Ministry of Defence

Anonymised Report 1 Project

Project Management Plan (PMP)

Project Number: XXXXX

Doc No: 1

Effective Date: XX XX DATE

Revision:

Record of Revision of Project Management Plan

Revision Ref	Revsion Date	Brief Revision Description	Change Control
0.1	xx xx DATE	First Draft issued	
0.2	xx xx DATE	Second Draft Circulated	
0.3	xx xx DATE	Final Draft circulated	
0.4	xx xx DATE	Includes comments from Prog Manager	
1.2	xx xx DATE	Review and Update	
2.0	xx xx DATE	Review and Updated	
3.1	xx xx DATE	Review for completion of eAP and Review Note submission	Issued for update from (NAME OF PROJECT) project Desk Officers
4.0	xx xx DATE	Review and update prior to OBC submission	
5.0	xx xx DATE	Updated Post OBC Approval	OBC approved DATE.
5.1	xx xx DATE	Updated following completion of CPP Stage 1	
6.00	xx xx DATE	Updated following Contract Award and Schedule Baseline (DATE)	Updated and aligned in accordance with the Project Maturity Model

APPROVALS

Prepared by:

_____ Date: _____
PROJECT MANAGER NAME
Project PM1

Reviewed by:

_____ Date: ____
PROJECT MANAGER NAME
Project Manager

Endorsed by:

_____ Date: _____
TEAM LEADER NAME
Project Team Leader

Delivery Team Sign-Off

_____ Date: _____
Project Controls – NAME OF PERSON RESPONSIBLE

_____ Date: _____
Commercial – NAME OF PERSON RESPONSIBLE

_____ Date: _____
Engineering – NAME OF PERSON RESPONSIBLE

_____ Date: _____
Integrated Logistics - NAME OF PERSON RESPONSIBLE

_____ Date: _____
Finance and Accounting – NAME OF PERSON RESPONSIBLE

_____ Date: _____
Business Process and Assurance – N/a

_____ Date: _____
Corporate Services – N/a

_____ Date: _____
Occupational Health, Safety,
and Environmental Management – NAME OF PERSON RESPONSIBLE

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INTRODUCTION

Overview (PM).

The (NAME OF PROJECT) Project will deliver the (OUTCOME) to provide REDACTED. (NAME OF PROJECT) is a key enabler to the achievement of Full Operating Capability for (NAME OF DIFFERENT PROJECT). Strategic Defence and Security Review (SDSR) DATE confirmed the need for the capability and the (NAME OF PROJECT) IGBC was approved to restart the Assessment Phase (AP), exploiting previous lessons to deliver a Competition to seek best value for money from the global market. Following the cancellation of the NAME OF PROJECT) Competition by the Secretary of State for Defence in DATE, the project went through a review and reset phase, resulting in the approval of a Review Note (IAC DATE) in DATE [1] to enter into an extended Assessment Phase (eAP) initially to DATE. An Outline Business Case (IAC DATE) then approved the formal re-start the (NAME OF PROJECT) competitive process as associated Assessment Phase in DATE [2].

1. The Through Life Management Plan (TLMP), owned by the Programme Team (link), focuses on the key aspects of the Programme through the CADMID cycle and enables the project team, stakeholders, and customers to review the through life plan on a regular basis as it evolves.

2. **This PMP will outline the key project details and steps required to deliver the** (NAME OF PROJECT) **Manufacture Phase (including design).**

Project Summary

Approval Reference:	**OBC (**DATE **),FBC(**DATE**)**
Order Book Item (OBI):	xxxx
Demonstratiion and Manfacture Phase Start and End Date:	Start date: DATE, Foreast End date: DATE
Category:	A
Current CADMID Phase:	Demonstration and Manufacture
Customer/s:	X Command
Key Suppliers:	Team conisisting of:
Approved OBI Scope:	
Requirements and Objectives:	The (NAME OF PROJECT) capability shall contribute assuredly to the sustainment of NAME OF DIFFERENT PROJECT. Each (NAME OF PROJECT) platform shall be able to REDACTED.

Purpose of the Project Management Plan (PMP) (PM).

[1] (NAME OF PROJECT) /IAC/ DATE, DATE

[2] DG Fin 6.3 (DATE), dated DATE

3. The purpose of this PMP is to describe the way that NAME OF DEPARTMENT will deliver the Project through to the Inservice Phase for all three OUTCOMES.

Scope of This PMP (PM).

4. This PMP documents the plan, means, methods, and controls that will be used to achieve the (NAME OF 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 NAME OF DEPARTMENT draft procedure for the preparation of a PMP (PMF-COR-PRO-XXXX). This PMP is owned by the (NAME OF PROJECT) Project Manager, and has the following purposes:

a. Describes the background to the project;

b. Describes the baseline;

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.

5. This PMP is a living 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 on a 6-monthly basis or following key project events. The re-issue of this PMP, 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.

BACKGROUND

6. Originally, (NAME OF PROJECT) was part of the overall (NAME OF PROGRAMME) programme launched in DATE which went to market proposing an Alliance approach. With the suspension of the Alliance approach, priority was placed on procurement to comply with legislative requirements. Following a stopped competition, an international competition (following DSPCR) was held and DELIVERABLES were contracted in DATE to DSME and achieving their Full Operating Capability after UK Customisation.

7. The REDACTED element of the (NAME OF PROGRAMME) was initially intended to be delivered through two means; the (NAME OF PROJECT) platforms were to be designed, and latterly OTHER DELIVERABLES designed to support operations. SDSR DATE demanded a revised concept, resulting in the combining of the DELIVERABLES.

8. The first (NAME OF PROJECT) competition also followed an international route, and an ITN was issued with proposals returned. The competition was cancelled following a holistic review which concluded that a value for money offer could not be achieved within the process as published. Three of the tenders (NAME OF PROJECT) withdrew from the competition. Formal tenderer debriefs took place, which has formally closed out the previous procurement.

9. A Review Note (IAC xxxx) was approved to allow the project team to enter an extended AP. During this period a full capability review was completed as a consequence of better

knowledge. Lessons were integrated into an already mature requirement, market and Government-to-Government engagement was undertaken. Key revisions to the User's operating requirements were made.

10. A Prior Information Notice was issued on DATE, specifying that the MOD is seeking to procure and inviting potential suppliers to a period of market engagement prior to the commencement of a future competition. Utilising this extensive Market Engagement, the project successfully reduced the number of capability requirements to focus on higher level outputs and give industry space to offer in bespoke and Military Off The Shelf (MOTS) solutions. Flexibility was given to meet Threshold to Objective requirements on size/cost drivers, and additional requirements captured with optimal adaptability requirements to improve the utility of the platform. Importantly a review with SofS concluded a significant proportion of the build should be in the UK to build future capability (DSPCR exempt). The project was also chosen as a pathfinder for New Carbon Zero.

11. The revised competition formally commenced in DATE following the approval of the (NAME OF PROJECT) Outline Business Case (OBC) (IAC DATE), with the issue of a Contract Notice. This Competitive Procurement Phase (CPP) competition is split into two distinct stages, for which bidders received a formal contract and payment for their input. Stage 1 presented the opportunity for bidders to demonstrate that their chosen design can comply with the operational, safety and legislative requirements, and Stage 2 to demonstrate that they have appropriate and deliverable plans in place to complete final design, construction, integration, ILS, and Social Value initiatives. (Deliverability). Stage 1 (Design) completed on DATE and Stage 2 (Deliverability) started in DATE. Four bidding consortia were awarded CPP contracts in DATE.

12. Competition entry criteria was as follows: The full design and manufacture cost shall not exceed £XXXX outturn; the design and manufacture contract must be awarded to a UK business acting either solely or as part of a consortium; and DELIVERABLES must be delivered by DATE.

13. During the CPP Stage 2, one tender withdrew from the competion due to the challenges faced with costs.

14. The competition concluded with the Demonstration and Manufacture Contract being awarded..

IMAGE

Figure 1: Team TEAM NAME

15. A Project History Record is maintained and is provided at the link.

Future Tasking Outside of Design and Manufacture Contract

1. Whilst the Design and Manufacture Contract has been placed and design work continues, at the time of writing this version, there remains number of essential tasks and activities that need to be planned, approved and implemented to ensure success delivery.

2. These are taskings that fall outside of the prime contracts but are essential to the delivery of the full (NAME OF PROJECT) capability

3. The Table below identifies those key future tasking that need to be actioned together with estimated commencement date and start dates
4.

Serial	Description	Planning Start	Task Start
1	Ensure appropriate DELIVERABLE Manufacture Phase	DATE	DATE
2	Ensure appropriate (NAME OF DEPARTMENT) DELIVERABLE for Manufacture Phase	DATE	DATE
3	Procure, manufacture and deliver DELIVERABLE	DATE	DATE
4	Ensure post VAD Capability Insertion Phase (CIP) is in-place	DATE	DATE
5	Ensure REQUIRED update is completed.	DATE	DATE
6	Ensure REQUIRED update is completed.	DATE	DATE
7	Commence 1st delivery of GFE	DATE	DATE

Requirements and Outputs (PM).

16. The Joint Requirements Oversight Committee (JROC) received updated candidate Key User Requirements (cKUR) on DATE. The updated cKURs redefined the capability in terms of 'effects' rather than functionality. The updated cKURs also reflected up-to-date analysis and market research, and a better understanding of interface limitations. The cKURs were broadly accepted by the JROC with a request to confirm the holding capacities and to ensure that no other scenarios have driving requirements. Accordingly, a set of analyses, including wargaming, tabletop exercises and operational analysis have been conducted by the Project Team, supported by OTHERS. The analyses examined all the key parameters, assumptions, and sensitivities. The results of the analyses were reported at the Capability Planning Working Group (CPWG) DATE and briefed to the Senior Responsible Owner (SRO) on DATE.

17. The analyses around cKURs have informed the production of an (NAME OF PROJECT) 'Flyer' and a set of fifty key requirements to test the market, beginning in DATE. Market engagement informed the cKURs and certain keyparameters that were reported to the JROC out of committee in DATE. The measures of effectiveness and contributing parameters have been set to ensure military effectiveness within the driving scenarios ensuring that there was sufficient market interest to provide an effective manufacture competition.

Systems Requirement Document

18. The Project's system requirements are called Key Characteristics and follow a similar format to the OTHER PROGRAMMEKey Characteristics. They have been derived through review of the previous procurement's Technical Specification (bottom up) and through first principles re-examination of the emergent cKURs. Circa X key characteristics have been produced, including all the baseline requirements and a set of requirements to explore the adaptability of proposed designs to meet future needs, including reduction of the carbon footprint through life.

19. Key Characteristics were used as the basis for the evaluation of capability and adaptability within a competitive design phase. The KCs were evaluated in two stages, Stage 1 for design and Stage 2 for deliverability.

20. Whilst some design for support requirements are included within the inherent structure of the key characteristics, a separate ILS specification was developed to define the support solution required.

21. The final Key Characteristics were published within the CPP Stage 1 ITN (and subsequent CPP Contract) in DATE. These had undergone a full red team review by a broad range of stakeholders, a commercial and legal review and will incorporate feedback from industry;

22. A summary of the KCs issued as part of the ITN can be located at Annex A.

OBJECTIVES, SCOPE AND CONSTRAINTS

Objectives (PM).

23. The agreed milestones[3] are shown in Table 1:

Milestone	New baseline dates
PDR	DATE
CDR	DATE
(NAME OF PROJECT)	DATE
(NAME OF PROJECT)	DATE
(NAME OF PROJECT)	DATE
(NAME OF PROJECT)	DATE
(NAME OF PROJECT)	DATE
(NAME OF PROJECT)	DATE
(NAME OF PROJECT)	DATE
(NAME OF PROJECT)	DATE
(NAME OF PROJECT)	DATE
(NAME OF PROJECT)	DATE

[3] 04_01/ (NAME OF PROJECT) /DLOD/Equip - (NAME OF PROJECT) Equipment DLOD Business Agreement dated DATE

(NAME OF PROJECT)	DATE
(NAME OF PROJECT)	DATE

Table 1 - (NAME OF PROJECT) Key Milestones

Table 2 – (NAME OF PROJECT) Delivery Plan

24. The following principal activities had been conducted during the AP in readiness for Competition and in support of the FBC approval;

a. Baselined the whole life cost, capability, and delivery programme to deliver threshold candidate KURs. The existing in house (NAME OF DEPARTMENT) SQEP within the (NAME OF PROJECT) teams has been complemented using the current "customer friend" arrangements and supplemented by resource drawn from OTHER programmes. This allowed rapid development of the Key Characteristics (KC), and the full set of supporting documentation required to enable the Invitation to Negotiate (ITN) to be issued to industry. Costing studies have been undertaken to identify and drive down through life costs whilst maintaining safety and environmental standards, and a robust Whole Life Cost model has been developed.

b. Understand the market. The competition cancellation triggered a range of activity that was necessary to re-examine both the (NAME OF PROJECT)'s future operational requirements and the market's capability.

25. The Demonstration and Manufacture (D&M) phase will comprise of;

a. Submission of a Cat A Full Business Case.

b. Negotiate final terms and conditions with the Preferred Bidder

c. Award of a Manufacture Contract (to include initial and final design)

Scope (PM).

26. The key D&M activities shown in Figure 2 below are briefly described in this section. Further detail can be found in the D&M Work Breakdown Structure and the associated scoping statements:

IMAGE

Figure 21 – D&M Delivery Schedule

27. The OTHER PROGRAMME recruitment processes will continue to be utilised, but the intention is to reduce reliance on contracted staff and to grow the project's own internal skills and competence since these resources come at significant cost.

28. DELIVERABLE This is the primary system. The previous requirement was reduced. This was agreed at the JROC in DATE. The project has funded the development of a new

DELIVERABLE. The project has also funded the development of a computer-based modelthat will be used to give confidence that proposed solutions will perform satisfactorily.

29. The (NAME OF PROJECT) project has been selected as the pilot project to meet the net zero 2050 carbon neutral defence directive. The pilot will define the approach for sustainable acquisition for all future requirements. This offers both the project and industry a unique opportunity to prove the concept of green technology which leave a greatly reduced carbon footprint. To achieve this, we have developed an approach that adopts current and emerging environmental statutory requirements but also looks to challenge the solution in areas such as power consumption, energy efficiency and fuel economy.

30. The solution offered will improve on these areas compared to previous auxiliaries through the adoption of Energy Efficiency Design Index (EEDI) and Energy Efficiency Management Plan (EEMP) processes or similar equivalents to create an ambitious baseline. We are then looking to improve the through life green credentials of the DELIVERABLES with progressive reduction of greenhouse gas emissions and fossil fuel usage as the DELIVERABLES approach 2050. To do this we have considered adaptability features which allow emerging sustainable technology and innovations to be retrofitted during upgrade cycles. Hence, we are looking for industry to understand where the advances in green propulsion and power generation are being made and offer adaptability within their solutions to adopt such technology through the most economic means possible.

31. In noting the SofS directive to ensure that the project is managed by a UK Prime Contractor and also to be fully integrated in the UK, a number of considerations were made during the ITN evaluation as follows;

- the UK's current capability and capacity to build (NAME OF PROJECT) against the above timescales;
- the UK industry's skills availability to construct (NAME OF PROJECT), accounting for those employed directly and those employed within the agency/sub-contract market;
- the UK infrastructure, their ownership, general condition, and feasibility for regeneration;
- any UKpotential, and feasibility for creating a viable and sustainable presence; and
- the level of capital investment and skills investment required to realise theprogramme, and to ensure that any capability and / or capacity challenges (if applicable) can be overcome.

32. The HMT Green Book outlines two key concepts that (NAME OF PROJECT) has taken into account during the AP and will monitor to ensure delivery through the D&M phase.

1) value for money (VfM) – efficiency, effectiveness, economic costs/benefits and
2) social value (prosperity) – economic, environmental, social costs/benefits.

33. Both Green Book requirements formed a significant proportion of the (NAME OF PROJECT) Evaluation Criteria following significant analysis by Defence Analysis Services (DAS) Ltd. The CPP tenders also considered emerging policy for improved Business Cases

including opportunities for 'Levelling-Up', enhancing our sustainability and reducing Defence's carbon emissions, improving prosperity, and strengthening the Union.

34. (NAME OF DEPARTMENT 2) – (NAME OF DEPARTMENT 2) are an important partner in (NAME OF PROJECT) as they are working closely with the DEPARTMENT to help define and scope the Requirements (e.g., what (NAME OF PROJECT) shall carry, the delivery tempo required, the environment where it will operate, etc which are critical to the (NAME OF PROJECT) design through the production of Operational Analysis. The (NAME OF PROJECT) project will continue to work with (NAME OF DEPARTMENT 2) throughout the D&M phase where requirements are identified.

35. ORGANISATION – The ORGANISATION were instrumental in the early stage of (NAME OF PROJECT), but as the requirement has matured through DATES the dependency on ORGANISATION service has reduced significantly. At the time of writing this version of the PMP there were no forecast requirements from the ORGANISATION.

36. Client Friend – The intention to provide a bespoke Client Friend was rejected in favour of continuing with the use of the EDP, PDP and CDP arrangements. However, the (NAME OF PROJECT) project did receive an exemption to acquire commercially centric SQEP. This is to be the exception with the first port of call being the (NAME OF DEPARTMENT) Delivery Partners (DPs) for resource.

Constraints (PM).

37. (NAME OF PROJECT) must operate within the following constraints:

a. MOD and (NAME OF DEPARTMENT) processes and directives, including Commercial and Financial approval

b. (NAME OF DEPARTMENT) manpower resources, operating budget, and personnel reporting systems

c. Current funding allocation

d. (NAME OF DEPARTMENT 3) Costing Reviews and Spend Management Systems

e. Safety and Environment Management Systems and Reporting through a reporting tool

f. Statutory and Classification Requirements

g. Project Governance reporting, including Programme and Project Boards

h. The (NAME OF DEPARTMENT 2) Security constraints imposed by the data

i. Where applicable, Foreign Military Sales (FMS) restrictions applicable to specific equipment’s and data

Approval Levels (PM).

38. The following provides a summary of the approvals that have been included within the FBC

a. The Investment Approvals Committee (IAC) is invited to approve**:**

a. *an uplift[1] to the Approved Budgetary Level (ABL) of £XXXX (at outturn, inclusive of all non-recoverable VAT) at P50 confidence level for the Manufacture phase comprising;*

i. a Manufacture contract with a value of £XXXX CDEL, for DELIVERABLES including initial training and spares provision;

ii. provision of £XXXX CDEL for Government Furnished Equipment and Information (GFX) for issue to the prime contractor;

iii. provision of £XXXX CDEL/RDEL for other MoD Programme costs comprising;

MoD Programme Costs to Full Operating Capability	***P50***
First Outfit and Major Insurance Spares	*£XXXX CDEL*
Post VAD[2] Capability Insertion Periods, Trials and Support	*£XXXX CDEL*
Transition to Steady Sate Training	*£XXXX CDEL*
EPP costs Non-Op Ex and PSS	*£XXXX RDEL*

iv. A MoD Risk and Uncertainty Provision of £XXXX CDEL at P50;

b. b. As the Manufacture contract is a mixed fixed/firm price, a RIC provision of £XXXX has been allocated specifically for inflation variance above the index for the fixed element (and included in the MoD risk provision above at 2a. iv.);

c. c. In-Service Date (ISD) of DELIVERABLE, DATE at P70 confidence;

d. d. the Key User Requirements (KURs) at Annex A.

e. and to note:

d. *the P10, 50, 90 confidence levels for the cost of the Manufacture phase:*

Cost	*P10*	*P50*	*P90*
Including Manufacture Contract Price of £XXXX	*£XXXX*	*£XXXX*	*£XXXX*
	MoD Cost and Risk at P10 of £XXXX	*MoD Cost and Risk at P50 of £XXXX*	*MoD Cost and Risk at P90 of £XXXX*

b. the key milestones in the capability delivery schedule at Annex X.

c. the approved budgetary level includes £XXXX for Private Sector Support encompassing independent safety and environmental activities, enduring legal support to the programme, and 3rd party oversight;

d. the anticipated sunk costs by Manufacture contract award will total £XXXX, comprised of £XXXX for Concept and Initial Assessment Phase (pre-2021 OBC) and £XXXX for the CPP, and a total project cost of £XXXX;

e. that the In-Service Support solution will be assessed and delivered through the) programme, with the ESP costs (totalling £XXXX at P50 confidence across the 30-year capability expected duration), at Annex X, being provisioned within the (NAME OF PROJECT) *S9 line;*

f. the principal risks for the Manufacture phase at Annex X.

EXECUTION STRATEGY AND DELIVERY APPROACH

Execution Strategy (PM).

Summary of the Assessment Phase

39. The AP was split into 5 phases as follows;

a. CPP Stage 1 (Design)

i. Stage 1 saw (NAME OF DEPARTMENT) issue tenders to potential prime contractor to develop their outline designs against KCs for assessment by the **(NAME OF PROJECT)** team.

b. CPP Stage 1 (Review)

ii. Stage 1 was about the **(NAME OF PROJECT)** team completing a review of the tendered design proposals prior to the four potential suppliers progressing into Stage 2.

c. CPP Stage 2 (Deliverability)

iii. Stage 2 provided the opportunity for potential primes to further develop their design and to demonstrate their ability to manufacture blocks & modules, integrate these in the UK and to deliver the capability in the required timescales.

d. CPP Stage 2 (Evaluation)

iv. Stage 2 considered the suitability of the prime's proposal against a range of Evaluation Criteria, Key Characteristics, and deliverability requirements.

e. Assurance and Approval

v. Following the completion of Stage 2, a preferred bidder was selected with details and costs contained within the Full Business Case, which was taken through the subsequent assurance and approval process.

Manufacture Phase

40. The execution strategy for Manufacture phase is summarised in the following points, most of which are described in more detail elsewhere in this PMP:

a. Timescales. Schedule has now been baselined; this is based on clear milestones to enable delivery.

b. Stakeholders (NAME OF PROJECT) recognises that stakeholder engagement is critical to continued project success and will be an integral part of delivery as the project moves forward.

c. Technology Risk. It is noted that none of the standard systems that are commercially available have yet been proven to operate, although the tendering and bidder engagement process has provided the re-assurance that the prime contractor's selected RAS supplier understands the issue and have demonstrated how it will be resolved.

d. Engineering. The Manufacture phase will now focus on the initial and final design aspects to fully demonstrate that User / System requirements will be delivered,

e. Safety and Environment. As detailed in the project Safety and Environmental Protection Plan (SEMP) the (NAME OF PROJECT) Platform Authority has overall accountability for S&EP, and will ensure that the DELIVERABLE is safe and environmentally sound to operate. The Contractor will be responsible for delivering DELIVERABLES that are safe and environmentally sound to operate. The Prime Contractor has developed an appropriate SEMP, and certification strategy aligned with the Authority documents, and will manage Safety & Environmental Protection (S&EP) accordingly. The Prime Contractor's ability to effectively manage S&EP activities appropriately has been assessed as part of the tendering process.

f. Project Controls and Governance. (NAME OF PROJECT) will operate a strict project management discipline. Scope is clearly defined within the WBS and the execution will be defined in a resourced project schedule. Scope will be managed by a formal change control process with regular and routine project reviews.

g. Progress against milestones will be monitored routinely.

h. Risks to achievement of the Manufacture phase and the longer-term project will be identified and managed, both at (NAME OF DEPARTMENT) project level and through combined governance practices with the Prime Contractor.

i. Finances will be managed through the wider departmental financial control processes

j. Collaboration. Collaboration commenced in DATE as part of the review of the CoAs, however, this will continue and could result in sharing information. Opportunities will be explored but noting that significant collaboration beyond 'information' is currently out of scope.

Delivery Approach (PM).

41. The (NAME OF PROJECT) Project Team (PT) is Accountable for ensuring the (NAME OF PROJECT) platforms are safe to operate and achieve the required capability and availability. The PT will work together with our customer and our acquisition partners. The PT have identified dependent (NAME OF DEPARTMENT) project teams, whose deliverables will be required or impacted by (NAME OF PROJECT), and have engaged to ensure a supply chain route is clearly understood and managed via Supply Agreements. PCT parameters are contained within 3rd Order Assumptions (3OAs).

Learning from Experience (PM).

42. Lessons learnt from PREVIOUS PROGRAMME procurement have been applied to the planning for (NAME OF PROJECT) include the scrutiny and costing of the Integrated Logistics Support (ILS) elements, which have proven to be a significant challenge on MT; the development of the Procurement Strategy, timescales, and resources. For example, (NAME OF PROJECT) have benefitted from the availability of an EXPERT to mitigate risks in the technical specification which have impacted PREVIOUS PROGRAMME. Knowledge gained from the PREVIOUS PROGRAMME model will aid exploitation of the commercial and industrial landscape.

43. Lessons will be captured in and managed using an LFE database (spread sheet) with knowledge sought via a variety of methods including:

a. Formal 'Learning from Experience' workshops
b. Historical (NAME OF DEPARTMENT) Project Evaluation Reports
c. REDACTED Reports and another incident reporting
d. Utilising SQEP engineers from MARS tanker
e. Undertaking wider LFE beyond (NAME OF DEPARTMENT) and into the Commercial sectors
f. Advice from Subject Matter Experts.

44. The (NAME OF PROJECT) Project Manager will be responsible for ensuring that the LFE database is maintained and exploited.

Deliverables Management (PM).

45. The Key deliverables supporting the FBC approval have been identified and are provided at LINK.

46. These documents will be subject to review by Assurance and Scrutiny teams at Evidence Working Groups. Lower-level deliverables are derived from the main objectives and will be detailed in the WBS, scoping statements and schedule.

Engineering Management (ENG).

47. The management of engineering aspects of the Project is covered in detail in the (NAME OF PROJECT) Engineering Management Plan (EMP) (Link to EMP).

48. The Guide to Engineering Assessment and Review (GEAR) tool has been used as the basis for developing the EMP and it covers the work that has been undertaken during the assessment phase and planned work for the D&M phase of the project.

System Safety and Environmental Protection

49. In order to achieve the regulatory requirements for safety and environmental protection, (NAME OF PROJECT) will comply with the requirements of Regulations for Health, Safety and Environmental Protection. The organisation and arrangements governing (NAME OF PROJECT) Safety and Environmental Protection are covered in the Safety and Environmental Management Plan (SEMP). The purpose of the SEMP is to define how the (NAME OF PROJECT) project will deliver DELIVERABLES that are safe and environmentally sound to operate in their defined roles. The SEMP does not cover occupational health and safety of the project team. This is covered by (NAME OF DEPARTMENT) corporate arrangements as described below. Link to SEMP .
50.

Logistics Management (ILog).

51. During the Assessment Phase, the support solution requirements for (NAME OF PROJECT) have been developed through the execution of an Integrated Logistic Support programme in accordance with Integrated Logistic Support Requirements for MOD Projects and the advice and guidance on the Defence Logistics Framework [LINK]
52. The output for the D&M phase is detailed within the Support Solutions Development Tool (SSDT) which has been developed with the advice and guidance of the appropriate Subject Matter Experts.

IMAGE

Figure 2 – Support Solutions Development Tool (as at XX 2022)

53. The support solution requirements have been documented within the (NAME OF PROJECT) Key Characteristics and the (NAME OF PROJECT) ILS Statement of Work (SoW). The 'Design for Support' elements will be the focus of the Key Characteristics and the 'Support the Design' elements that are addressed within the ILS SoW. This details all the Logistics data and deliverables required to be provided during the Design and Manufacture phases to allow the (NAME OF PROJECT) to be supportable through life.

54. An Integrated Logistics Support Plan (ILSP) has been developed which details the Authorities requirements for the management of the ILS programme. The ILSP includes the (NAME OF PROJECT) Use Study, Support Strategy, and other supporting documentation as well as up to 15 Element Plans which will detail the specific management requirements for discrete elements of the ILS programme. The prime contractor has provided their Integrated Support Plan (ISP) which details their response to the ILSP and details how they will manage the ILS Programme during the Design and Manufacture phases.

55. In summary, the (NAME OF PROJECT) ILS programme will ensure that (NAME OF PROJECT) is fully supportable and safe, can be maintained by a trained crew who have the correct spares available, when needed, together with the correct tools, test equipment and documentation to enable them to keep (NAME OF PROJECT) available for tasking.

Commercial Strategies and Contract Management Plans (COM).

Extended Assessment Phase 1 (DATES)

56. The Authority continued with the contract to support the eAP of the Project to provide the following services:

a. Project Support - Supporting the 'core' project team to collate the evidence to support a MG/FBC Approval e.g., to produce an investment appraisal, to provide costing and business case advice and to help define the management specification

b. Technical Services – To undertake technical, safety and environmental studies to support the development of requirements, to provide market analysis and help inform the development of the DELIVERABLE technical specification and the ILS specification

c. Design Development – To undertake design development work to de-risk technical aspects of (NAME OF PROJECT)

d. Ad Hoc tasking – To address any emerging technical queries as required by the (NAME OF PROJECT) team.

57. There will also be flexibility to place additional scopes of work through existing framework agreements where budgets allow. The Commercial team conducted regular reviews of work carried out to ensure they aligned with project requirements and allotted spend.

58. The (NAME OF PROJECT) requirement is more bespoke than that of PREVIOUS PROGRAMME. Systems which may require significant maturation prior to commencement of the main Manufacture Contract has been the focus of ongoing review and engagement between the Authority and Bidders throughout the CPP.

Assessment Phase CPP (DATES)

59. The procurement strategy for (NAME OF PROJECT) has built on the successful approach followed for PREVIOUS PROGRAMME through competition whilst also using applying appropriate learning from PREVIOUS PROGRAMME assessment phase and Contract Award process.

60. The procurement will follow the Competitive Negotiation process[1] under the Defence & Security Public Contract Regulations (DSPCR) 2011 regulations. The process commenced with the placing of a Contract Notice and Pre-Qualification Questionnaire (PQQ) in the Defence Contracts Online in DATE. Potential Bidders completed the PQQ which was used to assess their capability, capacity and track record and underpin a down-selection with a maximum of four bidders being invited to negotiate a Competitive Procurement Phase (CPP) Contract. The successful bidders were issued with a Competitive Procurement Phase (CPP) ITN. A Manufacture Invitation To Negotiate (ITN) was released in DATE and the Competitive Negotiation process will commence in DATE. The ITN will incorporate clear Contract Evaluation Criteria to run the evaluation process.

61. The procurement strategy will enable innovative proposals to be considered including Military Off The Shelf (MOTS) or Commercial Off The Shelf (COTS) based solutions and will target reduction of bespoke requirements and standards to maximise best value for money. The strategy will seek to exploit significant lessons identified from the PREVIOUS PROGRAMME acquisition and Procurement. This method, using competition, will accurately price and value requirements and drive the best achievable through life value for money solution.

62. This procurement method will enable a return to the IAC in late DATE with an FBC seeking approval for Manufacture contract award.

63. Contract Management activities will be undertaken in accordance with a Contract Management Plan which will be drafted during the Competitive Negotiation Phase and completed by Commercial prior to contract award. The Contract Management Plan will identify the obligations (and deliverables) on both Parties with agreed delivery dates. It will also cover the contract performance and monitoring requirements to assist the Project in managing the contract such that the contractor delivers the contract requirements in full to time and cost.

Stakeholder Management (PM).

64. Stakeholders are identified in the (NAME OF PROJECT) Stakeholder Engagement and Management Plan (link here)

65. and is intended as a working document and will be updated through life until programme closure. This will ensure that the project team communicates well with all stakeholders across the project phases and maximises its success.

Image

Figure 3 - Stakeholder Identification Map

Quality Management (BP&A).

66. Quality Management comprises quality planning, quality assurance, quality control, and continuous improvement which will be detailed in the Government Quality Assurance (GQA) Plan. The purpose of the GQA Plan is to identify the Government Quality Assurance activities that are to be conducted across the supply chain to mitigate supplier risk, provide confidence that suppliers will meet contractual requirements and generate independent assurance to support acceptance in compliance with JSP X. The Project GQA Plan (linked here) will be further developed during the assessment phase. . The GQA plan includes sections describing the following topics:

a. Introduction & GQA initiation
b. GQA Strategy
c. Quality Requirements
d. Quality Assurance Requirements

Occupational Health, Safety and Environment Plan (OHS&E).

67. As a (NAME OF DEPARTMENT) team, (NAME OF PROJECT) is subject to the requirements of the Occupational Health, Safety and Environmental Management System.This can be found on the (NAME OF DEPARTMENT) intranet pages. (NAME OF PROJECT) is also subject to DSA01.1: Defence Policy for Health, Safety and Environmental Protection.

68. Working at LOCATION. When (NAME OF PROJECT) team members are working within (NAME OF DEPARTMENT) LOCATION, they will work in accordance with the OHSEMS. The (NAME OF PROJECT) Team Leader is responsible for ensuring that suitable arrangements are in place.

69. Working off-site. When working at other (NAME OF DEPARTMENT) locations or contractor premises, all staff are to follow local OHSE arrangements and are to ask for a briefing on entry to these premises. Hazardous sites. When visiting or working at hazardous sites, all staff are to be provided with, and use, appropriate PPE and to receive a health and safety briefing in accordance with local arrangements. Staff are to follow the advice and guidance is available on the intranet pages.

Security Management (CSG).

70. Site access security at all sites is controlled by entry passes and in accordance with the local site-specific security policies. The (NAME OF PROJECT) nominated (NAME OF DEPARTMENT) project security officer is: **EMAIL**

71. The project team will use MoDNet Information Technology systems operating at the OFFICIAL-SENSITIVE classification level. Access to SECRET material will be via MoDNet SECRET System. Email communication can be sent at OFFICIAL level only, or between systems at the OFFICIAL-SENSITIVE level when using '. r.mil' addresses. Local IT security polices provide guidance on usage for both systems.

72. A tool will be used as the portal for passing information at OS level to industry / bidders during the AP. Security Aspects Letters (SALs) will be required for all industry parties receiving classified documentation during the market engagement phase, and the CDP.

73. All project documentation will be classified in accordance with the project Security Grading Guide and in accordance with the Project Security Aspect Letters where applicable.

74. An initial draft of Project Security Case (link here) will be further developed in accordance with GEAR requirements, with a part time specialist Security Assurance Coordinator (SAC) being employed through EDP to lead the required security workstream. This will ensure that all plans, policies, and processes are in place for the CDP phase, and will ensure that any responsibilities during the design & build phase are identified in the contractual documentation. The security case will be further developed through both the assessment phase, and the design & build phase.

Management of Information & Records (CSG).

75. The primary system used by the Project team is MODNET and all staff are required to comply with the Security Operating Procedures, which outlines how the system should be used. Within MODNET, electronic data is managed using Microsoft Office 365 and SharePoint. Training in IM is mandated and must be refreshed every 3 years.

MONITORING, CONTROL AND REPORTING

76. (NAME OF PROJECT) project controls comprise of a suite of processes, skills, and tools, which are applied in support of the accountable Project Manager. This is achieved by

supporting the gathering and analysis of timely performance data to understand, predict and constructively manage the time, cost, and performance outcomes of the Project through effective management and decision-making.

77. The Project Controls Manager is supported by a Risk Manager, Schedulers and Cost Controllers, and together they will set, manage, and maintain the project baseline, & assumptions, project scope, change management, scheduling, cost estimating, cost management, risk, performance monitoring and reporting.

78. Project Toolkit products and processes will be matured, integrated, and exploited to enable more accurate forecasting, planning, and allocation of (NAME OF DEPARTMENT) resources to deliver (NAME OF PROJECT) more efficiently and effectively. Once established and considered sustainable, they will be updated and maintained to support a smooth transition into the Design and Manufacture Phase.

Scope (PC).

79. The project scope is defined in scoping statements which are necessarily clear, precise, and robust to prevent scope creep occurring and therefore quickly identifies the need for change control. The language of the scoping statements should be clear enough for someone approving it to understand what is included or excluded.

80. The WBS Scope Template serves as a baseline information document for defining the scope of work to be performed, project deliverables, work which is required to accomplish the deliverables, and ensuring a common understanding of the project's scope among all stakeholders. All project work should occur within the framework of the WBS Scope Template and directly support the project deliverables. Any changes to the scope statement must be vetted through the approved Project Change Management Process prior to implementation. The project scope is supported by assumptions and exclusions made by the SRO or the project team, which help to underpin the requirements that in turn aid the development of the scheduling, costing, and risks of the project.

81. The project Work Breakdown Structure (WBS) is produced by the Project and breaks down the scope of the work involved into a series of manageable work packages that can be estimated, planned and assigned to the appropriate person or section for completion (WBS link here). Insert link to Assessment Phase WBS and D&M Phase WBS. Each work package is contained within the WBS dictionary and has an associated scoping statement explaining the purpose, description, boundaries, assumptions, deliverables, and key dates.

Schedule (PC).

82. The Schedule Strategy (figure 4) demonstrates how the levels of schedule within the Project will be aligned, managed, and controlled. Link

83. IMAGE

Figure 4 - Scheduling Strategy

84. This does not seek to replace or replicate the WIDER Planning and Scheduling Policy and Management Plan, or the Baseline and Change Management process (once issued) but will aid understanding of the different levels of schedule, and their interaction. This document forms part of the PMP and should be read in conjunction with the WIDER Planning and Scheduling Policy and Management Plan.

85. The hierarchies of schedule in the document refer only to MoD schedules. Where contractors have their own schedule hierarchies, they should not clash with those described, but slot in at the appropriate level.

86. The (NAME OF DEPARTMENT) Planning and Scheduling Policy and Guidance can be located in the Business Management System (BMS) page in the (NAME OF DEPARTMENT) Intranet (LINK HERE). All Planning and Scheduling guidance is stored here with the live documents being updated when required by the PC Corporate Functional Team. the PC Corporate Functional Team.

Earned Value Management (PC)

87. Earned Value Management (EVM) will be used to monitor progress of the project throughout the manufacture phase. Progress will be monitored using the standard Schedule Performance Index (SPI) and Cost Performance Index (CPI) to monitor time and cost. Data will be generated from the (NAME OF DEPARTMENT) time recording system "Team member" (OPEX) as well as tracking Prime Contractor (CAPEX) progress against specific contracted deliverables. In accordance with (NAME OF DEPARTMENT) current working practices, all EVM data will be reviewed monthly with the Prime Contractor providing EVM data at the monthly Project reviews.

Cost Management (PC).

opex

88. The Project will develop a Cost Management strategy through Toolkit 2 &3. With the support of the Assurance Group team, the Project will ensure all aspects of cost, risk and schedule estimating is quality. This is underpinned by documenting and managing assumptions and basis of estimates used to develop robust and justifiable evidence in support of the Full Business Case submitted to seek approval decisions for the Manufacture of (NAME OF PROJECT):

a. The total estimated cost for the (NAME OF PROJECT) Programme is £XXXX.

b. This will cover EPP, PS and Operating costs. All costs will be managed by the (NAME OF PROJECT) Project Team suppliers baseline, planned vs actual spend, reporting monthly, accruals working with (NAME OF PROJECT) -Finance and PM. Outputs to POAP, support Options, ILW, FCRs costings, Performance reporting and EVM

c. Assurance Group have been engaged to develop the Project cost model.

d. An Independent Cost Estimate for the project has been sought through the engagement of DAS via PDP tasking.

RISK, ASSUMPTIONS, ISSUES, DEPENDENCIES AND OPPORTUNITY MANAGEMENT (PC).

RISK MANAGEMENT (PC).

89. Continuous and effective management of risk is a pivotal element in the strategy for achieving performance, cost, and time objectives. The Acquisition Risk Management Plan define the principles that are used to manage risk, and it is from these that the (NAME OF PROJECT) Risk Management and Opportunity Management Plan (ROMP) has been

developed. The (NAME OF PROJECT) ROMP details the processes by which risks and opportunities are identified, assessed and managed during the project and can be found at the link here.

90. Each risk/opportunity is owned by the organisation at the best position to mitigate/realise each one. Mitigation/realisation progress is monitored by regular collective and bilateral reviews. The risk management process is managed by the Risk Manager who appoints SQEP risk owners from within the wider (NAME OF PROJECT) team.

91. While risks are managed at the working level, a number of strategic risks have been identified and assessed and are managed at the Acquisition Management Board level. These risks are also elevated to the (NAME OF PROJECT) Programme Office.

92. The risk register is held in SYSTEM NAME. The quantitative risk data is used to monitor performance, hold risk reviews and as inputs into cost and schedule risk analysis. The (NAME OF PROJECT) PMO conducts audits of the risk data bi-monthly to maintain its integrity and ensure consistency. The most up to date version of the (NAME OF PROJECT) risks can be found on the (NAME OF PROJECT) risk register.

93. (NAME OF DEPARTMENT) Risk Management Process is found at the link here.

ASSUMPTION MANAGEMENT (PC).

94. An Assumption is a statement that is taken as being true for the purpose of planning or other decision making but is not yet an established fact. The Assumptions & Dependencies Register is the agreed set of Data and Assumptions. It is held within SYSTEM NAME and it is managed and updated by the Project in collaboration with (NAME OF PROJECT) Programme Office. Third Order Assumptions (3OAs) are captured in SYSTEM NAME and administered by the (NAME OF PROJECT) Requirements Manager. These are assumptions shared between the Project and other (NAME OF DEPARTMENT) organisations to define the interface and are in place of Internal Business Agreements. Fourth Order Assumptions (4OAs) are likely to include those that underpin the project plan and may be derived from 3OAs, these are administered by the Project Team.

95. Once identified, assumptions are discussed with the (NAME OF PROJECT) team and all key assumptions are shared across the (NAME OF PROJECT) stakeholder community for discussion at the (NAME OF PROJECT) Studies Management Group managed by the (NAME OF PROJECT) Requirements Manager. Major assumptions will require endorsement either by the Capability Integration and Acceptance Working Group (CIAWG) or the (NAME OF PROJECT) Project Board. An example of this process is provided at Annex E.

96. The (NAME OF PROJECT) Assumptions are being managed in accordance with the DEPARTMENT NAME P3M Handbook and can be found here.

MDAL Assumptions

97. These are project assumptions made within the project and its contractors to inform the development of the project and may be stand-alone or interpret a 3OA in the context of the project. Once identified, assumptions are discussed with the (NAME OF PROJECT) team

and all key assumptions are shared across the (NAME OF PROJECT) stakeholder community for discussion at the (NAME OF PROJECT) Studies Management Group managed by the (NAME OF PROJECT) Requirements Manager. Major assumptions are captured with the formal MDAL and these are endorsed at the (NAME OF PROJECT) Project Board. An example of this process is provided at Annex E and shows the process adopted for the ORGANISATION.

98. The (NAME OF PROJECT) Assumptions, which are being managed in accordance with the P3M Assumptions Management Guidance, can be found at the link here.

Issue Management (PC).

99. An issue is a concern that may impede the progress of the project if it is not resolved (APM definition: A formal issue occurs when the tolerances of delegated work are predicted to be exceeded or have been exceeded. This triggers the escalation of the issue from one level of management to the next in order to seek a solution), and issues management involves monitoring, reviewing, and addressing issues or concerns as they arise through the life of the project. Issues can be raised by anyone involved with the project, including the SRO, working group members, the project manager, project team members and other key stakeholders.

100. Issues are reported and escalated for management action as part of the monthly performance management drumbeat.

101. Once an issue resolution is identified, the appropriate activities should be added to the project issues register to ensure responsibility for resolving the issue is allocated and any costs are included in the project budget as appropriate.

102. Issues are collated and managed in the Issues Register at the link here.

Dependency Management (PC).

103. A Dependency is where one Project is dependent on another Project/Programme to supply an item of equipment or service to enable its success. They are identified as a result of an Assumption being made that is outside of the control of the person making the Assumption.

104. For each Dependency, there should be formal agreement by both parties on the scope, delivery date and associated cost. The responsibility for Dependencies lies with the party raising the Dependency, not the recipient; this includes raising, loading to SYSTEM NAME, reviewing, and updating. Dependencies should be recorded and managed on SYSTEM NAME by the (NAME OF PROJECT) Requirements Manager.

105. The (NAME OF PROJECT) Dependencies are being managed in accordance with the P3M Assumptions Management Guidance.

Opportunity Management (PC).

106. Opportunities (for reducing risk and reducing project cost or time) are managed in accordance with the Risk Management Process and the (NAME OF PROJECT) ROMP.

Change Control (PC).

107. In order to achieve the objectives of the project, the team will utilise a change control process against a Performance Measurement Baseline (PMB). The front door process for changes to the CASP directed to (NAME OF PROJECT) will follow the P3M procedure.

108. The PMB will be put under configuration control. The method to review and approve changes, other than CASP, will be informed by future processes. Potential changes to the baseline will be tracked by the team for incorporation into the baseline change control process at a later date. This section will be reviewed and revised as appropriate once further change control procedure has been established.

Key Performance Indicators (PM).

109. (NAME OF PROJECT) will report progress against key project milestones monthly using the mandated dashboard. Monthly returns are also produced on both BI Analytics and CMIS on project performance. There are also KPI's imbedded in key (NAME OF PROJECT) contracts.

Financial Management (F&A).

110. Annual Budget Cycle: The Annual Budget Cycle (ABC) is conducted annually and the processes and timetable are set out in the ABC Instructions are issued by the Corporate Centre.

111. (NAME OF DEPARTMENT) operate a thrice yearly Program Cost review (PCR) of the Equipment Programme which is managed by the finance team using the most appropriate financial information to cost the Project. Each year, the PCR is the basis of the Front-Line Command (FLC) submission into the MOD ABC.

112. The Project hold a monthly forecast meeting which involves all section leads (Approving Authorities), finance and commercial team representatives. This review examines the in-year financial spend and forecast. The forward plan and manpower effort required for awarding contracts for work, which includes writing business cases, financial approvals and commercial actions are also discussed and planned to ensure timely placement of work and accurate financial accruals and forecasts.

113. The Finance Team use a Business Case Register to ensure governance and responsibility for low value business cases is clear. Financial management of the Project is managed on the following processes:

a. 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

b. Financial Reporting - Financial reporting is conducted on the MODs Planning, Budgeting and Forecasting (PB&F) system. This reports by Local Project Code (LPC) i.e., P9/S9, Departmental Expenditure Limit (DEL) and Resource Account Code (RAC)

c. The Planning Round Submissions - with variation analysis at LPC even between each submission

d. The costing of Options.

e. In-Year Forecasting - with variance analysis of a) Forecast against Budget and b) current forecast 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 of in-month, year to date and annualised actuals/run-rate) and the submission of each forecast (with variance explanations of FOO vs Budget, FOO vs AP0 and current FOO vs Prior FOO) all by DEL and LPC

f. Project Approvals - Project Approvals are monitored on an internal financial spread sheet.

Reporting (PC).

114. The Project will provide reports and updates on delivery progress and any aspects (e.g., risks or issues) impacting performance and outcomes. The Project submits monthly reports to the Portfolio Office. These are typically high-level summaries of project performance for discussion between the (NAME OF PROJECT) Team Leader and the 1* that feed into strategic reporting tools and metrics. The Project will input in to the quarterly DMPSS return coordinated by the (NAME OF PROJECT) Programme Office. Equipment and Support LOD updates will also be provided via the CIWG run by (NAME OF PROJECT) Programme Manager.

115. Exception reporting will be instigated if approvals tolerances are breached or will be breached in accordance with JSP X - Defence Investment Approvals and MOD processes. An Information Note will be generated and distributed to IAC 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).

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

117. The Project will use Earned Value Management for the Manufacture Phase main procurement contract in line with (NAME OF DEPARTMENT) Business Management Systems.

ORGANISATION

Programme Governance (PM).

118. The following key roles in (NAME OF PROJECT) are as follows:

a. **Sponsor**. ROLE is responsible for ensuring the ORGANISATION can identify and develop new capabilities to ultimately deliver Defence Tasks. He remains responsible for ownership of capability requirements throughout the life of a capability. As a member of the Command Operating Board (COB), he ensures that capability development aligns with the relevant Board Strategic Objectives (BSOs)

b. **Senior Responsible Owner (SRO)**. ROLE is personally accountable for programme delivery and ensuring the capability enables the realisation of benefits for Defence

c. **Programme Director (PD)**. Is responsible to the SRO and Sponsor Group for the management of the programme and will coordinate the associated activities

d. **Programme Manager (Prog Mgr).** Is responsible to the SRO, for managing approvals, assurance reviews and corporate reporting (GMPP/DMPP).

e. (NAME OF PROJECT) **Team Leader (TL).** The Innovation and Future Capability (IFC) Team Leader is responsible to the SRO for the management of the equipment and Logistic lines of development for the project and will coordinate the project activities

f. (NAME OF PROJECT) **Project Team (PT).** The IFC PT will be accountable for the delivery of the project activities necessary to move the project through the CADMID cycle.

119. The (NAME OF PROJECT) Programme is managed through the following Boards and Working Groups as connected in figure 5:

Programme Delivery Board (PDB). This meeting will be held quarterly and lead by an independent Chair (IC), consisting of key empowered senior stakeholders representing IFC and (NAME OF PROJECT) at 1 and 2* level. This board will discuss strategic objectives, outcomes and issues for which decisions will be made and flow across /down through the (NAME OF PROJECT) governance structure. At the time of writing this PMP, EDP are currently in the process of recruiting a suitable candidate for the IC role,it has proved challenging given the nature of this requirement ,in the meantime this role has been covered by the (NAME OF PROJECT) Team Leader.

a. **Programme Board (PB)**. Acq Dir will chair a quarterly PB, consisting of key empowered senior stakeholders representing the breadth of the Project (namely DLODs, programme staff and other functional stakeholders i.e., Finance, Commercial, Scrutiny etc.). This forum will draw upon input from the operating level Project Board, whilst providing strategic guidance and direction for the programme. It will endorse project requirements (and associated trade-offs), schedules (and associated risks and assumptions) and costs and benefits.

b. **Project Delivery Board (PDB)**. An Independent Chair will chair a quarterly operating and delivery level meeting of the project's management team and stakeholders, specifically focussed (but not limited to) the Equipment and Logistics DLODs. This forum will co-ordinate and assess progress in accordance with the Project Management Plan (PMP) and review input from the various tactical working groups set up to deliver specific project capabilities. In-Year management of financial commitments and expenditure will also be assessed and briefed upwards to the PB and across to the Capability Integration Working Group (CIWG). The Terms of Reference for the Project Delivery Board are at the link here. Project Board meetings will not be held until the D&M phase of the project.

c. **Project Review (PR)** – A monthly Project Review will be undertaken, chaired by the (NAME OF PROJECT) Team Leader. This session will focus on the progress of all contractual technical and project delivery activities and defined withn the contracy. The Prime Contractor will provide the slide-set and agenda for reviews, consideration and assessment by the PR panel

d. **Project Working Groups (WGs)**. As the programme develops, a number of tactical levels working groups will be required to inform both the PB and the Project Board. These are likely to include a Risk WG, a Requirements & Acceptance WG, Authority sub-WGs (e.g., Explosives, Fire Safety, Survivability), and so on. It is envisaged that other WGs will established as and when the necessity is identified. These fora are also know as Design Integration Working Groups (DIWGS) in some of the technical and engineering functions.

e. **Capability Integration and Acceptance Working Group (CIAWG)**. The Requirements Manager will chair a quarterly forum with the intent of integrating the (NAME OF PROJECT) programme into wider ORGANISATION and Defence business. This is conducted by embedding the (NAME OF PROJECT) programme (Equipment and Logistics DLOD) into Business as Usual through the remaining DLODs, for example Training, Infrastructure, Information, Personnel and so on.

f. **Project Safety and Environmental Committee (PSEC)**. Acq- (NAME OF PROJECT) -TL will chair, or delegate authority to ROLE a quarterly committee consisting of a SQEP Panel to include, but not limited to, within its remit the development of Safety and Environmental case. This will be achieved by monitoring and supervising the development and implementation of processes to ensure that each DELIVERABLE obtains and remains compliant with the terms for certification, also monitor and control the initial conception, development, and maintenance of safety and environmental HAZARD logs, and also to review and control actions through the Safety and Environmental Management Plan (SEMP). The PSEC will carry out tasks associated with this as laid out in the terms of reference1.

Project Governance (PC).
(NAME OF PROJECT) Performance Management Drumbeat

(NAME OF PROJECT) PC Performance Management Drumbeat: detailed

IMAGE

(NAME OF PROJECT) Calendar

Team Structure (PM).

120. The Project sits within the XXX portfolio within the Acquisition team and is headed by a Band B1 Sub-Portfolio Manager. The role is responsible for the (NAME OF PROJECT) Procurement, which is currently in the Manufacture and Deomstration Phase, whilst the Project is led by the ROLE TITLE who also acts as Deputy TL. An organogram (figure 7) shows the intended project roles below. Please refer to the included key for more detail.

Responsibilities (PM).

121. The key roles and responsibilities of the (NAME OF PROJECT) Project team are provided with specific Terms of Reference and summarised in the RACI found here.

REDACTED

Resource Planning (PM/PC).

122. The Project resource estimates are currently captured in the (NAME OF PROJECT) Basis of Estimates which is managed by the (NAME OF PROJECT) Project Controls team. This plan is reviewed on a 6-monthly basis by the PM or whenever driven by a change in staff. The resources required for the Demonstration and Manufacture phase will be generated through the D&M resourcing plan, secured from the (NAME OF DEPARTMENT) OCs with a business case and then the Project Manager will engage with relevant Functional Managers to ensure the resources are received in accordance with that plan. The most recent Staffing Plan can be found at the link here.

Government Furnished Assesst (GFA) – The (NAME OF PROJECT) project is responsible for the timely supply of a range of Government Furnished Information (GFI) and Government Furnished Equipment (GFE) to the Prime Contractor as defined in Schedule 1.2.1 of the Manufacturing Contract. This schedule, the latest version of which can be located here is underpinned by the latest version of the GFA Strategy linked here on the (NAME OF PROJECT) MSTeams site.

At the time of writing this version of the PMP, GFI deliveries had commenced to the Prime Contractor, all of which are scheduled for completion by DATE.

GFE delivery is due to commence in DATE with the submission of cables for IFF, with GFE delivery accelerating thereafter. The Figure below shows the current GFE delivery profile by volume and systems, with the data extracted from DOCUMENT.

Note: Always check with (NAME OF PROJECT) Comrcl or the (NAME OF PROJECT) GFA manager on the latest status of GFI and GFE issues

Image

ACRONYMS / ABBREVIATIONS.
The following are acronyms or abbreviations are used in the document:

Acronym	**Definition**
ABC	Annual Budget Cycle
AP	Assessment Phase
BAFO	Best and Final Offer(s)
CASP	Command Acquisition Support Plan
CASP Annex	Provides the comprehensive reference documents for the related CASP and the Command's obligations.
CAAS	Cost Assurance & Analysis Service
COTS	Commercial Off The Shelf
CPP	Competitive Procurement Phase
(NAME OF DEPARTMENT)	(NAME OF DEPARTMENT)
DLOD	Delegated Lines of Development – (NAME OF PROJECT) is Equipment & Support DLOD Owner
dPQQ	Dynamic Pre-Qualification Questionnaire
DSTL	Defence Science Technology Ltd
eAP	extended Assessment Phase
FATS	Framework Agreement for Technical Support
FEPS	(NAME OF PROJECT) Engineering & Project Support
FF	Future Force
FLC	Front Line Command(s)
FMS	Foreign Military Sales
FOC	Full Operating Capability
(NAME OF PROJECT)	(NAME OF PROJECT)
GEAR	Guide to Engineering Activities and Reviews
IAC	Investment Approval Committee
IGBC	Initial Gate Business Case
ILS	Integrated Logistics Support
ILSP	Integrated Logistics Support Plan
IPR	Intellectual Property Rights
ISP	Integrated Support Plan
ITN	Invitation To Negotiate
JROC	Joint Requirements Oversight Committee
JSP	Joint Services Plan
KPI	Key Performance Indicator
KUR	Key User Requirements
LFE	Learning From Experience
MEAT	Most Economically Advantageous Tender
MDAL	Master Data Assumptions List
MOTS	Military Off The Shelf
OC	Operating Centre
OBC	Outline Business Case
P3M	Project, Programme and Portfolio Management
PAT	Project Action Tracker (Commercial Function)
PASE	Planned Acceptance Service Entry
PMP	Project Management Plan
PN	Prompt Note
PQMP	Project Quality Management Plan
PSEC	Project Safety and Environmental Committee

PSS	Private Sector Support
RADB	Requirements and Acceptance Database
RAMP	Requirements & Acceptance Management Plan
RAIDO	Risks, Assumptions, Issues, Dependencies, Opportunities
RACI	Responsible, Accountable, Consulted, Informed
ROMP	Risk & Opportunities Management Plan
SDSR	Strategic Defence & Security Review
SEMP	Safety & Environmental Management Plan
SEOC	Support Enabling Operating Centre
SMART	Specific, Measurable, Achievable, Relevant and Time bound
SME	Subject Matter Expert
SQEP	Suitably Qualified Experienced Personnel
SRD	System Requirements Document
SSDT	Support Solution Development Tool
TLMP	Through Life Management Plan
ToR	Terms of Reference
TRL	Technology Readiness Level
URD	User Requirements Document
WBS	Work Breakdown Structure

Function Acronyms:

BP&A	Business Process & Assurance
Com	Commercial
CSG	Corporate Services Group
Eng	Engineering
F&A	Finance & Accounting
HR	Human Resources
IM&IT	Information Management and Information Technology
iLog	Integrated Logistics
OHS&E	Occupational Health, Safety & Environment
PC	Project Controls
PM	Project Management

Summary Table of Highest Priority Key Characteristics

The following table contains a summary of the KCs prioritised as Mandatory or Key in the DOORS requirements database. These are also reproduced within the full requirements table in Part 3.

ID	Key Characteristic	Priority
KC-XXX	THE DELIVERABLE SHALL…	M#
KC-XXX	THE DELIVERABLE SHALL…	M#
KC-XXX	THE DELIVERABLE SHALL…	M#
KC-XXX	THE DELIVERABLE SHALL…	M#
KC-XXX	THE DELIVERABLE SHALL…	M#
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KC-XXX	THE DELIVERABLE SHALL…	M#
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ID	Key Characteristic	Priority
KC-XXX	THE DELIVERABLE SHALL…	M#
KC-XXX	THE DELIVERABLE SHALL…	M#
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KC-XXX	THE DELIVERABLE SHALL…	M