

_____   Date: _____
NAME 13
Project Controls (Cost)

_____   Date: _____
NAME 14
Business Process and Assurance

Table of Contents

INTRODUCTION

1. OVERVIEW

1.1. The TEAM NAME Team is part of the WIDER TEAM within NAME OF DEPARTMENT. The TEAM NAME Team works together to develop and sustain a highly professional workforce of civilian and military staff committed to the acquisition & operational support of NAME OF OTHER DEPARTMENT DELIVERABLEs and continuous improvement.

1.2. The TEAM NAME Team are responsible for through-life capability management of DELIVERABLE (REDACTED). At present, this results in DELIVERABLES which are operated by personnel from OTHER DEPARTMENTS.

1.3. The demands from Front Line Commands (FLCs) who manage the operation of small DELIVERABLEs, OTHER DEPARTMENT 1 and OTHER DEPARTMENT 7, is contained within the relevant CASP (Command Acquisition and Support Plan). This document is agreed on an annual basis between NAME OF DEPARTMENT and FLCs. In order to meet NAME OF DEPARTMENT' outputs in accordance with the CASP, it is necessary for the TEAM NAME Team to contract for the in-service support provision to the DELIVERABLEs .

2. PURPOSE OF THE PMP

2.1. The Association for Project Management (APM) define a Project Management Plan (PMP) as the authorised repository of delivery information (including the 'who', 'what', 'where', 'when' and 'how' of project delivery), baselined at each project stage and periodically reviewed.

2.2. This PMP defines the processes and procedures required to deliver both the in-service support of small DELIVERABLEs and a number of acquisition projects for both Front Line Commands.

3. SCOPE OF THE PMP

3.1. This PMP documents the plan, means, methods, and controls that will be used to deliver the DELIVERABLEs acquisition and support activities (called the 'sub-portfolio' is this document). Where appropriate this Plan will refer to rather than repeat existing documentation. It will be updated in accordance with the NAME OF DEPARTMENT draft procedure for the preparation of a PMP. This PMP is owned by the TEAM NAME Team Leader and has the following purposes:

    3.1.1.   Describes the background to the sub-portfolio;

    3.1.2.   Describes the baseline;

    3.1.3.   Documents the plans, organisation, structure,

    3.1.4.   Guides the technical, managerial and systems and methodology that will be used to manage the sub-portfolio;administrative participants in the delivery of the sub-portfolio.

3.2. This Plan is a working document, maintained under configuration control by the DELIVERABLEs Project Controller. It will be reviewed and revised by the TEAM NAME Team Leader following any significant change in scope, or six-monthly if no other updates take place during that time. 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.

3.3. Only authorised versions of this document should be used and considered authoritative. The latest authorised version of this document can be found on the Sharepoint site LINK, or on request from the DELIVERABLEs Project Controller.

BACKGROUND

4. HISTORY

4.1. The TEAM NAME Team is responsible for REDACTED. The DELIVERABLEs support portfolio currently consists of around NUMBER OF DELIVERABLES.

4.2. In recent Annual Budgeting Cycle rounds both NAME OF FLC and OTHER DEPARTMENT 7 have approved Options to implement an acquisition programme. The Options have led to the initiation of NUMBER OF projects which will deliver both new and replacement capability over the coming years.

5. REQUIREMENTS AND OUTPUTS

5.1. The requirements for the sub-portfolio are contained in a number of separate documents, for instance, support and the replacement Future DELIVERABLE Support project have Statements of Need (SONs) provided by ORGANISATIONS. Each acquisition project has a User Requirements Document which is translated in a Systems Requirement Document or Statement Of Technical Requirement (SOTRs) to contract with industry to deliver. These are managed on behalf of NAME OF DEPARTMENT by ORGANISATIONS requirements Managers and are centrally stored on SOFTWARE (pending transfer to new RM folder within DELIVERABLE SharePoint site). SOTRs and Engineering artefacts are stored in individual project folders in DELIVERABLEs Sharepoint site: LINK

5.2. The objectives for the sub-portfolio are:

5.2.1.   To sustain the in-service through to DELIVERABLE Out-Of-Service dates;
5.2.2.   To deliver new DELIVERABLEs against funded requirements.

5.3. The key outputs for the sub-portfolio are:

5.3.1.   To meet the customer requirements in delivering REDACTED
5.3.2.   Achieve the Command Acquisition and Support Plan (CASP) requirements;
5.3.3.   Deliver value for money for the taxpayer;
5.3.4.   Retain compliance with legislation

5.4. Broadly, the scope of work to be delivered within the in-service support element will include the elements set out below. It should be noted that there may be variations of levels and types of support provided to each DELIVERABLE, depending on the age, condition, usage, technical complexity and value.

5.4.1.   Refurbishment or refit of current in-service DELIVERABLEs and engines;
5.4.2.   Defect rectification and damage repairs of in-service DELIVERABLEs
5.4.3.   Support for DELIVERABLEs;
5.4.4.   Routine maintenance of all DELIVERABLEs without access to the maintenance facilities or capabilities which would usually be provided by military personnel. This includes all maintenance of NAME OF OTHER DEPARTMENT DELIVERABLEs, and all platforms held at LOCATION 11 and LOCATION 12;
5.4.5.   The ability to make occasional purchases of second-hand DELIVERABLEs;

5.4.6. Post Design Services (PDS) for in-service DELIVERABLEs, including obsolescence management as directed by NAME OF OTHER DEPARTMENT;

5.4.7. Defect rectification and damage repairs;

5.4.8. Support of DELIVERABLE trailers;

5.4.9. REDACTED

5.4.10. Supply of inventory and non-inventory spares for DELIVERABLEs;

5.4.11. Configuration control, including documentation;

5.4.12. Conduct of certifying authority surveys and certification;

5.4.13. Compliance with safety regulations and legislation, including the ability to undertake the development of safety and environmental cases, delivery of associated safety and environmental reports, and provide Suitably Qualified and Experienced Personnel (SQEP) to safety reviews in accordance with DSAXX and JSPXXX.

5.5. The scope of work for each acquisition project is defined in individual Scoping Statements and is not contained in this PMP.

6. CONTEXT

6.1. The sub-portfolio requirements are derived from the SONs, URDs and the CASP provided by the relevant FLCs for NAME OF OTHER DEPARTMENT DELIVERABLEs (ORGANISATION and NAME OF OTHER DEPARTMENT 7). These define the need for the continued supply of the capability currently provided by NAME OF OTHER DEPARTMENT DELIVERABLEs and the supportability and availability targets that are required to be met to deliver the required capability to the end user.

6.2. The requirements to deliver in-service support also derives from dependencies that other project teams and users place on the DELIVERABLEs Team. These are detailed within the Statements of Need, but of particular note:

6.2.1. REDACTED

OBJECTIVES, SCOPE AND CONSTRAINTS

7. OBJECTIVES

7.1. The sub-portfolio represents a through life capability to sustain and enhance NAME OF OTHER DEPARTMENT DELIVERABLE capabilities. The various elements that make up the sub-portfolio are in all stages of the Concept, Assessment, Demonstration, Manufacture, In-Service and Disposal Phases.

8. SCOPE

8.1. The scope of the sub-portfolio is REDACTED. Scoping statements have been developed for both in-service and acquisition projects covering the detailed scope of the sub-portfolio.

8.2. This Project Management Plan describes both the OPEX (NAME OF DEPARTMENT internal resource) and CAPEX (contractor resource) required to deliver the sub-portfolio. For the OPEX elements, a rigorous project management discipline, using the tools available within the NAME OF OTHER DEPARTMENT'S Acquisition Support Gateway (ASG) and supported by the outputs of Spiral 3 and the associated new ways of working will be applied to the delivery of sub-portfolio. This will include planning and control, governance, stakeholder engagement, costing and budgeting.

9. CONSTRAINTS

9.1. The following constraints are placed on the portfolio by external factors:

9.1.1. Safety and Environmental legislation and associated policy within the NAME OF OTHER DEPARTMENT places operating limitations on usage of the DELIVERABLEs and also the safety and environmental assurance responsibilities of DELIVERABLEs.

9.1.2. Interoperability of the DELIVERABLEs with other NAME OF OTHER DEPARTMENT assets.

10. APPROVAL LEVELS

10.1. The DELIVERABLEs portfolio consists of a number of projects for both acquisition and support and all are subject to separate approvals. They range in categories of spend from Category Bs (up to £XXXX) to Category D (under £XXXX).

EXECUTION STRATEGY AND DELIVERY APPROACH

11. EXECUTION STRATEGY

11.1. The DELIVERABLEs sub-portfolio will be executed as follows:

11.1.1. Delivery team – The outputs are delivered by resource from within the TEAM NAME Team (Engineering including Safety, Logistics, Project Controls, Cost Control, Commercial and Business Management). Each team member has a clearly defined functional role, but the team will work together to support each other and deliver objectives.

11.1.2. Contractor support – Private Sector Support (PSS) is utilised to deliver the sub-portfolio where a Crown Servant is not available or does not possess the necessary SQEP .

11.1.3. Timescales –

11.1.3.1. Each of the NUMBER OF DELIVERABLEs has different Out Of Service dates from YEAR through to the YEAR.

11.1.3.2. For each acquisition project Initial Operating Capability and Full Operating Capability are agreed with the Sponsor.

11.1.3.3. A series of fully resourced project schedules have been developed and when aggregated represent the totality of resources required to deliver both in-service and new acquisition projects. The aggregated view is currently showing a delta between demand and supply indicating that the sub-portfolio will not meet current dates without additional resource. Work is underway to validate the source data prior to requesting more resource or delaying some activities in line with agreed customer priorities.

11.1.4. Stakeholders – Key project stakeholders include all of the user groups who operate small DELIVERABLEs and the two funding Top Level Budget holders (NAME OF DEPARTMENT and NAME OF OTHER DEPARTMENT 2):

11.1.5. Technology Risk – Technology risk is likely to exist in some of the projects delivering specialised capability and those projects will adopt appropriate risk mitigation strategies to manage risks down to an acceptable level.

11.1.6. Engineering – The engineering scope for each project will be detailed through the GEAR process at the appropriate time.

11.1.7. Project controls and governance – the sub-portfolio will operate using the project management tools and procedures developed as part of NAME OF DEPARTMENT Transformation. Accordingly, scope will be clearly defined in the Work Breakdown Structure (WBS) and the execution will be defined in resourced project schedules. Scope will be managed by a formal change control process.

11.1.7.1.   Progress against milestones, detailed in the project schedules, will be monitored during monthly project review sessions held internally to the DELIVERABLEs team.

11.1.7.2.   Risk, issue and opportunity management will take place as detailed in Para 28 of this document.

11.1.7.3.   Finances will be managed by the DELIVERABLEs Project Control function. Cost models will be developed with support from CAAS and will consider financial risk. These will be used to determine the overall value, and hence the affordability and value for money, of the projects. For in-service and projects with approved CAPEX spend finances are managed as part of the day-to-day financial management for each DELIVERABLE that is part of business-as-usual for the DELIVERABLEs Team.

12. DELIVERY APPROACH

12.1.   The overall approach to delivering the outcomes required for each element of the sub-portfolio vary depending on the complexity of the requirement and the suitability of existing DELIVERABLE designs available on the market. Each project develops an appropriate procurement strategy to approach the market in order to identify value for money, technically and commercially compliant proposals. In order to conduct this competition and gain the necessary project approvals, OPEX resource will be consumed.

13. DELIVERABLES MANAGEMENT

13.1.   Each element of the sub-portfolio will have different deliverables. Acquisition projects will share a common set of deliverables that will vary according size and complexity but will normally include:

13.1.1.   Strategic Outline Case (SOC);

13.1.2.   Outline Business Case (OBC);

13.1.3.   Statement of Technical Requirements;

13.1.4.   Pre-Qualification Questionnaire;

13.1.5.   Invitation to Negotiate;

13.1.6.   Full Business Case (FBC);

13.1.7.   Contract;

13.1.8.   Post-project Evaluation.

13.2.   The in-service elements of the sub-portfolio include aspects such as:

13.2.1.   Availability targets

13.2.2.   Certification Strategy

13.2.3.   Through Life Support Plan

13.2.4.   Obsolescence Management Plan

13.2.5.   Safety Case Reports and Hazard Logs

13.2.6.   Book of Reference for each class

13.2.7.   Contract Management Plan

13.3.   Both areas are governed internally but also external to NAME OF DEPARTMENT by the customer.

14. ENGINEERING MANAGEMENT

14.1.   Engineering management of NAME OF DEPARTMENT projects is guided by the use of the Guide to Engineering Activities and Review (GEAR). A GEAR 'Orientation' will be conducted, which aimed to provide a high-level review of the engineering components of the individual projects, and determine whether more formal engineering management is required.

14.2.   DELIVERABLEs Project Engineering Management Plan (PEMP) is under development and will cover the sub-portfolio in its entirety .

15. LOGISTICS MANAGEMENT

15.1.   The Support Solution Development Tool (SSDT) is the management mechanism for recording the assurance status of the governing principles (GPs) that make up the delivery of a coherent and comprehensive Support Solutions Envelope (SSE). The SSDT is continually developed through the project lifecycle state; and hence it is appropriate for each project to maintain its own SSDT. In-service will use the Future DELIVERABLE Support SSDT which is in development.

15.2.   Advice on the population of the SSDT is available from nominated Support Solutions Officers (SSO), part of Support Enablers Operating Centre (SEOC). Each project will engage with SEOC when developing support solutions from the early stages of the projects.

16. COMMERCIAL STRATEGIES AND CONTRACT MANAGEMENT PLANS

16.1.   The TEAM NAME team utilises a number of enabling contracts to support in service DELIVERABLE. These have all been competed for and represent value for money. The majority of spend is on NUMBER OF DELIVERABLEs In-Service Support (ISS) enabling contracts which were let in YEAR and will be in place until YEAR. All enabling contracts have a set of KPIs which are managed on a monthly basis with each contractor to ensure performance is as per the contract.

16.2.   For acquisition projects the default procurement strategy is to compete the opportunity and use European Union Procurement Regulations as the framework to run the competition against. Exceptions to this are when there is a clear case for single source procurement, although there has been none for the last X years and none envisaged. Also, when the security classification is higher EU Regs cannot be used although the competition will be run as if it were using the Regs.

16.3.   Acquisition projects have a number of different procurement strategies depending on the capability being procured and the likely solutions. In general, the more complex the requirement which will need bespoke solutions the more likely it is to buy support with build to ensure supportability is considered upfront. The simpler the requirement the more likely industry will have solutions available and support is likely to be procured on a separate contract.

16.4.   All DELIVERABLEs Contracts:
- REDACTED

16.5.   REDACTED shall be populated and used across the sub-portfolio to manage schedule adherence of the key milestones of the tender process. Following contract placements, the delivery of the requirement will be managed through Contract Management Plans which will be produced in accordance with the relevant Commercial Management Policy Statement. It is to be noted that REDACTED will only address issues associated with contract award and major contract amendments.

17. STAKEHOLDER MANAGEMENT

17.1.   Each acquisition project will generate its own stakeholder plan due to the differing nature of the projects and customers. For in-service the ISS Stakeholder Management Plan has been developed to identify and understand the key stakeholders associated with the ISS project. This will ensure that their needs, aspirations and perceptions are captured and considered throughout the project, and that communication is delivered in a structured, targeted and consistent manner in order to ensure that all stakeholders are fully engaged with the project at the appropriate level to inform and contribute to its success.

18. QUALITY MANAGEMENT

18.1.   Quality Management comprises quality planning, quality assurance, quality control, and continuous improvement. In particular, it considers the quality of the management processes, management products, and assurances put in place by industry during their delivery of the project deliverables. These products are verified through periodic audits, as prescribed in the CSS Quality Management Plan.

18.2.   The primary method for managing quality throughout all sub-portfolio contracts will be through REDACTED XXXX. All bidders will be required to submit an REDACTED XXXX compliant Quality Plan which will be reviewed and assessed by ROLE as part of the ITN and subsequent Contract Award process. All contracts will be reviewed and managed against the agreed quality procedures within REDACTED XXXX.

19. HEALTH, SAFETY AND ENVIRONMENT PLAN

19.1.   In order to achieve the project objectives, the sub-portfolio team and the service delivery managers maintaining the DELIVERABLEs in-service must meet their responsibilities for occupational health, safety and environmental (OHS&E) management by complying with the relevant safety plans:

19.1.1.   When staff are working within NAME OF DEPARTMENT LOCATION 13, they will work in accordance with the LOCATION 13 Safety Management System which is a set of standalone documents that detail processes and procedures that are unique to LOCATION 13, found on the NAME OF DEPARTMENT homepage of the Defence Intranet.

19.1.2.   When working at or visiting outside locations NAME OF DEPARTMENT employees will work in accordance with the location or contractor procedures.

19.1.3.   Contractors are responsible for the OHS&E procedures in place for any work conducted at their premises.

19.1.4.   The safety management of the project is in accordance with the CSS Safety and Environmental Management (SEMS) Plan. All NUMBER OF in-service classes are covered by an appropriate Safety Case Report.

20. SECURITY MANAGEMENT

20.1.   The Project Team will ensure security procedures relating to information, people, equipment and site are adhered to. The Security Assurance Lead shall be the focal point for this work. Further information on processes and roles can be found within the DELIVERABLEs Security Assurance Management Plan (currently under development) which defines the security governance framework and scope of security assurance related activities required to support the project.

20.2.   **Security Organisation –** A coordinated approach to security activities across the project shall take place to ensure that project-wide security risks are identified and managed effectively. This shall also provide the basis for authoritative security input into solution requirement definition and the analysis of solution space options.

20.3.   **Security Grading** – REDACTED, Issue 2, DATE currently acts as the primary authoritative source for the security grading of sub-portfolio information assets.

20.4.   Sub-portfolio information assets consist of the following elements:

20.4.1.   Project management documentation and information used in the management and execution of the project;

20.4.2.   Information relating to technical studies, analysis and solution space options;

20.4.3. Equipment used in the demonstrator and trial works streams including hardware, software and firmware components;

20.4.4. Data inputs and outputs that are used in the operation and analysis of the demonstrator and trials equipment.

20.5. **Physical Security** – The sub-portfolio will require the handling of documentation, data and equipment up to a classification of REDACTED although the majority of activities are at OFFICIAL SENSITIVE. Project assets located at NAME OF OTHER DEPARTMENT sites are to be physically protected in accordance with the requirements of JSP XXXX, Part 5 (Physical Security).   Companies responsible for classified outputs will have List X status.

20.6. **Documentation Security** – Sub-portfolio documentation is to be handled according to its classification and in accordance with the requirements of JSP XXXX, Part 4 (Asset Marking and Controls).

20.7. **Personnel Security** – Personnel security requirements across the project are to be managed in accordance with JSP XXXX, Part 3 (Personnel Security). In addition, all staff will attend the mandatory site induction covering site and personal security as well as the yearly security brief to ensure they are adhering to site security procedures.

20.8. **Security Accreditation** – remains an under-resourced area across the team, recruitment for SQEP is ongoing, coupled with NAME OF OTHER DEPARTMENT 4 and taskings to mitigate any risks to the wider programme.

21. MANAGEMENT OF INFORMATION AND RECORDS

21.1. The sub-portfolio will manage information in accordance with JSP XXXX Managing Information in Defence. JSP XXXX sets out Defence's top level Information policy commitments, and what we have to do - collectively and individually - to make sure we meet them. The link to the JSP XXXX site can be found here. Further information and advice can be found on the NAME OF DEPARTMENT Information Portal located here and the NAME OF OTHER DEPARTMENT Information Portal located here.

21.2. All documents produced as part of the sub-portfolio will comply with the Government Security Classifications. A useful one-page fact sheet can be found here.

21.3. Sub-portfolio OFFICIAL and OFFICIAL SENSITIVE information will be stored on Microsoft SharePoint, OTHER PLATFORMS. OFFICIAL information may be stored in open sites while OFFICIAL SENSITIVE information must be stored in limited access sites. Documents will be named in accordance with the NAME OF OTHER DEPARTMENT naming convention e.g. yyyymmdd-Title Draft-OS.

21.4. SECRET information will be stored on DII (SECRET) or in hard copy. A SECRET OTHER PLATFORM/SharePoint site will be created for any project that requires the secure storing of files electronically.

21.5. The project will be under configuration control governed by the project controls function to ensure material changes are captured, communicated and implemented correctly without impacting the rest of the project.

22. INFORMATION MANAGEMENT & TOOLS

22.1. The hardware and software that is needed to deliver the sub-portfolio is listed below:

a. REDACTED

22.2. The versions of software used are controlled by Information Systems and Services and the MoDNET contractor. The TEAM NAME team has no control on the versions of software used.

23. PROJECT EVALUATION/LEARNING FROM EXPERIENCE

23.1. DELIVERABLEs undertakes formal Project Evaluation on all projects over £XXXX in value. These projects will all complete Project Evaluations at the appropriate time based on the guidance of JSP XXXX and NAME OF DEPARTMENT Financial Instruction DATE (DATE, Version 1) and in conjunction with the guidance set out in the PE Portal.

23.2. Given the volume of acquisition projects LFE is key to ensure areas for improvement or good practice is passed between projects prosecuted by different personnel. An LFE log has been created to store lessons and the dialogue between project managers is facilitated via a monthly meeting chaired by TEAM NAME Team Leader focussing on good practice and lessons.

MONITORING, CONTROL AND REPORTING

24. SCOPE

24.1. The DELIVERABLEs sub-portfolio will be fully compliant with the project artefacts as per the NAME OF DEPARTMENT procedure. As a result, the project scope is described with the DELIVERABLEs Work Breakdown Structure (WBS) Dictionary, currently being updated (DATE). This scope describes the NAME OF DEPARTMENT (OP) and contractor (EP) performed activities that are required to deliver the outputs, the project boundaries, requirements, assumptions, dependencies and deliverables. This provides a broad overview of all the work required, and documents the agreement of the FLCs that NAME OF DEPARTMENT resource be consumed on this project.

25. SCHEDULE

25.1. DELIVERABLEs have two Level 3 schedules, In Service Delivery (schedule named DELIVERABLEs In Service Delivery,) and Acquisition (schedule named DELIVERABLEs Acquisition,). The In-Service Delivery schedule is mainly a Level of Effort schedule, which highlights key milestones that underpin the support and core activities to keep NUMBER OF DELIVERABLES in-service. The Acquisition schedule contains all Acquisition projects shown as control accounts. To simplify reporting, from DATE the structure will be changed to two OBIs only (Acquisition and In-Service Support) – there will be a single Acquisition schedule with each project remaining a control account with a designated CAM reporting VARs monthly.

25.2. Each schedule is updated at the monthly project review which is attended by the PM (CAM), Commercial, Engineer, iLog, PC Cost and Risk Manager. Any changes required to the baseline are made following the change process. Schedule Risk Analysis (SRA) is run as required to help inform major approval dates, i.e. CASP, IGBC, MGBC etc.

25.3. High level CASP milestones linked to the DELIVERABLEs Business Plan are highlighted in the schedules, the DSS Hold to Account (H2A) dashboards. The milestones are reviewed at the monthly H2A. A summary of the key project milestones and Continuous Improvement milestones is provided in the DELIVERABLEs Business Plan on LINK

25.4. The DELIVERABLEs sub-portfolio consumes CAPEX from both NAME OF OTHER DEPARTMENT 1 and NAME OF OTHER DEPARTMENT 2 Command for both in-service

support and new acquisitions. All expenditure is covered by an appropriate cost model to ensure that estimates are valid, risk adjusted and then tracked through life. Where projects are more than £XXXX the cost models are subject to rigorous analysis of the cost model by CAAS and Defence Economics before contract award.

25.5.   The funding profile for the sub-portfolio over the next 10 years is:

REDACTED

26. RISK, ASSUMPTION, ISSUE, DEPENDENCY AND OPPORTUNITY MANAGEMENT

26.1.   Risk and Opportunity Management

26.1.1.   All sub-portfolio risks are maintained on SOFTWARE NAME. The management of risk falls to the risk manager. Those individuals maintain a robust process for assessment, analysis, mitigation and escalation of risks and opportunities at the appropriate level.

26.1.2.   The risk management process will use four stages as shown below to identify, assess, plan and manage risk and opportunities. Identification and management of risks is an on-going activity throughout the life of the project and the risk register will be maintained to capture, record, assess and manage risks. The risk manager will undertake monthly reviews of the risk register. Any new risks or opportunities identified will be added to the risk register.

IMAGE

26.1.3.   The risk manager will facilitate risk workshops, as required, to identify, review and sentence risks with all project stakeholders. Meeting actions will be issued and regularly monitored. Any significant risks requiring escalation will be done so either as part of the monthly 1* H2A, or in writing outside of any meeting.

26.1.4.   The risk manager will provide appropriate risk information to support the approvals process, manage contingency and Schedule Risk Analysis (SRA) and Cost Risk Analysis (CRA) on baseline.

26.2.   Assumption and Dependency Management

26.2.1.   Assumptions and dependencies are managed through the projects' Master Data Assumptions List (MDALs). Each project has its own MDAL. MDALs are owned by the PMs and stored in project PM folder in new DELIVERABLEs SharePoint site.

27. CHANGE CONTROL

27.1.   Change Requests to the scope of the sub-portfolio or any of the associated project artefacts shall be through the formal Business Change Request procedure managed by the Portfolio Office (PfO).

27.2.   Local changes are made following the ORGANISATION guidance. BCR's are created and approved at either the monthly LCCR meetings or ex-committee via email.

28. KEY PERFORMANCE INDICATORS

28.1.   The sub-portfolio will monitor and report progress against key project milestones at weekly update meetings. Monthly returns are also produced on PLATFORM NAME.

29. FINANCIAL MANAGEMENT

29.1.   The sub-portfolio will be managed in accordance with the NAME OF OTHER DEPARTMENT'S Annual Budget Cycle (ABC) which is conducted annually. The processes and timetable are set out in the ABC Instructions issued by the Corporate Centre.

29.2.   The sub-portfolio will also comply with NAME OF DEPARTMENT' Biannual Programme Cost Review (PCR) of the Equipment Programme which is managed by the finance team using the most appropriate financial information to re-cost the sub-portfolio.

29.3.   Financial management of the Project will be managed using the following processes:

29.3.1.   Business Case and Project Evaluation tracker: Maintains contract financial details and records of commitments, accruals, creditors and payments. It also monitors commitments and spend against financial sanctions;

29.3.2.   Financial Reporting: Financial reporting is conducted on the NAME OF OTHER DEPARTMENT'S Planning, Budgeting and Forecasting (PB&F) system by Local Project Code (LPC) i.e. P9/S9, Departmental Expenditure Limit (DEL) and Resource Account Code (RAC);

29.3.3.   Options process: Co-ordinated by REDACTED;

29.3.4.   In-Year Forecasting : Variance analysis of forecast against budget and current against previous forecast. There is a monthly timetable for financial reporting which covers the submission of accruals, the deadlines for explanation of actual vs. planned expenditure (with variance analysis) and the submission of each forecast (with variance explanations) by DEL and LPC – monthly in wk 3-4.

29.3.5.   Joint monthly Acquisition and In-Service Support pre-FOO Programme Finance Reviews (wk 2) are part of financial governance. Outputs from individual monthly project finance reviews feed into Programme Finance Reviews (wk 1).

30. REPORTING

30.1.   Reporting is carried out at the project level or separately for in-service DELIVERABLE. These individual elements will provide reports and updates on delivery progress and any aspects (e.g. risks or issues) impacting performance and outcomes. Reports shall be submitted on a monthly basis, however, the regular drumbeat of customer DELIVERABLE led Project Boards and in-service meetings provide a forum to govern activities. The DELIVERABLEs Drumbeat can be found here

LINK

30.2.   Exception reporting will be instigated in the event that approvals tolerances are breached or will be breached in accordance with JSP XXXX - Defence Investment Approvals and NAME OF OTHER DEPARTMENT processes. An Information Note will be generated and distributed to IAB and senior NAME OF DEPARTMENT Management outlining reason and details. This will be followed by a Review Note providing a recommendation for approval to resolve the tolerance breach (e.g. tolerance re-approval, scope re-defined, project closure).

30.3.   Exception reporting will also be conducted when an independent Assurance Report provides a Red or Amber/Red delivery confidence. The SRO will prepare a report, including an action plan, for the Defence Board.

30.4.   The TEAM NAME team are reporting Earned Value Management for each project as control accounts to the Acquisition Sub-Portfolio Order Book Item with monthly CPR and VAR reports through BI Analytics.

31. GOVERNANCE

31.1.   Sub-portfolio – Due to funding received from both NAME OF OTHER DEPARTMENT 1 and NAME OF OTHER DEPARTMENT 2 there are two sponsors across the sub-portfolio. Across the overarching NAME OF OTHER DEPARTMENT   of DELIVERABLEs there is a Senior Responsible Owner (ROLE) although governance across both Commands is very 'light touch'. The Sponsors are responsible for ensuring that the sub-portfolio meets its objectives and delivers the projected benefits. In line with APM project management guidelines, the Sponsor is:

31.1.1.   Responsible for ensuring that adequate governance mechanisms are in place.

31.1.2.   Accountable for achievement of the business case

31.1.3.   Responsible for providing senior-level commitment to the project

31.1.4.   Responsible for acceptance of the project outputs on behalf of the users

31.1.5.   Responsible for realisation of the benefits of the project across DLODs.

31.2.   Governance differs between the 2 funding Front Line Commands but common components include Project Boards established for the larger projects. All acquisition projects and in-service outputs have a Programme Board chaired at a more senior level.

31.3.   To ensure coherent delivery within CSS each Project Manager holds a regular meeting with enabling functions such as Safety, Commercial and Cost Control Finance. The aims of the monthly meetings are to:

31.3.1.   Review project progress against the schedule.

31.3.2.   Identify risks and issues that may affect project delivery.

31.3.3.   Report status to NAME OF DEPARTMENT management and other internal stakeholders.

31.4.   Targeted Project Updates and Review - As required, the team will provide tailored and targeted project progress reviews to various stakeholders in order to address their specific interests. For example, project reviews or briefs may have been undertaken to update the approval or assurance communities, stakeholders local to the sub-portfolio in LOCATION 13, and the potential customer communities at the waterfront.

32. TEAM STRUCTURE AND RESPONSIBILITIES

32.1.   DELIVERABLEs operates a matrix management organisation where Integrated Logistics, Project Management and some Project Controls resources come from the TEAM NAME team with others, such as Finance and Commercial, contributing to the overall effort. Within the TEAM NAME team there is two Group Leaders both act as Platform Authority, one for in-service DELIVERABLE and the other for acquisition. The current organisation chart is shown below (DATE):

REDACTED

32.2.   Since DATE the team have been operating in discreet functions. Individuals work to Assignment Terms of Reference.

33. RESOURCE PLANNING

33.1.   Resource estimating has been conducted for each acquisition project and across in-service outputs and is detailed in the assumptions. This has been combined with the

schedules to produce staffing plans. Resource alignment and affordability exercise completed in DATE. The link below leads to the dashboard folder under each month there is an up to date copy of the staffing plan for the whole DELIVERABLEs Programme.

LINK

34. ANNEXES - DELIVERABLES ACQUISTION PROJECTS

Project Title	PROJECT NAME	Project Value	£XXXX

Background
The PROJECT NAME Project seeks to REDACTED. Key capability drivers for the project are REDACTED. The NAME OF OTHER DEPARTMENT 3 require a total of NUMBER OF DELIVERABLES with an additional Option of NUMBER. History The Project has passed through Initial Gate Business Case (DATE) and is currently in Assessment Phase. The Assessment Phase is nil cost and the ITN has been released on DATE, Bidders Conference is scheduled for DATE with Tender Returns due DATE subject to ITN Amendment for extension. DATE PMP The project has no special requirements and will follow the governance of the DELIVERABLEs PMP unless stated otherwise below.

5. Requirements and Scope	In addition to the detail in the DELIVERABLE PMP:	The requirements were baselined (DATE) and will have to be endorsed through the CSS Local Change Request Board if the user wished to update them.

Project Title	**PROJECT NAME**	Project Value	**£XXXX**

Background

The requirement of the project is to provide a capability update by replacement of the DELIVERABLE operated by REDACTED.

REDACTED

History

The Project has passed through Initial Gate Business Case (DATE) and is currently in Assessment Phase. The Assessment Phase is nil cost and is to go to open competition as per EU Tender Regulations and down select to a preferred bidder.

DATE

ITN released on DATE with original tender return date of DATE which was subsequently extended to DATE. Following evaluation, anticipated Contract Award of DATE.

DATE

Contract awarded to MST on DATE following NCAC endorsement of MGBC. Initial Design and Critical Design Reviews completed with Bridge Mock Up Review planned for late DATE. Initial HazID also completed with no Cat A or B identified.

PMP

The project has no special requirements and will follow the governance of the DELIVERABLEs PMP unless stated otherwise below.

Project Title	**PROJECT NAME**	Project Value	**£XXXX**

Background

The project is to replace REDACTED.

History

DATE

The project passed through Initial gate in DATE with a view of commencing a zero cost assessment phase in DATE. However due to resource constraints and customer prioritisation, the project will be progressed as resources allow. The User Requirement Document is currently being reviewed and is due to be re-endorsed in DATE. It is currently planned that the Assessment phase will re-commence in DATE.

DATE - Project paused due to Requirements changing as a result of POLICY and limited NAME OF DEPARTMENT resources. Project will recommence when sufficient resource is available, currently estimated to be DATE.

PMP

The project has no special requirements and will follow the governance of the DELIVERABLEs PMP unless stated otherwise below.

Requirements and Scope	In addition to the detail in the DELIVERABLEs PMP:		
Project Title	**PROJECT NAME**	**Project Value**	**£ XXXX**

Background

1.   Project NAME OF PROJECT is to introduce, and support through life, a new capability to meet a number of existing and proposed requirements in a manner which maximises the advantage provided by exploiting commonality of equipment The ORGANISATION have a number of requirements to deliver specialised support roles such as REDACTED. Project NAME OF PROJECT is to deliver a capability that maximises commonality of equipment. This will result in a significantly lower support effort and maximise cost-effectiveness.

History

DATE

A zero-cost assessment phase and competitive tender was conducted during YEAR which resulted in a MGBC Approval in DATE followed by Contract Award to COMPANY on DATE. Design development progressed the as bid DELIVERABLE into a fully worked up production design. The XXXX SML was built during YEARS and Accepted off Contract in DATE.

REDACTED

The XXXX DELIVERABLES design and production has required significant levels of NAME OF OTHER DEPARTMENT input to manage the Contractor to meet their contracted obligations, with Liquidated Damages being prosecuted on the early DELIVERABLE deliveries.

REDACTED

DATE

PMP

The project has no special requirements and will follow the governance of the DELIVERABLE PMP unless stated otherwise below.

Requirements and Scope	In addition to the detail in the DELIVERABLE PMP:		
Project Title	**PROJECT NAME**	**Project Value**	**£XXX**

Background

REDACTED

History

DATE: IGBC approved.

DATE

<u>PMP</u>

The project has no special requirements and will follow the governance of the DELIVERABLEs PMP unless stated otherwise below.

Requirements and Scope	In addition to the detail in the DELIVERABLEs PMP:	(REDACTED) fitted to in-service DELIVERABLEs
Project Title	**PROJECT NAME**	**Project Value £XXXX NAME OF OTHER DEPARTMENT 1 + £XXXX NAME OF OTHER DEPARTMENT 2**

<u>Background</u>

Initial Gate: DATE
Main Gate: DATE
Category/Value: Cat D (£XXXX over NUMBER OF yrs)
Project Sponsor/SRO: NAME
Senior User/Customer: NAMES

<u>History</u>

Trials re-planned and repeated to avoid ambiguity, in line with commercial and CLS advice (ITN and updated SOTR issued prior to assessment trials).

<u>DATE</u>

<u>PMP</u>

The project has no special requirements and will follow the governance of the DELIVERABLEs PMP unless stated otherwise below.

Requirements and Scope

Capability: REDACTED DELIVERABLES
Qty: Consolidated Asset List (CAL) – X
No. of variants: X
No. of KURs: X

Competition for four variants to tender to supply REDACTED.
REDACTED to meet CAL to be procured over first 2 years.
REDACTED to meet CAL to be procured over first 4 years.

Project Title	**PROJECT NAME**	**Project Value**	**£ XXXX**

<u>Background</u>

Initial Gate: Approved

Main Gate: Not Started

Trials of DELIVERABLE DATE followed by MGBC approvals and CA in DATE.

History

DATE

Risks and Dependencies:

Risks: Technical requirement stretching industry, Complex requirements involved with AD
Assumptions: Assumptions involving AD, interop & comms equipment. See MDAL for classified list
Issues: ITN delivery was late, impacting on programme and funding.
Dependencies: REDACTED
Opportunities: REDACTED

Requirements and Scope

Capability: Restricted
Qty: NUMBER
No. of variants: NUMBER
No. of KURs: NUMBER
URD/SRD status: Endorsed/Approvals

Project Title	PROJECT NAME	Project Value	£XXXX

Background

The DELIVERABLE project is an acquisition Pj on behalf of NUMBER OF OTHER DEPARTMENT 2, intended to procure a DELIVERABLE.

History

Following a Military Judgement Panel (DATE) that determined the Procurement Strategy, the Project gained IGBC Approval for it's Assessment Phase (DATE). An LOR was submitted to the COUNTRY immediately and the Pj Team have been actively engaged with the COUNTRY Procurement Office in the production of the LOA, forecast return DATE.

DATE

The LOA was signed DATE which is the basis of agreement/contract with the COUNTRY to proceed into the Demonstration and Manufacture Phases. The Full Business Case (FBC) was subsequently approved DATE after successfully progressing through REDACTED.

The key driving activities within the last month has been the Project Security and Stakeholder & Governance Management.

PMP

The Pj has a dedicated PMP however will adhere to the standards and processes within this document where deviation is found.		
Requirements and Scope	In addition to the detail in the DELIVERABLEs PMP:	
Project Title	**PROJECT NAME**	**Project Value £XXXX**

Background

The aim of this project is to replace the current DELIVERABLE with NUMBER OF DELIVERABLES that are capable in a role in REDACTED to meet the User requirements. The requirement includes NUMBER OF operational DELIVERABLEs plus one for air delivery training. Total NUMBER OF DELIVERABLES. Originally there was ORGANISATION requirements for up to NUMBER OF ORGANISATION DELIVERABLEs, however this requirement is no longer extant.
The current DELIVERABLEs have the following shortcomings:

a.   REDACTED

History

IGBC Sign Off DATE
Due to an inconsistencies and ambiguities within the requirement, there was a competition freeze at ITN Return stage to enable the team to remove ambiguities in the requirement, revise and update ITN documentation prior to re-ITN Issue early DATE.

Revised Tender Issue Early DATE
Initial Tender Evaluation completed DATE – NUMBER OF bids received (COMPANY NAMES)

DATE

The Contract was awarded to COMPANY NAME on DATE. The project has undertaken several deep-dive design reviews to overcome design issues which have been made aware to the Project Team since being on Contract. Additional engineering resource has been required to work with the Contractor to understand and overcome this ongoing and relevant issue as the project progresses through the Demonstration Phase.

PMP

The project has no special requirements and will follow the governance of the DELIVERABLEs PMP unless stated otherwise below.

Requirements and Scope	In addition to the detail in the DELIVERABLEs PMP:	
Project Title	**PROJECT NAME**	**Project Value £XXXX**

Background

The aim of this project is to provide Replacement DELIVERABLEs for a range of existing users, including ORGANISATION and NAME OF OTHER DEPARTMENT, The current DELIVERABLES are approaching the Out of Service Date (OSD). The new DELIVERABLES are required to enable the users to effectively fulfil their range of operational tasks.

To rationalise the number of DELIVERABLE types operated by the NAME OF OTHER DEPARTMENT, the project will seek to introduce a MOTS DELIVERABLES with REDACTED.

History

DATE

This project has been re-prioritised in line with the Customer requirements. The Requirement and Scope is under review and a task has been placed with the ORGANISATION to develop a set of Cardinal Point Specifications to articulate the Customer Need in lieu of an User Requirements Document (URD). Anticipated that PM resource will become available in DATE to commence progressing this project.

DATE

PMP

The project has no special requirements and will follow the governance of the DELIVERABLEs PMP unless stated otherwise below.

Requirements and Scope	In addition to the detail in the DELIVERABLEs PMP:	
Project Title	**PROJECT NAME**	**Project Value £XXXX**

Background

The aim of this project is to provide a DELIVERABLEs Replacement for a range of existing users, including ORGANISATIONS. The current DELIVERABLEs are approaching the Out of Service Date (OSD). The new DELIVERABLE are required to enable the users to effectively fulfil their range of operational tasks.

To rationalise the number of DELIVERABLE types operated by the NAME OF OTHER DEPARTMENT, the DELIVERABLEs Replacement Projects will seek to introduce a family of COTS DELIVERABLEs/ DELIVERABLES with REDACTED.

History

DATE

This project has been re-prioritised in line with the Customer requirements. The Requirement and Scope is under review and a task has been placed with the ORGANISATION to develop a set of Cardinal Point Specifications to articulate the Customer Need in lieu of an User Requirements Document (URD). Anticipated that PM resource will become available in DATE to commence progressing this project.

DATE- Project paused due to limited NAME OF DEPARTMENT resources and will recommence once NAME OF PROJECT project contract award has occurred and the production is underway.

PMP

The project has no special requirements and will follow the governance of the DELIVERABLEs PMP unless stated otherwise below.

Requirements and Scope	In addition to the detail in the DELIVERABLEs PMP:		
Project Title	**NAME OF PROJECT**	**Project Value**	**£XXXX**

There is more work for RM to do here, engaging with the DM s and Users to understand the extent of what could be replaced second-hand and what would benefit from being included in a new DELIVERABLE. Intent is to make the Replacement DELIVERABLE project be as efficient as possible, even if that requires asking for addition funding from relevant TLBs.

DATE - Project paused due to limited NAME OF DEPARTMENT resources and will recommence when sufficient resource is available, currently estimated to be DATE.

Requirements and Scope
Users: REDACTED
DELIVERABLES to be replaced: REDACTED

Requirements and Scope	In addition to the detail in the DELIVERABLEs PMP:	
Project Title	**NAME OF PROJECT**	**Project Value £XXXX**

Background

The purpose of this project is to ensure that an Overseer is available for both DELIVERABLEs and the ORGANISATION to visit sites in order to ensure that build and upkeep are on track and to answer any questions and make decisions on issues which arise. The Overseer will then report back to the PM or in-service team for DELIVERABLEs or ORGANISATION as required.

History

There is a current Overseer Support contract in place for bother DELIVERABLEs and the ORGANISATION but it is under the old CSS heading, which disbanded in YEAR. The current contract ends in DATE and therefore a new contract needs to be in place by this time to avoid putting additional money into the contract to extend it. The new contract will ensure VFM.

The project has no special requirements and will follow the governance of the DELIVERABLEs PMP unless stated otherwise below.

REFERENCES

Reference documents that address specific aspects in greater detail have been embedded in the text. These documents are associated with this PMP. Due to the quantity and/or the size of the documents, the listed documents are not attached, but are available upon request.

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