Programme Management Plan (PMP)

Dated xx XXX DATE

Version 4.0

xx
xx
x

Version 5.0

Dated: DATE

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Programme Management Plan - Record of Revision

Revision Reference	Revision Date	Revision Description	Change Control
1.0	XXXX	First Issue	
2.0	XXXX	Second Issue	
3.0	XXXX	Rewrite to include both OBI's	
4.0	XXXX	Rewrite using Template	
5.0	XXXX	Update following Review Note 5 and other project status updates	

PMP Document Approval

Prepared by:
NAME (XXX Programme Manager 2) Date: DATE

Concurred by:
NAME (XXXX Project Controls Manager Date: DATE

Approved by:
NAME (XXXX Team Leader) Date: DATE

Programme

A unique transient strategic endeavour undertaken to achieve beneficial change and incorporating a group of related projects and business-as-usual (steady-state activities). (APM Body of Knowledge V7)

Project

A unique, transient endeavour undertaken to bring about change and achieve planned objectives. (APM Body of Knowledge V7).

Note: This Programme Management Plan covers management of the group of XXX sub-projects that ORGANISATION are responsible for. The Wider, Pan-XXXXXXX, Programme Management is undertaken by ORGANISATION, CAPABILITY Acquisition Programme Management Office

INTRODUCTION

1. Purpose

The Programme Management Plan (PMP) describes the definition, management structure and methodology for the PROGRAMME NAME (XXX) Programme. It seeks to ensure that consistency, adequate communication, co-ordination and controls are in place. It enables all parties involved in the project to know how their contributions fit into the overall plan.

The PMP is to be used as a handrail to direct team members to the appropriate policies, guidance and supporting documentation. Where appropriate, the narrative provides a summary, but the detail will be contained within lower tier artefacts.

It is intended that PROGRAMME NAME (XXX) Programme will adhere to relevant Government, Departmental (I.e. MOD) and Organisational Policy, Processes and Guidance. These are often subject to change and therefore, to maintain configuration control, they are not replicated in detail within this PMP and the latest versions should be consulted, where appropriate.

Where required, this PMP will provide specific PROGRAME NAME context, justification for any tailoring and additional information. However, the (DELIVERY ORGANISATION SYSTEM and Interim Management System (iMS) should be the first reference point:

- LINK
- LINK

The new ORGANISATION Operating Model has a new process framework, which is a sequence of activities that need to take place to deliver equipment and support to the armed forces.

To ensure these activities are followed, processes are being mapped with experts and published onto the iMS, so ORGANISATION can start new leaner ways of working.

These are only initially XX% ready and will be improved for full operation of the new model, with user feedback essential and encouraged. Noting that each individual process has a Senior Owner allocated to facilitate its development and refinement.

Staff are encouraged to start to use the iMS, however, as the published process maps are not fully completed, the SYSTEM documents will also need to be referred to.

2. PROJECT NAME Programme Summary

PROJECT NAME Single Statement of User Need:

"PROJECT NAME will provide REDACTED (PROJECT NAME) capability using emerging CAPABILITY (XXX) that enables REDACTED.

PRGRAMME NAME Programme Objective

"Transitioning from conventional CAPABILITY, to REDACTED.

PROJECT NAME is part of an Integrated Procurement Model and Spiral Acquisition Pathfinder and an early adopter of agile ways of working, including Scrum.

REDACTED. PROJECT NAME is a change programme with impact across the ORGANISATION and aims to deliver a managed transition whilst sustaining and, where necessary, improving capability delivery.

Current capability is delivered by REDACTED with significant capability gaps emerging.

PROJECT NAME is employing a 'Systems of Systems' approach, utilising SYSTEM NAME to increase operational effectiveness, reduce risk to personnel, and ensure a more cost-effective, flexible capability.

The Mission System (MS) concept will consist of a range of OBS, depending on the task, which can be deployed from Unmanned[1] CAPABILITY (XXX) in the threat area. Each MS is expected to comprise:

- REDACTED

These will be deployed globally from REDACTED.

A simplified MS context diagram is shown below.

Simplified Mission System Context Diagram

REDACTED

Example pictures shown at Annex A.

PROJECT NAME is an ‘CAPABILITY’ programme with elements across the CADMID Cycle. The current approved stage/phases include:

PROJECT NAME Assessment Phase – This scope is de-risking SYSTEM NAME and completing a cost-effectiveness analysis for Full Business Case (FBC) investment recommendations. It has already delivered:

- REDACTED
- OTHER PROJECT NAME (Now in-service);
  and
- Is continuing Operational Analysis and Solution Definition, which will continually be refined for FBC.

PRJECT NAME – This is delivering early tranches of operational evaluation capability:

- REDACTED

NOTE: + OTHER PROJECTS + PROJECT NAMES

PROJECT NAME – Tranche 1 – This work is initiating long lead time critical path activity to protect overall programme timescales and includes:

- REDACTED

Future Phases:

PROJECT NAME – Funded but Subject to FBC.

- REDACTED

PROJECT NAME – Envisaged but not yet funded.

The Table below provides a summary of the key elements of the programme:

Programme Summary	
Approval Reference:	CAPABILITY – REVIEW NOTE 5 (RN) – XXXXXX– CATEGORY A – OUTLETTER, dated XXXXX Previous BC/RN are referenced in the above documents.
Order Book Item (OBI):	XXXXX CAPABILITY Note Review Note 5 combined all approvals into a single Approved Budgetary Limit (ABL) and OBI.
Start and End Date:	Current approvals Assessment Phase (DATES) (DATES) - Tranche 1 (DATES)
Category:	CAT-X
Current CADMID Phase:	Assessment Phase/Operational Evaluation
Customer/s:	CUSTOMER NAME
Key Suppliers:	SUPPLIER NAMES Note: Procurement strategy for , including CAPABILITYs remains TBC
Approved OBI Scope:	The AP scope is based on de-risking SYSTEM NAME and completing a cost-effectiveness analysis for FBC investment recommendations. scope is to deliver early tranches of operational evaluation capability using mature technology. (Tranche 1) scope is to deliver DELIVERABLE architecture, Training, Infrastructure, CAPABILITY detailed design, Other Elements (incl. GFX)
Requirements and Objectives:	See Section 4

3. Context

Referenced Documents:

- CAPABILITY Capability Programme Mandate Version 1.3 – DATE XXXX

A programme summary, showing how different elements are progressing is shown on the next page.

The projects relationship to the domain, operating centre, portfolio and other related projects and Defence Lines of Development (DLoDs) is as follows:

DLOD	DLOD Head
Training	ROLE
Equipment	ROLE
Personnel	ROLE
Information	ROLE
Concepts and Doctrine	ROLE
Organisation	ROLE
Infrastructure	ROLE
Logistics	ROLE

ORGANIATION is currently ongoing organisational change, but PROJECT NAME is being managed as one Programme. PROJECT NAME is part of Core and the rest of PROJECT NAME is currently in Gateway. It is expected that the Mission Systems will transition to Core in the near future. CAPABILITY is expected to remain within Gateway until the team is close to fully staffed and key supporting deliverables historically produced under a project's concept phase are in place.

4. Requirements

Referenced Documents:

- User Requirements Document: DATE-PROGRAMME NAME_URD v6.6
- DATE-PROGRAMME NAME_CONUSE DRAFT-OS
- DATE-PROGRAMME NAME_CONEMP v3.2-OS
- DATE-PROGRAMME NAME_UK COTS Platform CONEMP
- DATE-PROGRAMME NAME Infrastructure DLOD and ILS Enablers URD
- DATE-PROGRAMME NAME Infrastructure DLOD and ILS Enablers SOR

The PROGRAMME requirement comes from the need to REDACTED.

The DELIVERABLEs have already been significantly life-extended and are recognised as having capability shortfalls measured against an evolving requirement and threat and have started to be disposed of without a replacement capability. PROJECT NAME will be grouped together under GROUP NAME. They will operate alongside OTHER GROUP NAME to deliver REDACTED.

Candidate Key User Requirements (cKURs) were presented at Initial Gate (IG) and remain stable. They have been subject to refinement through the regular c.KUR and URD reviews, underpinned by over a decade of Operational Analysis (OA), Assessment Phase studies, peer review and collaboration with COUNTRY.

The candidate key user requirements (cKURs) are as follows:

- UR1 The PROJECT NAME is required to REDACTED
- UR3 The PROGRAMME is required to REDACTED
- UR7 The User requires that the PROGRAMME shall REDACTED
- UR14 The user shall be able to REDACTED
- UR18 The user requires the ability to REDACTED
- UR36 The user requires the ability to REDACTED
- UR50 The user requires the first elements of the PROJECT NAME to have declared IOC by DATE XXXX
- UR65 The user requires an SSE compliant through life support solution for the PROJECT NAME where RESULTS OF Assessments against the SSDT/ SSR are accepted only with the express approval of the SRO.
- UR68 The user requires REDACTED.

- UR85 The user requires the capability to be integrated and interoperable across the full joint domain and with allies and coalition partners REF No and the Defence Command Paper.

- UR96 The user requires Infrastructure to support platforms and mission systems in LOCATION and scheduled FOBs in order to reach its readiness profile and to ensure its effective mounting from base port.

APPROVED SCOPE

Referenced Documents

The latest approval is:

- CAPABILITY – REVIEW NOTE 5 (RN) –REF No – CATEGORY A – OUTLETTER, dated XXXX

5. Approvals Envelope

The project will operate within the following confirmed approvals:

5.1 Performance

The performance approvals within which the project will operate are as follows:

Note: Grey boxes have been delivered and included for context.

ASSESSMENT PHASE			
Ref.	**Deliverable**	**Acceptance Criteria**	**Owner**
1.	XXXXX		NAME
2.	XXXX		NAME
3.	XXXX		NAME
4.	XXXX		NAME
5.	XXXX		NAME
6.	XXXX		NAME

Ref.	**Deliverable**	**Acceptance Criteria**	**Owner**
1.	A Commercial Off-the Shelf (COTS) Host Platform		NAME
2.	Mission System 1		NAME
3.	Mission System 2		NAME
4.	Mission System 3		NAME
5.	*REDACTED modification*		*NAME*

Tranche 1 Ref.	Deliverable	Acceptance Criteria	Owner
XXXXXXXXX			
1.	REDACTED - Incremental Development	Delivery (incl acceptance) of:	NAME
2.	REDACTED - Acquisition	Delivery (incl acceptance) of:	NAME
3.	Training – Simulator	Delivery (incl acceptance) of:	NAME
4.	Training - Equipment (Operator & Maintainer)		
5.	Training - Integration		
6.	Infrastructure	Delivery (incl acceptance) of: •	NAME
7.	DELIVERABLE – Detailed Design	Delivery (incl acceptance) of: •	NAME
8.	Upgrade	Delivery (incl acceptance) of: •	NAME
9.	Government Furnished Equipment	Delivery (incl acceptance) of:	NAME
10.	Training – Training Gap Analysis	Delivery (incl acceptance) of: • Training Gap Analysis	NAME
11.	Independent Safety Expert	Delivery (incl acceptance) of:	NAME
REDACTED			
12.	Interim Support	Delivery (incl acceptance) of:	NAME
13.	Training – OEM 'Train the Trainer'	Delivery (incl acceptance) of:	NAME
14.	Training – Initial Annual Training	Delivery (incl acceptance) of: • Ad Hoc training.	NAME

5.2 Cost

The current ABL is £XXXX. The breakdown is shown below, however, as a combined ABL, PROGRAMME can veer & haul between them, with SRO endorsement.

	Phase	Approval £M	Type	Sub Date	Note	Out letter Reference
AP	**Concept Phase REF NO**	XXXX	**Approval Note**	**DATE**	Stage 1 (design)	XXXXXXXX Approval Note from DG Finance
	REF NO	XXXX	**IGBC**	**DATE**	Initial Assessment Phase	
	REF NO	XXXX	**Review Note 1**	**DATE**	Stages 2-4	
	REF NO	XXXX	**Review Note 2**	**DATE**	Year 1	
		XXXX	**Review Note 3**	**DATE**	Year 2 (inc) PROJECT NAME	
		XXXX	**Review Note 4**	**DATE**	Uplift (Years XXXX)	
	Sub Total £M	XXXx				
	Phase	Approval	**Approval**	**Sub Date**	**Note**	**Out letter Reference**
Blk 1	**REF NO**	XXXx	**OBC**	**DATE**	Procurement for SYSTEM NAME Operational Evaluation including OTHER LOCATIONS	IAC Outletter, DG Fin REFNO dated XXXXXX DATE
		XXXX		**DATE**	Additional cost of COTS DELIVERABLE	PROJECT NAME RN-CAT X-DAT REF NO–OUTLETTER, dated XXXXXX DATE
		XXXX	***IN***	**DATE**	Status update on the Capability (PROGRAMME)	PROGRAMME – INFORMATION NOTE – CAT X — OUTLETTER, dated DATE
	Sub Total £M	XXXX				**Out letter Reference**
	Phase	Approval/ Uplift Sought	**Approval**	**Sub Date**	**Note**	
XXX	**XXX**	XXXX	**Review Note 5**	**DATE**		
	LOCATION PSS XXXX	XXXX	**Review Note 5**	**DATE**	**Combines approval with all of the above**	
	Sub Total £M	XXXX				
TOTAL ABL		**£XXXX**				

5.3 Time

- Within the OBC, approval was sought to provide:

  - PROJECT NAME procurement of SYSTEM NAME including NAME production via an endorsed non-competitive negotiated contract to deliver an Operational Evaluation capability for the ORGANISATION

Due to its developmental nature, an explicit time approval was not requested, however, the IAC were invited to NOTE:

- The XX% and XX% CL for the production delivery schedule as follows:

Project Phase	Estimated Time	
	XX%	XX%
Equipment End Delivery Date (assuming contract award in DATE)	DATE	DATE
In Service Support (ISS)	DATE	DATE

Review Note 5 - Within the PROJECT NAME RN5, approval was sought to provide:

- Extension of the PROJECT NAME AP (due to delays with the OTHER PROGRAMMES), reprofiled so that the AP scope can be concluded and learning from experience (LFE) can better inform the FBC investment recommendations.

- i.e. FBC approval by DATE

Again, as a Programme level RN, it did not include specific approval dates for the sub-projects. However, the RN5 Management Case Narrative included the following table to NOTE:

Milestone	P10	P50	P90
Design Costs and Design	DATE	DATE	DATE
Mission System 3 DELIVERABLE Delivered	DATE	DATE	DATE
Enduring Training Solution Delivered	DATE	DATE	DATE

Sub-Project Planning Assumptions

Milestone	Forecast/Planned
DELIVERABLE ready for tasking	YR XX
DELIVERABLE ready for tasking	YR XX
DELIVERABLE ready for tasking	YR XX
DELIVERABLE ready for tasking	YR XX
DELIVERABLE (upgrade) ready for tasking	YR XX
Mission System 3 ready for tasking	YR XX
System Interim Qualification	YR XX
Mission System 1 ready for tasking (MNS interim qual)	YR XX
Mission System 2 ready for tasking (MNS interim qual)	YR XX
Capability enhancements complete	YR XX

System Full Qualification	YR XX

Remaining Assessment Phase Milestone	**Forecast/Planned**
Operational Analysis Support Paper	YR XX
REDACTED	YR XX
Full Business Case Approval	YR XX

RN5 Scope Milestone	**Forecast/Planned**
LOCATION - Incremental Development	YR XX
LOCATION - Acquisition	YR XX
Training – Simulator	YR XX
Training - Equipment (Operator & Maintainer)	YR XX
Training - Integration	YR XX
Infrastructure	YR XX
DELIVERABLE – Detailed Design	YR XX
Upgrade	YR XX
Government Furnished Equipment	YR XX
Training – Training Gap Analysis	YR XX

Timings for the remaining elements will be confirmed at FBC and further detail on the 'Spiral Acquisition' approach is in PMP 'Section 10 – Strategy'

7. Exclusions

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

- In-Service Support of LOCATION (Through life funding transferred to ORGANISATION Support)
- The delivery of will be considered at the DATE Strategic Defence Review and remains out of scope for the immediate endorsed Mandate.

8. Assumptions and Dependencies

Referenced Documents:

- User Requirements Document: 6.6
- DATE-PROGRAMME_3OA_Download from SOFTWARE-OS
- DATE-MDAL Assumptions List DATE-OS
- DLOD Business Agreements

Assumption and dependency management is an ongoing process.

Project assumptions and dependencies are recorded and managed within the ORGANISATION MDAL.

EXECUTION

The following sections detail how the programme will be successfully executed.

9. Objectives

Reference Documents:

- Capability Programme Mandate Version 1.3 – DATE

Table below details the quantifiable objectives for the project, taken from the Programme Mandate:

Ref.	Objective
1	All Key User Requirements for PROJECT NAME are met (See PMP Section 4 – Requirements)
2	All Mission System and LOCATION are operational by DATE XXXX (PROJECT NAME)
3	The first Mission System, embarked in the first CAPABILITY, ready for tasking by DATE XX (the 'Target Date')
4	All By the Target Date, the ORGANISATION is fully enabled and content to operate and support PROJECT throughout its design life
5	remaining Mission Systems and CAPABILITYs are ready for tasking on a (no more than) X- month drumbeat after the first Mission System and CAPABILITY

10. Strategy

Reference Documents:

- Capability Programme Mandate Version 1.3 – DATE
- Commercial Strategy
- Procurement Strategy

10.1 Project Strategy

PROJECT is an incremental programme, delivering initial operating capability through for operational evaluation, delivering second generation additional capability and delivering the Full Operating Capability.

The focus is on delivering a minimum deployable capability quickly, and then iterating it in the light of experience and advances in technology – rather than waiting for a 100% solution that may be too late and out of date.

PROGRAMME is an 'in-flight' programme that is already demonstrating some of the required behaviours of the IPM and Spiral Acquisition. Examples include:

- Within the Assessment Phase, PROJECT has delivered proof of concepts and systems demonstrators, notably achieving Level 3 for the CAPABILITIES and other DELIVERABLES. PROJECT assets were deployed to the LOCATION to establish an Operational Evaluation Unit, moving from prototypes to being able to test real equipment in theatre. The CAPABLITY initially a proof of concept, but is now being prepared to enter service as the chosen solution for that sub-capability. Early versions of Mission System Integration software developed in the AP, is also being rolled out to the user community for immediate use and feedback.

- Within , was considered mature enough to spiral out and start to deliver usable capability, whilst also informing the solution definition.

- LOCATION has been fast tracked into service, and is now providing route-survey capability from LOCATION. It has allowed PROJECT to investigate different options for REDACTED.

- REDACTED. The project team are investigating alternative platforms to conduct trials.

- DELIVERABLE(CAPABILITY) provides REDACTED for the systems. It is a good example of rapid procurement of COTS equipment via competition, that was specified to be able to integrate with the PROGRAMME core architecture from the start. This has allowed the first set of CAPABILITY equipment to be delivered a year in advance of the current forecast for the first delivery of a CAPABILITY to the NATION. The UK CAPABILITYs will initially be REDACTED, demonstrating the adoption of spiral within PROGRAMME sub-projects too.

Being adopted as a pathfinder for the IPM and Spiral is allowing PROJECT NAME to formalise the strategy and gain support from a wider range of senior stakeholders.

For , it is intended to seek approval for all the Capability, with a well-defined Minimum Deployable Capability but also seeking the freedom to commit to later spirals, without having to go back for reapprovals. Provided the FBC sets out the PTC parameters, establishes the requisite governance arrangements and demonstrates that it is remaining within them, periodic Information Notes should be sufficient rather than the continuous cycle of resource intensive Review Notes.

Candidate PROJECT Spirals are at Annex B, noting that they are draft and Subject to endorsement at FBC.

10.2 Procurement and Commercial Strategy

The PROJECT Commercial Strategy is based on the following principles:

- Competition must remain our default with Direct Award (Single-Source) only used where no alternative exists.
- Must avoid “vendor lock-in” & be cognisant of Primes’ desire to draw us to their exclusive solution.
- Will include ability for live demonstrations in down-selection process (noting this will elongate the procurement process & timeline).
- Frameworks can offer quicker procurement option once placed, but Industry are wary of “yet more” Frameworks.
- New Procurement Act gives ability to “write our own procedure” but this is uncharted legal/commercial territory.
- Commercial can only commit to a staged delivery of contracts, working to a clear, coherent & prioritised list of Requirements.

Contracts are already in place. The high level procurement strategy for is subject to change, but initial assumptions are:

REDACTED

11. Implementation

Reference Documents:

- Engineering Management Plan: V 4
- Environmental Management Plan: V 8
- Safety Management Plan V 8
- PROGRAMME Security Aspects v0.4,
- DATE-PROGRAMME_ITEA_Plan_v1.0
- DATE-PROGRAMME WBS- V4
- DATE- PROGRAMME WBS -

11.1 Work Breakdown Structure

The summary of the current project WBS is shown below:

REDACTED

11.2 Control Accounts

The current control accounts established for the project are as follows:

11.2.1 PROJECTS Control Accounts

The WBS is split into Control Accounts (CA), with each CA having an individual CAM who is responsible for the delivery of the scope of the CA to performance, cost and time. CAMs will be supported by the Project Controller, who will assist with ensuring that Cas all have a clearly defined schedule and associated artefacts. CAMs will be required to report Earned Value Management (EVM) metrics for their CA at the monthly reviews and to provide a clear accompanying narrative.

Each top-level node of the WBS will be designated as a separate CA.

The CAMs are allocated as follows:

WBS ID	Control Account	CAM
	Manage the Programme	NAME
		NAME
	In-Service Support	NAME
	Mission Systems	NAME

	Support DELIVERABLE	NAME

11.3 Delivery Team Collaboration

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

LINK

Key resource and input for this project will be required from the following Professions:

- Commercial to handle all our purchasing and contract management activities.
- Corporate Services to provide specialist support services that help drive the business forward.
- Engineering to provide SQEP to help deliver modern technology, safely.
- Finance & Accounting to ensure that DELIVERY ORGANISATION meets its financial and management responsibilities for recording, communicating and driving financial performance and securing the best value for the taxpayer.
- Human Resources to provide consistent people management processes, policies, tools, and frameworks.
- Information Management & IT to deliver trusted business-focused IM & IT services, via the Business Support Team
- Operational Delivery to procuring and supporting the equipment, materiel, information and services required to keep them safe and ready. This is a mixture of OTHER PROGRAMME shared resource and dedicated PROGRAMME resource.
- Project Delivery to 'conduct the orchestra' and ensure the programme delivers against its performance, time and cost.
- Security to provide direction, guidance and assurance, underlining Security as mission critical to DELIVERY ORGANISATION, to our armed forces and to UK Defence.

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

11.4 Occupational Health, Safety and Environmental Management

At all DELIVERY ORGANISATION managed establishments, the team will work in accordance with the DELIVERY ORGANISATION OHSE System (OHSEMS), Acquisition, Safety and Management System (ASEMS) and PLATFORM requirements:

When working elsewhere, the team will work in accordance with the local establishments OHS&E policy and procedures relevant to that location as a minimum, plus DELIVERY ORGANISATION requirements if these are insufficient.

OHSE obligations will be met through the implementation of the OHSE Management Plan for the project.

11.5 Engineering and Safety Management

PROJECT NAME Engineering is led by the Chief Engineer (CE). The CE is responsible for all engineering outputs and has delegated responsibility for equipment safety, as the Platform or Equipment Authority as appropriate. A detailed description of the engineering management aspects of PROGRAMME can be found in the Project Engineering Management Plan (P-EMP), which is a Tier 2 Document to this PMP. Plans subordinate to the P-EMP include the Safety and Environmental Management Plan, ILS Plan and other lower-level engineering plans.

Engineering activity and management for the project will be carried out in accordance with the Guidance on Engineering Activities and Reviews: (GEAR)

This ensures a thorough, structured and coherent approach to engineering planning, engineering risk management, review, maturity assessment and assurance - fully scalable according to the technical complexity and risk of the project.

11.6 Security

Secure by Design is the new approach adopted by the MOD to ensure that cyber security protections and secure ways of working are built into our capability programmes from the outset i.e. “by design”. This is one of the most critical elements of MOD’s cyber transformation strategy and has been endorsed by Ministers, the Quad and all Top-Level Budgets.

The Secure by Design process is mandated in GUIDANCE and should be adopted for all new programmes. The approach formally launched in DATE XXXX.

11.7 Support Solution Development

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

The SSDT is the management mechanism for delivering and recording the state of the support solution. The PROJECT NAME Concept Phase version of the SSDT must be migrated and updated to become the PROJECT Assessment Phase SSDT. Risks and mitigations will be updated in the PROGRAMME risk register. Continued engagement with the Support Solutions Officer, throughout the development and population of the PROJECT SSDT, will ensure that a robust, relevant and tailored SSDT is delivered smoothly on schedule.

The support related documents will be completed to cover the ILS activities leading to Support Assurance and will be updated to support the FBC.

Logistics and Support Operating Centre (LSOC) will provide advice, guidance and assurance of platform and equipment support solutions against Defence support policy. These include the SSDT.

The support solution will continue to develop through the life cycle of the project.

11.8 Agile Ways of Working

PROJECT is seeking adoption of 'agile ways of working' and applying the 12 Principles of Agile Methodology, as described in the DELIVERY ORGANISATION Agile Playbook:

One of the Frameworks being adopted is Scrum, which focuses on iterative development and quick delivery to the customer.

The following work packages have established Scrum Teams, but as a relatively new methodology for the team they are currently gaining experience and LFE towards it full implementation:

Work Package	Product Owner	Scrum SYSTEM NAMEter
Prepare for	NAME	NAME
Mission System Integration	NAME	NAME
In-Service Support	NAME	NAME

Further information can be found in:

LINK
LINK

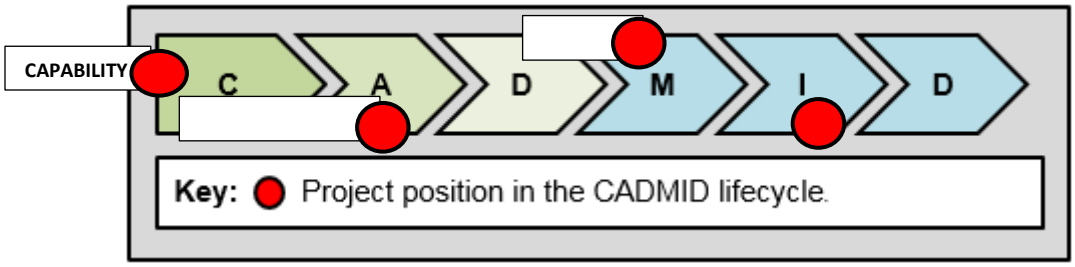
12. Governance and Organisation

Reference Documents:

- DATE PROGRAMME SRO Letter
- DATE Information Management Plan v12
- DATE PROGRAMME Governance Framework v1-OS
- Appendix 1 - DATE PROGRAMME Bridge Card OS.xlsx)
  DATE-PROGRAMME_Stakeholder_and_Communication_Plan Ver 2.0-O

12.1 Project Lifecycle

Although the PROJECT NAME Programme is still technically in its Assessment Phase, its constituent projects span multiple phases of the concept, assessment, demonstration, manufacture, in-service and disposal (CADMID) lifecycle. This is likely to persist through-life but will align with the new DELIVERY ORGANISATION Operating Model in due course.



Project Position in Relation to CADMID

12.2 Delivery Assassurance

The Domain conducts a range of internal assurance activities to provide confidence to our Senior Leaders and stakeholders that appropriate governance and process controls are in place and being complied with. Assurance is underpinned by many elements: a robust governance and operational framework with clearly defined and understood strategic objectives, an overall process framework that supports both strategic and operational objectives and effective internal processes and controls, delivered by a workforce that is SQEP to carry out activities.

DELIVERY ORGANISATION has adopted a 'three lines of defence' model to categorise the sources of assurance which is further described in the DELIVERY ORGANISATION Approach to Internal Management System Audits.

Internal Assurance

Internal assurance covers a range of activities not simply audit. Through provision of SQEP, self-checking, peer-reviews, internal reviews/ validation/ verification methods, output assurance, approvals and authorisation arrangements, teams can control risk and monitor the achievement of process and delivery objectives in their own areas.
The internal risk-based audit programme is delivered to provide assurance that our individual and team outputs align with the intended outcome of the Domain and meet

the expectations of our customers, interested parties and comply with our regulatory and legislative obligations.

REDACTED

Project Maturity Model (PMM)

PMM will mostly be used for self-assessment by the OBI team (1st party review) to check and improve the maturity of the approach to OBI/project delivery. A PMM assessment shall be undertaken at least annually under the leadership/direction of the OBI manager or ideally applied 4-6 weeks before a Performance Measurement Baseline (PMB) is set, en-route to Business Case endorsement, but it can be used at any point in the project lifecycle including where project/service delivery has long periods at a reasonably steady state.

The PMM sets out specific maturity criteria which are grouped under 17 viewpoints. The maturity of each viewpoint is scored on a 1-5 scale by assessing whether the underpinning criteria are/are not met. A score of 3 would be 'good'; lower scores indicate that projects carry additional delivery risk, whilst scores above 3 highlight projects that are delivering opportunity back into the business (via proactive improvement/learning activity in particular). Recent assessments suggest that overall scores between 2 and 3 are currently typical across DELIVERY ORGANISATION, but a target of 4 has been set for DELIVERY ORGANISATION in DATE.

Findings from assessments (raw scores and improvement actions) are fed by PMM to a central repository which feeds in the near term a PMM dashboard, and in due course OBI and portfolio dashboards, to give line management visibility of PMM adoption and OBI maturity. The centralized repository also enables portfolio level analysis. All findings will however be subject to random audit.

External Assurance

Government Quality Assurance (GQA). The application of the GQA Framework 2 governs external quality assurance across the contractual boundary and provides several key activities at each stage of the CADMID lifecycle. The application of GQA applies to each stage of the acquisition cycle and provides several key benefits outlined in the Framework. Examples are:

- **Planning for Acquisition** - Providing confidence in the Strategy for Acquisition;
- **Requirements preparation** – Articulate the Quality aspects of a Statement of Requirement that will form a draft contract and appropriate advertisement for supplier selection;
- **Supplier selection and Contract Award** – Aid the primary drivers for supplier selection by providing a perspective on supplier effectiveness and ability to meet requirements;

- **Contract Award** - Provide assurance that the Supplier will meet its commitments and deliver to the requirements of the contract through surveillance against identified risks;

- **Delivery** - Provide confirmation of the Supplier's evidence of equipment or service and contract conformance;

- **Contract conclusion** - provide valuable information on Supplier and Acquirer performance and this can be applied to future acquisitions of a similar nature to promote best practice and improve efficiency.

- **Supply chain audits.** Government Quality Assurance Surveillance (GQAS) activities conducted across the contractual boundary on MOD suppliers is performed by the Defence Quality Assurance Field Force (DQA-FF) and the Supply chain Government Assurance process in the DELIVERY ORGANISATION BMS provides detail of this activity.

Customer Satisfaction / Feedback. CASP and customer meetings, including methods of obtaining, analysing and acting on customer satisfaction and feedback is under review led by the ORGANISTION Chief of Staff and the outcome and approach will be cited in future versions of this document.

12.3 Governance Boards and Key Meetings

Below provides a governance overview of the project:

Meetings, where required, will produce Records of Actions & Decisions. These are distributed to attendees and relevant governance forums and placed in the project history/action log for ongoing reference and audit purposes.

12.4 Roles and Responsibilities

Key project roles:

Role	Current Incumbent
Senior Responsible Owner (SRO)	NAME
DELIVERY ORGANISATION PROGRAMME Team Leader	NAME
DELIVERY ORGANISATION PROGRAMME lead	NAME
DELIVERY ORGANISATION Gateway - Portfolio A 1*	NAME
DELIVERY ORGANISATION Core - DELIVERABLES & SYSTEM NAME 1*	NAME
ORGANISATION Mission Systems Programme Director	NAME
ORGANISATION CAPABILITY Programme Director	NAME
ORGANISATION Senior Requirements Manager	NAME
DELIVERY ORGANISATION PROGRAMME Chief Engineer	NAME
DELIVERY ORGANISATION PROGRAMME Programme Manager ( )	NAME
ORGANISATION Programme Manager ( )	NAME

DELIVERY ORGANISATION PROGRAMME Programme Manager ( )	NAME
ORGANISATION Programme Manager ( )	NAME
DELIVERY ORGANISATION PROGRAMME Programme Manager (CAPABILITY)	NAME
ORGANISATION Programme Manager (CAPABILITY)	NAME
DELIVERY ORGANISATION PROGRAMME Equipment Support Lead	NAME
DELIVERY ORGANISATION PROGRAMME Senior Commercial Manager	NAME
DELIVERY ORGANISATION PROGRAMME Project Controls manager	NAME
DELIVERY ORGANISATION Cost Control Lead	NAME

~~**PROGRAMME Roles**~~

12.5 Resource Plan

Resource planning will be completed in accordance with the People Management Model and this section will be updated once mature.

12.6 Performance Monitoring and Reporting

Reporting will be in accordance with the PROJECT NAME Stakeholder and Communications Strategy.

PROJECT NAME will provide reports and updates on delivery progress and any aspects (e.g. risks or issues) impacting performance and outcomes. PROGRAMME submits a monthly Programme Dashboard which is a high-level summary of project performance. Monthly returns are also produced in SOFTWARE for EVM Variance reporting.

Exception reporting will be instigated, in the event that approvals tolerances are breached or will be breached in accordance with GUIDANCE - Defence Investment Approvals and MOD processes. An Information Note will be generated and distributed to IAC and senior DELIVERY ORGANISATION Management outlining reason and details. This will be followed by a RN providing a recommendation for approval to resolve the tolerance breach (e.g. tolerance re-approval, scope re-defined, project closure).

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

The Forecasting and recording of key deliverables and interfaces are tracked using reported on a monthly basis. High level CASP milestones linked to Business Plan are included on the PROJECT NAME Monthly Programme Dashboard which is reviewed on a monthly basis.

12.7 Engagement and Communication

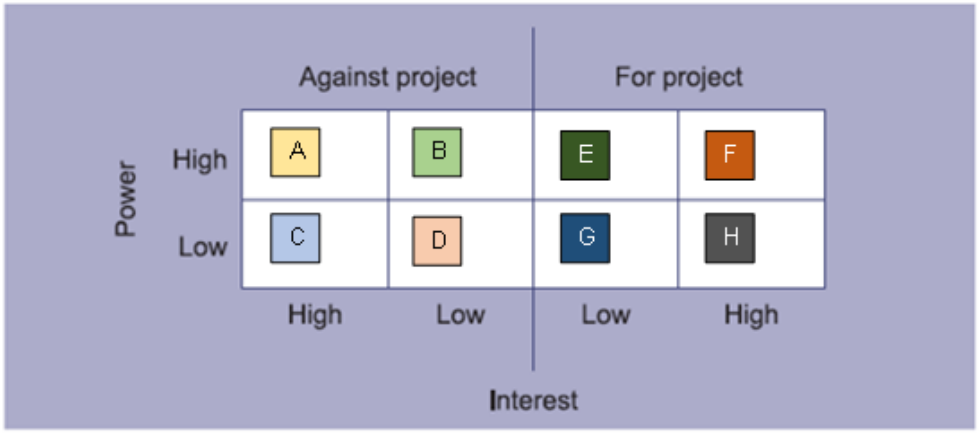
In accordance with the referenced guidance, a five-stage stakeholder engagement process will be employed. The stages are repeated iteratively as new stakeholders emerge and existing stakeholders' views and positions change.

a. Identify The identification process has been undertaken and documented in PROJECT NAME Bridge Card & Stakeholder Register (Note, due to the turnover of staff, this is a live document, so please check date of version on the cover sheet).

b. Analyse. They have been analysed according to the figure below, to understand their attitude towards the project – positive or negative - their expectations, and to identify their relative power and interest in relation to the project. This information and analysis will inform the planning and subsequent engagement activity that this project undertakes with its stakeholders.

c. Plan and Engage Initial stakeholder engagement and communication planning for the project has been completed, Stakeholder engagement and communications management plans have been created, which also highlight any individual engagement activities required. These are included in the next section.

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



Stakeholder Power and Interest Grid.

Communication and information transfer is key to standard drumbeat of reporting, meetings, project boards etc and these are captured in the main Project Management Plan.

Responses to Press Queries, Freedom of Information Act Requests, Ministerial Questions etc will be co-ordinated through the COO, who will initially triage and

determine the drafting and authorisation route, depending on the ask. They maintain a Media Core Script (LTTs) which includes all media responses, Q&A as well as Not For Release Background.

An PROJECT NAME Communications Working Group is held each month to review and action the drafting of artefacts as the event nears.

The PROGRMME SRO must clear any External communications, even if internal communications that are available to the wider public.

12.8 Learning from Experience and Knowledge Management

LFE has been captured from previous, similar work to inform this project.

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

LFE Milestones.

12.9 Information Management

PMP Structure `Framework'

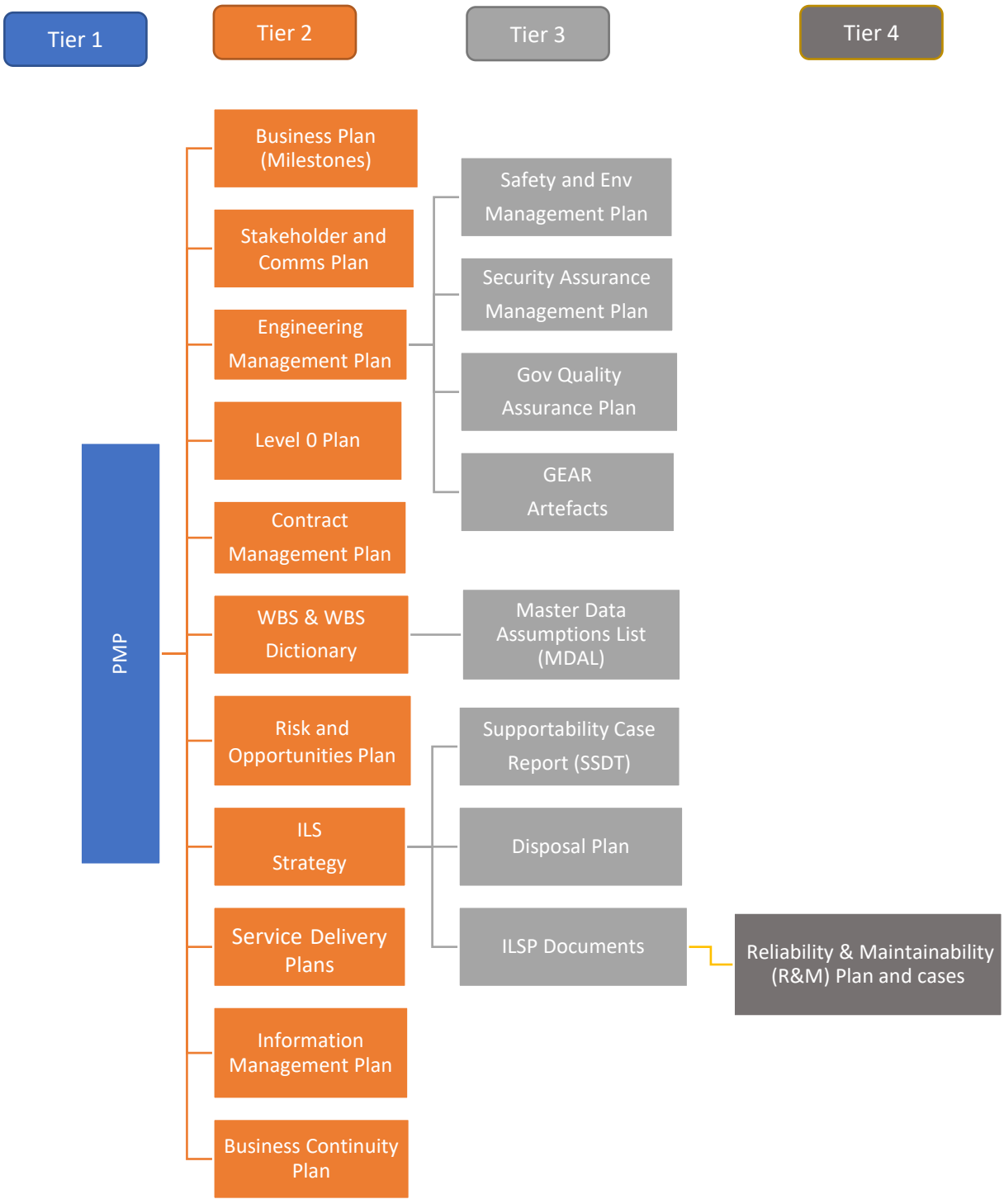
- One of the key Governance requirements is to establish and maintain a structure `Tier Framework' of our key artefacts. These begin with a Programme Mandate, which communicates from our Senior Responsible Officer (SRO) to OTHER PROGRAMME. Supporting this is our Project Scope Approval Documents providing our Financial approval to spend.

- From these we have our PROJECT NAME PMP, which is a Tier 1 Document and provides an umbrella for the Live, Controlled and Letter of Delegation Reference Documents. Details in Fig 1, 2 and 3 below;

PROJECT NAME Governance Framework – Detailed below, demonstrates our approach;

PROJECT NAME Live Documents – Tier 2 require a Sponsor, Regular Review and accessible to everyone in the team

PROJECT NAME Controlled Documents - Tier 3 require a Sponsor, Publication, regular review, version and Configuration control;



XXX Management Documents

13. Monitoring and Control

Reference Documents:

- DATE-PROGRAMME Risk and Opportunity Management Plan - ROMP DRAFT v1_0
- DATE-PROGRAMME & 3- Should Cost Feeder Model for Options - EPP
- DATE-PROGRAMME & 3 Cost Model Results-OS

Monitoring and control arrangements for the project are as follows:

13.1 Change Control

BCRs are considered at the Monthly cross-function PROGRAMME Change Board.

13.2 Cost Control

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

13.3 Risk, Issue and Opportunity Management

PROJECT utilises the CAT X- Acquisition Scoring Scheme:

KEY (CAT-A Acquisition)	VL	L	M	H	VH
Probability	0 -> 10 <=10%	10 -> 25 <=25%	25 -> 50 <=50%	50 -> 75 <=75%	> 75 >75%
Impact – Cost	0 -> 1000000 <=£1m	1000000 -> 5000000 >£1m <=£5m	5000000 -> 10000000 >£5m - <=£10m	10000000 -> 20000000 >£10m - £20m	> 20000000 >£20M
Impact - Time	0 -> 10 <= 2 weeks (10 days)	10 -> 20 > 2 week - <= 4 weeks (>10 days - <=20 days)	20 -> 60 > 4 weeks - <= 3 months (>20 days - <+60 days	60 -> 120 >3 months - <= 6 months (>60 days - <= 120 days)	> 120 > 6 months (>120 days)

Risks are reviewed monthly with the CAMS and summaries presented at the Delivery and Programme Boards.

13.4 Supplier and Contract Management

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

LINK
LINK

13.5 Quality Management

Quality comprises quality planning, quality assurance, quality control, quality management and continuous improvement. This is about quality in respect of the management processes, products, and assurances verified through periodic audits prescribed in the PROJECT Governance Quality Assurance Plan.

For the CAPABILITY programme external quality experts will be employed or utilised as the project progresses including SQEP Surveyors and Ship Classification societies.

Figure 9 shows the plan, do, check, act (PDCA) cycle this project will utilise:

Plan, Do, Check, Act Cycle.

EVALUATION AND CLOSURE

14. Evaluation

Reference Documents:

- Programme Evaluation Plan (Currently in Draft by ORGANISATION)

The Project Evaluation Plan (PEP) will set and show the success of the PROGRAMME NAME Programme throughout the phases IOC to Full Operating Capability. The PEP/evaluation process will continue to monitor against the schedule and key milestones, and data collected as a result will be distributed to all key stakeholders. It will be broadly assessed on how the experience & lessons learned are and will be used to understand the requirements and needs for including the development of the Full Business Case.

The PEP is a mandated requirement and is the analysis of how well a policy, programme or project is delivering against its performance, time, and cost.
The first production equipment has started entering service and the success of the trials, operational evaluation, evidence, and the assurance/governance required to deliver these assets will be paramount to inform decisions going forward.

Evaluation against assessment phase and Operational Evaluation Systems. The performance of Equipment Transferred into Service and the technical requirements that the end user need in place to operate safely will be captured as LfE and correct Policy/TiS documents are in place.

An Evaluation will be conducted at each major Milestone or Assessment phase.

This PEP sets out the evaluation activity required of the final delivery of the first increment of equipment (IOC) through to the next increment's FBC and finally FOC and programme closure. The PEP will ensure lessons are learned throughout the project and that good practice is being adhered to. It will be a source of information for decision making and should lead to improved project/programme control and governance.

15. Closure

Reference Documents:

- TBD

ANNEX A

REDACTED

ANNEX B – PROGRAMME Candidate Spirals (Draft – Subject to endorsement at FBC

REDACTED