Programme Name

Project Management Plan

Doc. Nos: AS-xxxx   Effective Date: DATE

Revision:

Contents

List of Tables and Figures

Project Management Plan - Record of Revision

Revision Reference	Revision Date	Revision Description	Change Control
Draft 0.1	DATE	Initial draft	Draft 0.1
1.0	DATE	Baseline Review for Toolkit 1	Version 1.0
1.1	DATE	Minor amendments following MSP engagement	Version 1.1
1.2	DATE	Major review following approval.	Version 1.2
2	DATE	Prog Ld review of V1.2 amendments and further document updates.	Version 2
3	DATE	Major Review following approval Detailing change of Core Planning Assumption post FCR and subsequent change of Project Name	Version 3
3.1	DATE	Interim review prior to Outline Case submission.	Version 3.1
4.0	DATE	Review following Tranche 1 contract award, inclusion of Infrastructure element and other updates	Version 4
4.1	DATE	Review and Update PMP to reflect (Other Programme) Demonstration and Manufacture Phase	Version 4.1
4.2	DATE	Further Review & Update	Version 4.2
4.2	DATE	Uploaded Draft to the QMS	DCR-1009
5	DATE	Further Review & Update	Version 5
6	DATE	Review & Update to new SYSTEM template	Version 6
6.1	DATE	Creation of standalone Risk section in line with GRMA	Version 6.1

Table 1: Record of Revision.

Project Management Plan - Approval

Prepared by:

<u>NAME – PROGRAMME NAME PM1a</u>   Date: DATE

Concurred by:

<u>NAME – PROGRAMME NAME Equip PM</u>   Date: DATE

Approved by:

<u>NAME – PROGRAMME NAME TL</u>   Date: DATE

INTRODUCTION

1. Purpose of the Project Management Plan

1.1. This project management plan (PMP) describes the project definition, management structure and methodology for the PROGRAMME NAME acquisition project. It is prepared by the project manager (PM), in collaboration with the delivery team (DT), and approved by the person to whom the PM is accountable for project delivery.

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

1.3. Revision 6 of the plan describes the management of all project elements up until the In-Service phase but will evolve through the project lifecycle. The current phase (Manufacture) includes:

    1.3.1. Acquisition of three (3) PROGRAMME NAME DELIVERABLE, to meet the (Capability Description) capability. This is part of the scope.

    1.3.2. Further acquisition of the (Objective) scope (UK modifications of the DELIVERABLE and incorporation of (Capability) into the DELIVERABLE).

    1.3.3. Acquisition of the DELIVERABLE, also in support of the platform (namely Training and Support elements).

    1.3.4. Delivery of Infrastructure to support the platform at its LOCATION, DEPARTMENT NAME LOCATION.

1.4. The PMP is a working document, maintained under configuration control by the Delivery Team (DT) and only approved versions should be used. It will be reviewed and revised as appropriate by the Project Management Team.

2. Project Summary

Project Summary	
Approval Reference:	XXXXX
Start and End Date:	**Start date**: DATE **End date**: DATE (FOC)
Category:	X
Current CADMID Phase:	Manufacture
Customer/s:	ORGANISATION
Key Suppliers:	(primary COMPANY)
Approved OBI Scope:	Delivery of the (PROGRAMME) acquisition phase
Requirements and Objectives:	PROGRAMME NAME **PROGRAMME DEFINITION DOCUMENT V2.2**

Table 2: Project Summary.

3. Project Context

3.1 Overview

3.1.1 REDACTED

3.1.2 The Outline Business Case (OBC) approved the acquisition of DELIVERABLE under a single-source, direct commercial sale from COMPANY with an OSD no earlier than DATE. The OBC provided an Approved Budgetary Level (ABL) totaling £ XXXX M. Due to financial challenges within the MOD, the Integrated Review (IR) directed a reduction in scope from SOME to LESS DELIVERABLES, alongside an earlier decision to move the DELIVERABLE to DEPARTMENT NAME LOCATION. The Full Business Case (FBC) will request an updated Approved Budgetary Level (ABL) for the acquisition of DELIVERABLE, request approval for a Sustainment contract alongside OTHER PROGRAMME DELIVERABLE at DEPARTMENT NAME LOCATION and request approval for major programme milestones.

3.2 DEPARTMENT NAME 1 **Role**

3.2.1 The DEPARTMENT NAME 1 role in the programme is to manage the MOD Equipment DLOD for all phases of the CADMID cycle, prior to equipment being introduced into service; time, cost and performance approvals will be received. In addition, DEPARTMENT NAME 1 will provide certain programme support services including maintenance of the through life pan-DLOD cost model. DEPARTMENT NAME 1 will act as the point of contact for all associated commercial activity and will manage delivery against the Main Acquisition Contract for

DELIVERABLE.

3.2.2 DEPARTMENT NAME 1 will lead delivery on aspects of the Logistics DLOD in order to ensure that the platform can be sustained at home and when deployed, the detail of which will be defined through the development and agreement of an SoR for the sustainment contract; the Logistics Support Date (LSD) will be the milestone by which time this support is in place. DEPARTMENT NAME 1 will ensure that service support contracts are in place prior to delivery of the equipment to the Customer dependent upon the programme securing timely approvals for sustainment in coordination with DEPARTMENT NAME 1.

3.2.3 In accordance with direction received post the SofS directed review and DATE Integrated Review, DEPARTMENT NAME 1 are to act as the Lead Delivery Agent to oversee delivery of PROGRAMME NAME infrastructure at DEPARTMENT NAME LOCATION in accordance with the schedules and budgetary allocations as agreed between DEPARTMENT NAME 1 and TLB. The Infrastructure DLOD is owned by TLB and DEPARTMENT NAME 1 are not responsible for the management of DLOD activity, but for managing contracted deliverables, in the capacity as Lead Delivery Agent.

3.2.4 DEPARTMENT NAME 1 will act as the Lead Delivery Agent for those aspects of the Information DLOD delivered by Defence Digital (DD), however they will not be responsible for management of the Information DLOD.

3.2.5 Figure 1 shows the current position of the UK PROGRAMME NAME programme in CADMID:

IMAGE

Figure 1: Programme in relation to CADMID.

4. Requirements

4.1 Key User Requirements

4.1.1 The User Requirements Document (URD) is the mechanism by which the SRO translates the capability required to meet the UK's Defence objectives into clearly defined requirements. It is a dynamic document which has been developed primarily during the Concept Phase, from the identification of a capability need up to Initial Gate approval. It will then be maintained through the life of the system to reflect changing

user needs. REDACTED. At the time of issue, the following Single Statement of User Need was agreed:

User Requirement Statement:

 "The User requires a REDACTED DELIVERABLE capability to provide REDACTED"

4.1.2   The Key User Requirements (KURs), endorsed by the Joint Requirements Oversight Committee (JROC), are laid out in Table 3:

Id	Key User Requirement
1.1	The User requires a capability that REDACTED.
1.2	The User requires a capability that can REDACTED.
1.5	The User requires a capability that is REDACTED.
2.1	The User requires a capability to REDACTED.
2.4	The User requires a capability that can incorporate Capability enhancements and undertake new or additional roles.
3.1	The User requires a capability to REDACTED.
3.5	The User requires a capability that REDACTED in LOCATIONS.
4.1	The User requires a capability that can direct or support all TLB roles within the LOCATION.

Table 3: Key User Requirements.

4.1.3   The Concept of Employment (CONEMP) provides a baseline from which the User and subsequent System Requirement Documents (URD and SRD) can consider different or novel solutions to providing the (CAPABILITY), whilst allowing the development of current solutions through technical insertion. This document has been developed by the Requirements Manager.

4.1.4   The System Requirements Document (SRD) is the structured and live definition of the optimal system requirements (including constraints), bounding contracting and verification activities. Whilst an SRD was drafted for the PROGRAMME and used as a comparison document to assess the configuration of the 'product line' REDACTED that DELIVERY AGENT initially offered to the UK, it was not finalised and was not updated following this assessment. Instead, a Product Specification Document (PSD) was produced and included as a

Schedule within the acquisition contract as the document that defines the specification of the contracted product. Segment, System and Subsystem specifications that sit beneath the PSD are managed by DELIVERY AGENT and have been provided to the MOD on request.

APPROVED SCOPE

5 Approvals Envelope

5.1 Performance

5.1.1 The Project is an Investment Category 'A' Project, as defined by Joint Service Publication (JSP) x. All new Cat A and B programmes are required to present a Strategic Outline Case (SOC) to the Approving Authority (AA). Programmes that have already undertaken a SOC will be expected to follow the process through Outline Business Case (OBC) to Full Business Case (FBC) where necessary utilising Review Notes (RN) or Information Notes (IN) to engage the AA.

5.1.2 Project performance will be monitored throughout to ensure that KURs are being satisfied and evidence is being gathered to support acceptance of the programme capabilities into Service, in accordance with COMPLIANCE Monitoring and Control Strategy.

5.1.3 The PROGRAMME NAME employs various methods of delivery, performance and compliance monitoring using the weekly, monthly and triannual reviews and the monthly report as detailed at Section 8 of the Contract Management Plan (CMP). Routine monthly reports include:

    5.1.3.1 Financial Management Report.

    5.1.3.2 Engineering Review Board (ERB) Report.

    5.1.3.3 Accrual Progress Report.

    5.1.3.4 Incurred Cost Report.

    5.1.3.5 Programme Management Meeting (PMM) Slide Deck.

5.1.4 Earned Value Management (EVM) is appropriately tailored for this contract. The COMPANY, COMPANY, supplies the DT with monthly performance reports against the agreed interim milestones to monitor progress and forecast schedule performance. These monthly reports detail as a minimum:

    5.1.4.1 Narrative of recent progress, look ahead, risks & issues and help needed.

5.1.4.2   Tier III schedule overview detailing status and upcoming activities.

5.1.4.3   Schedule progress against payment milestones including any which have been completed and updated forecast dates for those yet to complete.

5.1.4.4   Performance/delivery of COMPANY deliverables.

5.1.4.5   Any other information reasonable requested by the Authority.

5.2 Cost

5.2.1   Cost Control activity will be undertaken in accordance with MOD's Financial Management policy and procedures, as laid down in the JSPs listed below in Table 4:

JSP	Title
X	Financial Management & Charging Policy Manual
X	Financial Accounting and Reporting Manual
X	Investment Appraisal and Evaluation
X	Corporate Governance
X	Defence Investment Approvals
X	Imprest Accounting, Banking and Control Accounts Manual
X	MOD Tax and Duty Manual

Table 4: MOD's Financial Management Policy and Procedures.

5.2.2　Project funding will be provided by TLB, established through the Annual Budget Cycle (ABC) process and reviewed biannually through the Project Cost Review (PCR) process.

5.2.3　P3M is the primary tool used for in-year forecast and project actual expenditure. Performance against Control Totals (CT) is monitored through monthly cost reviews, reported to stakeholders utilising Planning Budgeting and Forecasting (PB&F) and the In-Year Management (IYM) commentary pack.

5.2.4　Management Reserve (MR). The project's MR is determined utilising the risk data held in Active Risk Manager (ARM) as provided by the DT Risk Manager profiled by cost control.

5.2.5　The Acquisition Approved Budget Level (outturn, inclusive of all non-recoverable VAT at 50 % confidence) is £XXXX.

5.2.6　The not-to-exceed Approved Budget Level for sustainment is £ XXXX and is aligned with OTHER PROGRAMME NAME over a period of 4.3 years.

5.2.7　The 10/50/90% confidence levels for modelled future Acquisition and Sustainment costs are shown in Table 5:

Project Phase	Estimated Cost (£M)		
	10%	50%	90%
P9 estimate to complete acquisition phase (FY DATES to completion)	XXXX	XXXX	XXXX
S9 estimate to complete initial in-service phase (FYs DATES – DATES)	XXXX	XXXX	XXXX
S9 estimate requested to deliver the Programme beyond requested ABL period (FY DATES onwards) to DATE	XXXX	XXXX	XXXX

Table 5: Confidence levels for Acquisition and Sustainment costs.

5.3 Time

5.3.1 The delivery timeframe of the DELIVERABLE is defined by the following key Strategic and Support milestones:

Capability Milestones			
ID	Title	Description	Date
1	In-Service Date (ISD)	DELIVERABLE delivered to DEPARTMENT NAME LOCATION, capable of being operated by suitably qualified UK personnel.	DATE
2	Initial Operating Capability (IOC)	The defined military capability standard, which is considered by the Sponsor, in consultation with the User, to be at the minimum level to provide operational effect in support of DEO X, DSO X, DSO X, DSO X, DSO X, DSO X. The ability to REDACTED for a period of up to X days from DEPARTMENT NAME LOCATION or deployed location. A regeneration period of approx. X weeks will be required upon return to DEPARTMENT NAME LOCATION.	DATE
3	Full Operating Capability (FOC)	The defined military capability standard, which is considered by the Sponsor, in consultation with the User, to be the minimum necessary to conduct REDACTED for a period of up to X days from DEPARTMENT NAME LOCATION or deployed location or sustain REDACTED on an enduring basis from DEPARTMENT NAME LOCATION or a deployed location. A regeneration period of approx. X weeks will be required upon return to DEPARTMENT NAME LOCATION.	DATE

Table 6: Capability Milestones.

Support Milestones			
ID	Title	Description	Date
1	Delivery of technical infrastructure DEPARTMENT NAME LOCATION.	Completion of the DELIVERABLE technical infrastructure, including refit of the existing space within the LOCATION, construction of the associated annex and completion of the combined line engineering building.	DATE
2	Delivery of domestic infrastructure to DEPARTMENT NAME LOCATION	Completion of XXX DELIVERABLES associated with DELIVERABLE growth.	DATES

3	Delivery of DELIVERABLE Training Devices.	**DELIVERABLE**. **DELIVERABLE**	DATES

Table 7: Support Milestones.

5.4 **Constraints**

5.4.1   The Programme will operate and deliver within the following constraints:

5.4.1.1   Changes to the Project funding levels or profiles outside the delegated authority can only be made with the agreement of the SRO.

5.4.1.2   The onus rests with TLB to review the options for how financial efficiencies or under-spends might be reinvested to deliver early or additional capability or reallocated across the TLB Portfolio.

5.4.1.3   Legal statutory compliance (including commercial).

5.4.1.4   Regulatory compliances: TLB Related Agencies).

5.4.1.5   Interoperability with allies.

6   Deliverables and Acceptance Criteria

6.1 **Project deliverables**.

6.1.1   Project Deliverables are agreed as part of the Programme Command Acquisition and Support Plan (CASP)[1]. This document is the primary means to govern the ENABLING ORGANISATION/Customer relationship; it records the scope of **DEPARTMENT NAME 1** outputs within the programme, and it defines measures of output performance. The CASP includes the following delivery work areas:

6.1.1.1   **TLB Mission Segment**. The MISSION SEGMENT comprises the TLB RELATED DELIVERABLE – based on the DELIVERABLE, and the Mission Systems incorporated into the TLB System. The current requirement includes the procurement of DELIVERABLES.

6.1.1.2   **UK Modifications**. Six specific modifications are included which are designed to align the platform with current UK requirements, as follows:

6.1.1.2.1   REDACTED via a REDACTED capability, integrated into the mission system.

6.1.1.2.2   REDACTED capability integrated into the mission system.

6.1.1.2.3 Software changes that incorporate the LATEST TECHNOLOGY

6.1.1.2.4 COMMUNICATION CAPABILITIES

6.1.1.2.5 CAPABILITIES, integrated into the mission system.

6.1.1.2.6 SAFETY DELIVERABLE

6.1.1.3 **DEPENDENCY** The DEPENDENCY consists of Training Devices, Mission Support elements (e.g., a mission planning facility) and the REDACTED Support Facility. Details on these outputs can be found in the PROGRAMME Engineering Management Plan (EMP)[2].

6.1.1.4 **Infrastructure.** Technical infrastructure at **DEPARTMENT NAME LOCATION** that allows PROGRAMME to operate alongside OTHER PROGRAMME.

6.1.1.5 **Sustainment.** Sustainment will be defined in the Final Business Case (FBC) and subject to its own Service Delivery Plan (SDP).

6.2 **Acceptance Strategy.**

6.2.1 An Integrated Test & Evaluation Acceptance Strategy (ITEA) has been developed for the Programme. This recognises that the UK DELIVERABLE has been procured as a predominantly off-the-shelf capability and many of the system requirements are envisaged to have been previously verified for other programmes, supplier led Testing and Evaluation (T&E) effort pre-delivery will therefore focus on the integration of configuration changes and regression test of inherent capabilities. A period of follow-on T&E will be required after delivery to refine the performance of the DELIVERABLES CAPABILITY, develop operational procedures and gather evidence for satisfaction of capability requirements. This is expected to include a period where each DELIVEABLE will be deployed to the LOCATION.

7 Project Exclusions

7.1 The following activities are excluded from **DEPARTMENT NAME 1** project scope:

7.1.1 Programme management activities including programme support office duties and coordination of other DLODs, unless specifically identified deliverables.

7.1.2 User requirements management, including the URD.

7.1.3 Capability Planning and Joint Requirements Oversight Committee (JROC) briefing.

7.1.4 PROGRAMME Through Life Management Plan (TLMP).

7.1.5 Benefits Management.

7.1.6 TLB MDAL Management.

8 Assumptions and Dependencies

8.1 The delivery of the Programme is framed by the strategic assumptions listed in Table 8, if they do not materialise the viability of the initiative may be in jeopardy or have significant delivery, performance cost and schedule implications.

ID	Key Assumption and Reason	Held by	Expiry Date
1	**Title:** Out-of-Service Date (OSD) no earlier than DATE. **Reason:** An OSD of at least DATE will align with key allies and the REDACTED. **Impact if incorrect:** A service life of c.X years is realistic and will provide value-for-money (VfM). Failure to achieve this date will likely leave a gap in capability.	SRO	DATE
2	**Title:** Infrastructure requirements will be partially satisfied through synergies with OTHER PROGRAMME. **Reason:** To achieve VfM for Defence, new build infrastructure should be minimised. Infrastructure savings through synergies with OTHER PROGRAMME are required to meet the IR saving target. **Impact if incorrect:** Increased cost to Defence.	Dir	DATE

3	**Title:** The DELIVERABLE TRAINING MATERIAL will connect to the SYSTEM NAME. **Reason:** The connection to SYSTEM NAME will enable large-scale, distributed collective trg across the UK and international partners. **Impact if incorrect:** Failure to take advantage of the connection to SYSTEM NAME will limit DELIVERABLE USERS trg to local mode delivery only. As a result, the quality and intensity of trg will be at risk.	SRO	DATE

<p align="center">Table 8: Key Assumptions.</p>

8.2 Programme dependencies are captured within the Master Data and Assumptions List (MDAL) and the CASP. TLB will store the Master versions of the Programme MDAL on their SharePoint site and maintain configuration control of the document with DLoDs remaining responsible for ensuring their entries are updated. Programme assumptions are managed on SYSTEM.

Key Dependency & Reason	Point of Contact	Due
LOCATION **Development Programme (LDP)** The LDP will be delivering support infrastructure at DEPARTMENT NAME LOCATION for the Programme	OTHER PROGRAMME Prog Dir	DATE
DEPARTMENT NAME **SEEDCORN** The DEPARTMENT NAME has REDACTED personnel embedded at LOCATION. The DEPARTMENT NAME is dependent on the COMMAND for access to ground training facilities and simulator trg devices required for the early OCUs.	REDACTED	DATE
Programme The DELIVERABLE Programme is benefitting significantly from the modifications that the COMMAND is funding under the REDACTED upgrade programme, including OTHER PROGRAMMES	EO DepHd	DATE
OTHER PROGRAMME - Defence Operational Training Capability (TLB) Programme The Training DLoD is dependent upon Programme NAME to provide the CS&S in support of distributed training for PROGRAMME PERSONEL.	TLB	DATE
Defence Digital (DD) DD will provide REDACTED and support services.	EO	DATE

<p align="center">Table 9: Key Dependencies.</p>

PROJECT EXECUTION

9 Objectives

9.1 The Programme will contribute to the DEPARTMENT NAME's Strategic Objectives as follows:

Strategic Objective	Title	Contribution
1	**REDACTED**	The PROGRAMME NAME DELIVERABLE will provide a CAPABILITY, REDACTED. The PROGRAMME NAME DELIVERABLE will be capable against current and future threats, whilst complying with environmental and regulatory changes. It will deliver a capability that can meet REDACTED. The complex modification activity associated with DELIVERABLE will be completed in the UK, REDACTED, promoting UK prosperity, and building industrial resilience.
2	**REDACTED**.	The PROGRAMME NAME DELIVERABLE capability will continue to evolve to meet the threat into the future. The DIGITAL solution with a significant growth path. The DELIVERABLE will grow to continue to support the operator, the Electronic Support Measures solution will be REDACTED. The combination of these systems, including a modern defensive aids suite and CAPABILTY, will ensure the global reach and can operate effectively against the future threat. The UK PROGRAMME NAME is part of a group of nations alongside OTHER. The nations have formally committed to the following Joint Vision Statement: *REDACTED Our operational output will be enhanced through mutual support, shared resources, and commonality. Our capability enhancements will be coordinated, tested, and shared to counter current and future threats. The sustainment of our capability will leverage the collective power of our nations, bringing greater operational reliability through efficiencies of scale and collaboration."*

10 Strategy

10.1 Project Strategy

10.1.1 The intent of the Programme is to recapitalise the PREVIOUS DELIVERABLE with a DELIVERABLE. The **PROGRAMME NAME** will provide a CAPABILITY that meets environmental and regulatory changes and achieves REDACTED.

10.1.2 The capability will remain interoperable with allies, provide the UK's contribution to the ALLIED Force, and remain capable against current and future threats. The **DEPARTMENT NAME** is engaged on the **PROGRAMME NAME** capability with COUNTRIES. The nations will continue to share their capability roadmaps, building on opportunities for collaborative capability development, operation, and sustainment.

10.2 Procurement Strategy

10.2.1 The Investments Approval Committee (IAC) endorsed a single-source procurement route for the DELIVERABLE. The acquisition will comprise of DELIVERABLES.

10.2.2 The justification for single source for the DELIVERABLE Sustainment solution is outlined in the Commercial and Procurement Strategy, which was approved in DATE.

10.3 Commercial Strategy

10.3.1 The main acquisition of the TLB including the PROVIDER DELIVERABLE, and all but one of the subsequent contract amendments are Firm Priced. The UK specific modifications are priced using a Target Cost Incentive Fee (TCIF) arrangement.

10.3.2 As this contract uses only firm and TCIF pricing, there is no impact upon the contracted price from increases, using inflation as an example. An inflation factor will have been included for transparency, within the original PROVIDER proposal cost models to form the overall price offers accepted by the Authority. Therefore, there is no requirement for a Variation of Price clause within this contract.

10.3.3 The Statement of Requirement (SoR) for the contract is split into 7 different line items which are priced individually. The 7-line items cover the following:

Contract xxx Statement of Requirement	
1	**REDACTED**

		Delivery OF DELIVERABLE and provision of Surplus assets Modification of the DELIVERABLES.
2		**Provision of the prime COMPANY role for the AMS**
3		**Provision of Over and Above Services**
4		**Provision of REDACTED Tranche 1** Provision of Training Needs Analysis Provision of CAPABILITY
5		**Provision of CAPABILITY Tranche 2 Increment 1 and CAPABILITY TRAINING** Provision of Tranche 2 Increment 1, and CAPABILITY TRAINING in accordance with Schedule 2 Statement of Work Part 5 Changes to OFT design, supplementary to the Sub-Item 5a price, resulting from maturation of AMS design. (Refer to Clause 116) Integration of a GFA, medium resolution LOCATION, provision and integration of a medium-resolution LOCATION and upgrade of the GFA medium-resolution LOCATION to high resolution (Refer to Clause 117).
6		**REDACTED Tranche 2 Increment 2** Provision of Tranche 2 Increment 2 – Phase 1, in accordance with Part 6 of Schedule 2 (Statement of Work) Provision of Tranche 2 Increment 2 – Phase 1, Bid Costs, Early Works and Trade Study costs. Provision of Tranche 2 Increment 2 – Phase 1, Actual Costs for Tranche 2 Increment 1
7		**Initial Provisioning (IP) Spares** Provision of IP Spares – Labour inclusive of Management of OEM Suppliers and travel and subsistence Provision of IP Spares as detailed in Table 1 of Schedule 12 to the Contract Cost Provision of IP Spares as detailed in Table 2 of Schedule 12 to the Contract Cost Plus Spares Provision of IP Green Spares (In Year) – Labour inclusive of Management of procurement Provision of IP Green Spares (In Year) as detailed in Table 3 of Schedule 12 to the Contract

11 Implementation

11.1 Work Breakdown Structure

11.1.1 The PROGRAMME schedule will be contained in SCHEDULE SOFTWARE. The OBC Work Breakdown Structure (WBS) will be contained as a control account under the Shell xxx. All outputs to deliver the project requirements will be listed in the PROGRAMME Dictionary and appropriate activities will be included in the schedule WBS activities.

11.1.2 The WBS captures the scope of the project as described in the 'Scope' section of this Plan. The WBS provides a hierarchical structure of the project activity with the work package being the lowest level of the WBS. Each work package has an associated dictionary describing the detailed scope, deliverables, exclusions, interfaces and assumptions.

11.1.3 The WBS Dictionary is held on Project Controls SharePoint. The Programme WBS Breakdown Structure is recorded in Annex B of the PMP.

11.2 Control Accounts

11.2.1 Manage the Project

CA.1 Manage the Project	
Control Account Manager (CAM):	NAME
Work/Planning Package	**Owner**
LoE activities	NAME
International collaborative agreements	NAME 1
Manage the project – non-DT resource	NAME
Post-DATE activity	NAME
Purpose: The purpose of this Control Account and Level of Effort Work Package is to capture the internal DEPARTMENT NAME 1 Effort and Governance activity that cannot be easily attributable to the other Control Accounts.	

Table 7: Control Accounts.

Description:

Regular or routine DEPARTMENT NAME 1 Drumbeat meetings, working groups, performance reporting, forecasting, artefact maintenance and strategic stakeholder management activities.

Performance Reporting. The Delivery Team will undertake a variety of DEPARTMENT NAME 1 and wider MOD reporting which enables delivery of the PROGRAMME NAME output. Routine reporting and annual updates of the CASP, ISPs, IBAs, and other internal dependencies that cut across Control Accounts.

Governance. Including scheduling, risk, cost control, earned value management.

Artefact Maintenance. Including Assumptions, Risk, Schedule (and Supporting Docs), REDACTED Strategy, Technology Management Plan, PMP, EMP, SDP, TLMP, SSDT, PAT, Project History, etc across all Functions.

Resourcing. The Programme Delivery Team will produce a staffing plan and will engage with Function Leads to fulfil recruitment or other activity to appropriately resource against this plan.

Information Management. Management of PROGRAMME NAME SharePoint site and other records management. Maintaining appropriate security of project information.

Management of strategic relationships with project stakeholders, comms, secretariat, press, FOI, MC, PQ, etc

Financial Management. In-Year financial management, coordination of financial planning, reporting of annual report of accounts.

Quality Management – assurance (internal and external, inc REDACTED) of DT activities

Boundaries:

Annual activities related to normal delivery team management (e.g., audits) should be included within the resource estimates for Level of Effort activities within this Control Account - unless they fall inside the DEPARTMENT NAME 1 definition for Indirect/Overhead Work e.g., Mandatory training.

Deliverables:

Project Management Plan
REDACTED Strategy
Engineering Management Plan
Technology Management Plan
Quality Audit Reports (assuming QMP is REDACTED)
Command Acquisition Support Plan agreed with TLB Cap
QRPC And Other Reporting
Staffing Plan for Activities Not in Scope of Concept Or Assessment WBS Elements. – Staffing Plan for all activities
Acquire DELIVERABLE and Capability

Table 12: Manage the Project Control Account.

11.2.2 Acquisition Program

CA.9 Acquisition Programme	
Control Account Manager (CAM):	NAME
Work/Planning Package	**Owner**
AMS programme management	NAME 2
REDACTED programme management	NAME 3
TAF OPEX	NAME 3
AMS work post-DATE	NAME 3
AMS expenditure	NAME 6
REDACTED Tr2 inc.1	NAME 3
REDACTED Tr2 inc.2	NAME 4
REDACTED Tr2 inc.3	NAME 5
FMS expenditure	NAME 6
GOLD ESP	NAME 7
ORGANISATION support (SUP)	NAME 3
Long lead spares	NAME 8
TAF CAPEX	NAME 3

Purpose:

To deliver the PROGRAMME and DELIVERABLE

Description:

AMS Delivery

Delivery of the PROGRAMME NAME DELIVERABLE through the main acquisition contract, XXXX, including REDACTED • Management of strategic relationships with project stakeholders, comms, secretariat, press, FOI, MC, PQ, etc

Financial Management. In-Year financial management, coordination of financial planning, reporting of annual report of accounts.

Quality Management – assurance (internal and external, inc REDACTED) of DT activities

 REDACTED Delivery

Delivery of REDACTED.

Boundaries:
This project is for the design and manufacture of the PROGRAMME NAME DELIVERABLE to provide an REDACTED capability.
Deliverables:
Qty 3 - PROGRAMME NAME DELIVERABLE with fully functioning REDACTED.
Qty 4 - REDACTED
Qty 1 - training capability
Qty 1 - REDACTED

Table 13: Acquisition Control Account.

11.2.3 Infrastructure

CA.10 Infrastructure	
Control Account Manager (CAM):	NAME 9
Work/Planning Package	**Owner**
Infrastructure OPEX	NAME 9
Infrastructure CAPEX	

Purpose:
To deliver Strategic Technical Infrastructure at DEPARTMENT NAME LOCATION in support of the PROGRAMME NAME DELIVERABLE, aligning with OTHER PROGRAMME DELIVERABLE where possible.
Description:
To deliver the Infrastructure to approved and accepted RIBA Stage 4 Designs in two phases.
The Project will carry out all the Enabling Works required in preparation for the Main Construction.
The Project will carry out the Main Construction Phase of the Project delivering Staged Completion of the following: - Annex Building for the PROGRAMME Synthetic Training Facilities and A/S Block B - Joint DELIVERABLES Line Facility - LOCATION - LOCATION
Boundaries:
This Project is solely for the design and construction of the Technical Infrastructure in support of all the

PROGRAMME NAME DLOD's to provide a fit for purpose environment to Operate the PROGRAMME NAME in conjunction with the OTHER PROGRAMME DELIVERABLE.

Deliverables:

Fully Compliant Infrastructure that meets agreed MoD URD and SUPPLIER FRD requirements:

Phase 4a -
Completion of REDACTED.

Phase 4b -
 - Internal alterations to REDACTED
 - Construction of REDACTED.
 - Internal Alterations of REDACTED for DEPARTMENT NAME 1 and SUPPLIER use.
 - Construction of REDACTED to house Training Simulators

<center>Table 14: Infrastructure Control Account.</center>

11.2.4 Capability

CA.12 Capability	
Control Account Manager (CAM):	NAME 10
Work/Planning Package	**Owner**
International Collaborative Agreements (Incl. Tri-Lat) FORIP PA Work with REDACTED	NAME 11 NAME 12

Purpose:

To deliver all international activities relating to PROGRAMME conducted on a collaborative basis with COUNRTIES relating to current and future PROGRAMME capabilities

Description:

WP 12.X: Activity relating to International Agreements (OPEX) for tri-lateral activity with ALLIES including associated WGs and meetings.

WP12.Y: Delivery of UK contributions to the Follow-on Improvement Programme (FOIP) Advanced Capabilities Studies (ACS) activity under a REDACTED contract executed by REDACTED CAPEX)

WP12.Z: DT support to activity covered by the REDACTED including the contract with REDACTED.

Boundaries:

Should specific collaboration activities be identified by WP 12.X then further WPs may need to be defined to take these forwards.

Deliverables:

Insert the key deliverables from the Product Breakdown Structure. Scope without deliverables is acceptable, but this should not be the norm and further scrutiny should be applied to ensure that the work is justified.

<div align="center">**Table 15: Future Capability Control Account.**</div>

11.2.5 Support Arrangements

CA.13 Establish Support Arrangements	
Control Account Manager (CAM):	NAME 7
Work/Planning Package Establish internal support Full Business Case Establish in-service Depot maintenance Post contract award planning package External support	**Owner** NAME 7 NAME 13 NAME 14 NAME 7 NAME 7 NAME 7

Purpose:

This Control Account contains all the DEPARTMENT NAME 1 activities required to scope and set up an Initial Sustainment solution, DT in-service policies/procedures and associated support contracts for UK PROGRAMME AMS and REDACTED, including associated IAC approvals, BCs and negotiating/awarding contracts.

Description:

This Control Account includes negotiating and placing all contracts required for DEPARTMENT NAME 1 to provide support for the PROGRAMME and also all the DEPARTMENT NAME 1 activities to support TLB to develop the support requirements/assumptions, and for the SRO to seek IAC/Central approvals.

Ensuring support equipment is appropriately specified and delivered with necessary safety information

Establish initial UK PROGRAMME support to meet the required programme Logs Spt Date (maintenance and repair, tech support & CAMO, SCM, trg, GFX)

Seek initial support approval (Full Business Case)

Establish in-Service Framework by developing systems and processes necessary to support PROGRAMME when in service including type and continuing REDACTED management; integrity management; and key support arrangements to enable PROGRAMME operations.

o   Establish the Engineering Authority framework (Eng Auth policies, strategies, procedures, organisation and governance) o   Quality Assurance and Quality Management (In Service) o   Establish required iLog/ILS policies and procedures, including inventory mgt and reporting.
Boundaries: Does not include acquisition.
Deliverables: Sustainment IAC FBC/RN Sustainment contract awarded DT policies and procedures e.g., Integrity mgt, ERO and leaflets, security policy, support/logistic policies, maintenance policy Sustainment CASP entries agreed and delivered DEPARTMENT NAME 1 IBAs/SLAs with commodity DTs

Table 16: Sustainment Control Account.

11.3 **Project Management**

11.3.1 The **DEPARTMENT NAME 1** Project Management (PM) Team manage the acquisition of the AMS, MSS and REDACTED for the PROGRAMME Programme. The PM Team liaise with other PM stakeholders across the PROGRAMME Programme to track project schedule and cost to ensure efficient delivery. Responsibilities include the delivery of PROGRAMME Training Devices, delivery of the acquisition contract and authority management of FMS cases.

11.3.2 The PM team are responsible for reporting project progress to the Authority and to the Programme Management Team. The PM Team manage and maintain Project Management artefacts, including the Project History, Project Maturity Matrix and Project Management Plan.

11.4 **Occupational Health, Safety and Environmental Management**

11.4.1 The PROGRAMME Safety and Release to Service (RTS) Team is responsible for managing and overseeing all safety, environmental, RTS, Configuration Management and Quality Assurance activities in support of the **PROGRAMME NAME** platform. They will lead development and implementation of strategies and plans for establishing and sustaining a Safety Management System (SMS), Environmental Management System (EMS), Configuration Management System (CMS), Quality Management System (QMS) and for producing the RTS recommendation. Within the team there are the following appointments:

11.4.1.1 **Safety Manager.** Maintain and implement the Safety and Environmental Management Plan; manage development of the required Safety Assessments and Environmental Case**.**

11.4.1.2 **RTS Manager.** Manage development of the REDACTED supporting evidence required for T&E activity; manage development of the RTS recommendation document and supporting evidence pack.

11.4.1.3 **Quality Assurance Manager.** Develop and manage the implementation of the Quality Assurance Plan.

11.4.1.4 **Configuration and REDACTED.** Manage and oversee Configuration Management activities for the PROGRAMME DELIVERABLE.

11.4.2 The PROGRAMME DT will meet its responsibilities for Occupational Health, Safety and Environmental (OHS&E) management by complying with the relevant safety plans and procedures. Occupational health, safety and environmental (OHS&E) management for the project is in accordance with **DEPARTMENT NAME 1** policy. The Safety and Environmental Governance structure for PROGRAMME is shown in the figure below:

IMAGE

Figure 2: PROGRAMME Safety and Environmental

11.4.3 Technical Safety is covered within the **PROGRAMME NAME** Engineering Management Plan.

11.5   **Engineering and Safety Management**

11.5.1 The Engineering function for **PROGRAMME NAME** is led by the Chief Engineer (CE) / REDACTED The CE/ REDACTED is responsible for the PROGRAMME System throughout its life from development to disposal, as defined in XXX and expanded upon throughout the REDACTED Regulatory Publications (RP). The responsibilities of the CE/ REDACTED are detailed in the RP, and the programme specific responsibilities of the **PROGRAMME NAME** CE/ REDACTED are detailed in the **PROGRAMME NAME** Engineering Management Plan (EMP).

11.5.2 The EMP is the focal point document for all safety and engineering activity associated with the project and is a living document that will evolve during Acquisition, Operation through to Disposal of the capability. This EMP predominately draws on the management of safety and engineering activities identified in the Guide to Engineering Activities and Reviews (GEAR) framework. The GEAR Review Record supports the assessment of maturity of the GEAR products required, as inputs and outputs dependent upon the level of maturity of the engineering activity in each phase of the GEAR Cycle. This plan reflects activity to take forward a single source procurement of a PROGRAMME capability to FBC and beyond.

11.5.3 Whilst there is currently no specific policy regarding GEAR as applied to the three-stage model of MAID, conclusions can be drawn from the MAID documentation showing the relationship to the CADMID cycle, which is common to both process models. The Strategic Outline Case (SOC) aligns with the Pre-Concept phase, the Outline Business Case (OBC) aligns with the end of the Concept Phase and Full Business Case (FBC) aligns with the end of Assessment Phase. The mapping of GEAR reviews to MAID and SUPPLIER's process are outlined in Fig 3 - GEAR Approvals process aligned with MAID process and SUPPLIER's Approval process.

11.5.4 As the **PROGRAMME NAME** platform will be acquired predominantly 'off-the-shelf', there will be elements of the GEAR process that the project will need/not need to undergo to reach the Manufacture Readiness Review (MRR) Stage. The DT intends to have completed the MRR stage for REDACTED and REDACTED by DATE and will require to take the following steps in order to be able to reach this stage. The MRR will incorporate threads from REDACTED Configuration Review and tailoring for the REDACTED will be identified for each artefact.

11.5.5 The PROGRAMME DT is also following the TLB-Engineering Standardisation Process Improvement Roll-Out Enforcement (ACRONYM) processes to improve the efficiency and effectiveness of the delivery of safety and CAPABILITY and to enhance accountabilities to the Duty Holder (DH) chain. ACRONYM recognises the DH owns all threats with potential to cause harm 1st, 2nd, and 3rd parties and to cause damage to the REDACTED. It is the CE/ REDACTED's responsibility to identify and correct equipment deficiencies to overcome threats identified and to report residual risk to the DH. ACRONYM provides the protocols and practices to implement and facilitate an effective Safety Management System to conform to regulations, instructions and policy. In some areas the required artefacts identified by ACRONYM overlap with those identified within GEAR, in the event of such occurrences the **PROGRAMME NAME** MK1 will ordinarily apply precedence to ACRONYM. For example, GEAR identifies of this requirement for a Software Acquisition Management Plan (SwAMP) the DATs interpretation of this requirement for the TLB is represented by the practise outlined in ACRONYM rather than those outlined in GEAR.

11.5.6 GEAR will be applied where appropriate to the REDACTED (REDACTED) elements although the incremental nature of the contracts make for a challenge in setting boundaries for the GEAR reviews. Each REDACTED element will undergo PDR and CDR and sequencing and alignment of REDACTED elements and any association with related REDACTED elements will also be an engineering challenge. The REDACTED development was addressed as a parallel issue to be covered under Tranche 2 amendment to the contract (although some longer lead items and Training need analysis were contracted under Tranche 1). A preliminary configuration review was held in X DATE covering REDACTED as these are longer lead items requiring sub-contract to industry outside SUPPLIER; the OFT review also included details of a potential Part Task Trainer (PTT). A second configuration review was held X DATE to cover any update to OFT & VMT and for the remaining REDACTED elements (Distributed Mission Trainer (DMT) and Operational Mission Simulator (OMS). A final configuration review (FCR) was held in x DATE which equates to an SRR.

11.5.7 Following review of the proposal for REDACTED Tranche 2 it was decided that the VMT and PTT were rejected as options and that the current proposal for the DMT and OMS would not be compliant with JSP x. An alternative approach was mooted during the FCR that discarded the DMT and entailed development of the OMS into a single device (Distributed OMS (D-OMS)) that was JSP x compliant and could be connected to DOTC(A).

11.5.8 The D-OMS solution provided by COMPANY presented too greater risk in terms of performance and cost and was subsequently cancelled. The REDACTED will be modified with PROGRAMME operator workstations as a mitigating device for training PROGRAMME mission crews.

11.5.9 The **PROGRAMME NAME** DELIVERABLE project completed an SRR for REDACTED, which was conducted in line with SUPPLIER standard processes. The SRR set the formal high-level baseline configuration for the DELIVERABLE. Prior to Final Configuration Reviews, the **PROGRAMME NAME** DELIVERABLE completed a Tender Assessment Review (TAR) for REDACTED, and a Technical Quality Audit (TQA) for REDACTED.

11.5.10 It is the REDACTED's intent for the type certification of the **PROGRAMME NAME** DELIVERABLE to demonstrate compliance to the Type Certification Basis in accordance with the Military System Certification Process (MACP), whilst using existing certification evidence from the original **PROGRAMME NAME** DELIVERABLE certification with the desired outcome being the issue, by the REDACTED, of a Military Type Certificate (MTC). The mission capability suite will also include the capability to perform REDACTED roles. Due to the added TLB Safety Risks associated with ATM the system also requires the ATM equipment Release into Service Process (RiSP) and a tailored approach to the RAx series and Def Stan 00-XXX are to be followed.

11.5.11 All of the key tasks and deliverables are detailed in the EMP. All these activities will be led or supported by the engineering function, largely using engineering function resource allocated to the DT. However, for a few tasks, assurance resource will be required from within the Support Operating Centre (OC) and OTHER PROGRAMME. There is also a requirement for some external (non-MOD) support, which will be captured on an external resource tab within the EMP Workbook. Post FBC, there will be an increasing requirement for out-sourced Independent Technical Evaluation (ITE). Note: There are subordinate plans to the EMP but that they are detailed in the EMP. The Document Hierarchy linking the PMP and EMP is shown below:

IMAGE

11.6 Security

11.6.1 The **PROGRAMME NAME** Security Management Plan (SMP) is a living document that will be updated throughout the lifecycle of the Project. This body of evidence will incorporate the plan and strategy that will be adopted to manage all the security activities. During the Development and Manufacturing Phase most security activities are planning and preparation for the latter phases of the project. This includes resource planning, identification of stakeholders and early engagement with them. The Project has set up a Security Working Group (SWG) and holds regular meetings. This group will contribute to security decision making and act as advisors. Security activities will be managed in accordance with **DEPARTMENT NAME 1** and wider MOD security policies in JSP x for managing security aspects and JSP x. Initially, resources will be provided by the **PROGRAMME NAME** Delivery team, Engineering and the ORGANISATION ROLE who is the security lead.

11.6.2 The capability has been procured on the "of-the-shelf" principles whereby the majority of the systems and equipment are of an extant baseline design previously sold to other nations, the baseline line design has therefore not been designed or assured to UK security standards or requirements. In order to achieve assurance a risk-based approach must be adopted whereby agreed baseline assurance issues are identified and presented to the customer for ownership/action.

11.6.3 The above approach will mitigate and manage risks associated with baseline elements where enough understanding of the as built baseline products can be identified and assessed especially in the REDACTED (REDACTED).

11.6.4 The AMS security documentation is being developed under the new principles of Secure by Design (SbD) as laid out in JSP x. SbD will be delivered for the PROGRAMME programme through an Engineering Delivery Partner (EDP) project.

11.7 Support Solution Development

11.7.1 The Sustainment solution has been developed since DATE using experience and examples from other UK fixed wing programmes including OTHER PROGRAMME DELIVERABLE. The DEPARTMENT NAME and PROGRAMME DT have been engaged with the ORGANISATION and PROGRAMMEA System Programme Office at LOCATION over several years to learn from their experience and

develop areas for co-operation. The UK Programme has benefited from the ORGANISATION experience, which includes over X years of operational output and capability sustainment.

11.7.2 Since the decision to relocate the DELIVERABLE fleet to DEPARTMENT NAME LOCATION alongside OTHER PROGRAMME DELIVERABLE, the support solution has been revised to be within the same contract with COMPANY as OTHER PROGRAMME DELIVERABLE to maximise efficiencies, opportunities, and coherence between the fleets. The near-term intent is to create an overarching combined OTHER PROGRAMME DELIVERABLE-DELIVERABLE Through-Life Support Strategy, to develop a joint support system and to align the associated COMPANY support contract.

11.7.3 The procurement strategy for DELIVERABLE Sustainment is to place a single-source amendment to the extant OTHER PROGRAMME DELIVERABLE and Training Support Provider contract with COMPANY. Details of the sustainment contract can be found in the Full Business Case.

11.8   **Transition to Service**

11.8.1 The Service Transition Plan will be overseen and directed by ORGANISATION FHQ with the Business Change Manager at the centre of its progress. The original plan looked at a seamless transition from REDACTED to DELIVERABLE, the new plan will focus on the introduction of DELIVERABLE at **DEPARTMENT NAME LOCATION** and REDACTED to meet operational and other outputs. The **LOCATION** Transition Team are the focal point for Business Change at **DEPARTMENT NAME LOCATION** and as such are already heavily engaged with stakeholders and in the provision of integration workshops.

11.9   **Specific Considerations**

11.9.1 **Legal Considerations.** The PROGRAMME procurement is excluded from the Defence and Security Public Contract Regulations 2011 (DSPCR) under Regulation 7[3] due to the requirement for the provider to access nationally sensitive information. This exclusion was authorised by the Directorate of Security and Resilience in x DATE. The single-source procurement strategy is justified for technical reasons and intellectual property rights (IPR) restrictions. A Voluntary Transparency Notice, endorsed by MOD Legal Advisors, was published in x DATE without challenge. The A&TSP contract was subject to external legal review prior to award in DATE and the external legal advisors are providing support to negotiations for the

DELIVERABLE sustainment amendment.

11.9.2 **Government Funded Assets (GFA)**. GFA are items that the Authority need to provide to a COMPANY for use on a Government contract. The Obligations Matrix provides information on the GFA requirements that the MoD are required to supply to SUPPLIER. Failure to meet the GFA dependencies detailed in the contract and detailed in the obligation's matrix may give rise to a Delay Event, allowing for Time and/or Money (depending on the circumstance) against their above-mentioned obligations.

11.9.3 **Technical Assistance Agreement (REDACTED)**. Provision of certain technical data, hardware and other services are restricted by the REDACTED (REDACTED). Authorisation for SUPPLIER to export REDACTED controlled items under this contract, are governed by REDACTED. Any items received which are restricted under REDACTED must only be disclosed as allowed under the REDACTED.

12 Governance and Organisation

12.1   Programme Lifecycle

12.1.1 The PROGRAMME Programme is currently in the Manufacture Phase of the CADMID cycle:

IMAGE

Figure 4: PROGRAMME Programme Lifecycle.

12.1.2 A summary of the PROGRAMME manufacture phase delivery schedule is detailed in Annex C.

12.2 **Delivery Assurance**

12.2.1 The Integrated Approvals and Assurance plan (IAAP) and the Specific Evidence Table (SET) has been endorsed by Defence Portfolio and Approvals Secretariat (DPAS) and Scrutiny respectively and demonstrates that the programme continues to engage in all mandated Governance, Approvals and Assurance activities including Programme Boards, Assessment Gates and Information notes. The **PROGRAMME NAME** Programme adheres to the Project Management Control Framework (PMCF). All mandated programme artefacts required are referenced in the Programme Definition Document (PDD).

12.3 **Governance Boards and Key Meetings**

12.3.1 The PROGRAMME NAME Programme is governed by a Programme Board cycle that runs 3 times per year, facilitated by the ORGANISATION PMO and aligned with the other TLB Programmes cycle. Prior to each Programme Board cycle the PROGRAMME NAME Programme shall run a Programme Working Group (WG) meeting at which the Programme Mgr will report Programme delivery confidence to the Programme Dir, including any risks or issues affecting performance, cost or time. At the Programme Board, the Programme Dir will report delivery confidence to the SRO. The TLB Cap Delivery REDACTED Programmes Management Strategy sets out the detail of the programme board cycle, including responsibilities and attendance at each event.

12.3.2 Regular governance meetings are held between the Primary COMPANY and the Programme Board. These include the Monthly Programme Review (MPR) and the quarterly Executive Programme Management Review (EPMR).

12.3.3 Meetings, where required, will produce minutes to record decisions taken and actions agreed. These are distributed to attendees and relevant governance forums and placed in the project history/action log for ongoing reference and audit purposes. Regular PROGRAMME programme meetings include:

PROGRAMME Programme Key Meetings
CAPABILITY Working Group
ORGANISATION Document Set Working Group
Commercial Working Group
Security Working Group
Training Steering Group
Integration Test, Evaluation and Assessment (ITEA) Working Group

DELIVERABLE Safety & Environmental Panel (WSEP)
System Safety Working Group (SSWG)
Establishing TLB System Integrity Management Working Group
Weekly commercial engagement and updates
Risk review meetings
Technical Interface Meetings for Engineering elements of AMS/ REDACTED
Programme Working Groups and Programme Boards
DEPARTMENT NAME 1 2* AS Performance Board
DEPARTMENT NAME 1 3* Performance Committee

Table 17: PROGRAMME Regular Authority Programme

12.3.4 The Figure 5 shows the governance structure that will wrap around the project:

IMAGE

Figure 5: PROGRAMME Governance Structure.

12.4 **Roles and Responsibilities**

12.4.1 The organisational structure chart for the Programme is located in Annex A. Table 16 details key programme roles and their accountabilities and responsibilities:

Activity		Responsible	Accountable
Team Leader	Owner	NAME 15	DT
	Delivery of Programme	NAME 15	DT
Through Life Management Planning	Maintenance of the TLMP	NAME 16	TLB-Cap
REDACTED	REDACTED for the DELIVERABLE	NAME 17	DT
Engineering Authority (EA)	EA for the DELIVERABLE	NAME 17	DT
Mission Systems & Security	Governance of Mission Systems and Project Security Management	NAME 18	DT
Training	Delivery of Training Devices	NAME 19	DT
Project Management	Delivery of the acquisition contract (AMS and REDACTED elements)	NAME 19	DT
Project Controls	Predict and oversee the time and cost of projects	NAME	DT
Infrastructure	Delivery of the Infrastructure Project	NAME 20	DT
Operations Management	Governance of all Ops Management activity	TBC	DT

Activity		Responsible	Accountable
Supply Chain Management	Governance of all SCM activity	NAME 21	DT
Technical Through Life Support (TTLS)	Governance of all TTLS activity	NAME 21	DT
Release to Service (RTS)	Production and management of the RTS for PROGRAMME	NAME 22	DT
REDACTED	REDACTED	NAME 23	DT
Safety	Delivery of all safety elements for PROGRAMME	NAME 24	DT
Commercial	Commercial lead within the DT	NAME 25	DT
Finance	Finance lead for PROGRAMME	NAME 26	DT
Business Management	Governance of all Business Management activity	NAME 27	DT
CASP	Delivery of CASP outputs	NAME 28	DT
FMS Case Management	Delivery of FMS Case Outputs	Various	DT
	Authority management of FMS Cases	NAME 29	DT
Risk	Management of programme risks	NAME 30	DT
MDAL	Maintaining the MDAL	SRO	SRO

Table 18: Roles and Responsibilities.

12.5 Resource Plan

12.5.1 **Funding**. The budgetary limit set by the current approval (OBC) for the DELIVERABLE Programme is £XXXX (TDEL), split as £XXXX (CDEL) and £XXXX (RDEL). The Full Business Case will reset the Acquisition ABL and approve the Sustainment ready for contract award in DATE.

12.5.2 PROGRAMME **Delivery Team**. The PROGRAMME DT has a resource loaded schedule for the OPEX for acquisition, infra and long lead activities approved in the OBC. This is the basis for the Organisational Breakdown Structure and recruitment of DEPARTMENT NAME 1 personnel against the programme. A new separate resource loaded schedule is being developed for the Sustainment approval and In-Service Phase that will run in parallel to the acquisition schedule and OPEX resourcing. The new Sustainment schedule will be reviewed against the DEPARTMENT NAME 1 Project Controls scheduling process and health checks during its development. It will be endorsed and live prior to the Sustainment contract award in DATE.

12.5.3 **Primary COMPANY**. As part of their HR recruitment and skills growth, REDACTED has continued their engagement with the marketplace to proactively manage their resource growth to meet the support requirements for the PROGRAMME Sustainment programme. This is

building on the work they have already done for the PROGRAMME acquisition programme with the LOCATION DELIVERABLE modification work and sub-COMPANYs supporting PROGRAMME acquisition. Additionally, the PROGRAMME Sustainment solution will build on the current COMPANY resources in place for OTHER PROGRAMME DELIVERABLE at LOCATIONS and DEPARTMENT NAME LOCATION. COMPANY has also continued to develop their engagement with local bodies in the DEPARTMENT NAME LOCATION area, including technical colleges, as part of their resource growth strategy for the area for the OTHER PROGRAMME DELIVERABLE and DELIVERABLE programmes.

12.6   **Performance Monitoring and Reporting**

12.6.1 The TLB Cap Programme Manager (PM), supported by the Requirements Manager (RM) and the Programme Management Office (PMO) will monitor programme performance to ensure that KURs are being satisfied and evidence is being gathered to support acceptance of the programme capabilities into Service, in accordance with the Programme specific detail contained within the Integrated Test, Evaluation & Acceptance Plan (ITEAP), maintained by the RM. The DLoD Assurers/Owners will be consulted to ensure that they are content that the activities that impact the Programme are on track to deliver its outcomes.

12.6.2 A performance review is carried out during the Programme Board cycle that runs 3 times per year, facilitated by the ORGANISATION PMO and aligned with the other TLB Programmes cycle. Prior to each Programme Board cycle the **PROGRAMME NAME** Programme shall run RAIDO WGs among others to inform the Programme Working Group (WG) meeting at which the TLB Programme Manager will report Programme delivery confidence to the Pg Dir, including any risks or issues affecting performance, cost or time. At the Programme Board, the Pg Dir will report delivery confidence to the SRO.

12.6.3 Reporting requirements include a quarterly return to the HQ TLB or JFC PfOs using the Portfolio Management Reporting System (PMRS). This information is used to inform the Portfolio Progress Group (PPG) and onward reporting to the Defence Major Programmes Portfolio (DMPP) and Government Major Programmes Portfolio (GMPP).

12.7   **Engagement and Communication**

12.7.1 **Identify and Analyse**

12.7.1.1   The Programme has undertaken stakeholder identification in order to determine the key groups and individuals that it will need to engage and communicate with over its lifetime. Key programme stakeholders are identified in Table 19:

Organisation	Nature of Involvement	Interaction Method
REDACTED	Programme Sponsor.	Primary interaction via Programme Director and Manager, Programme Working boards with Business Cases and review notes formally submitted.

Organisation	Nature of Involvement	Interaction Method
REDACTED	Provide audit and assurance of Programme Infrastructure Solution. DEPARTMENT 2 are the default Delivery Agent for MOD infrastructure solutions. However, the PROGRAMME NAME Programme has been granted exemption to use DEPARTMENT NAME 1 as the Lead Delivery Agent. Exemption notwithstanding, DEPARTMENT 2 will have some involvement in the final assurance piece for the delivered infrastructure solution, and engagement will be required throughout.	Infrastructure Working Group. Regular engagement via DEPARTMENT NAME 1 Lead Delivery Agent manager.
REDACTED	Capability End User; interests to be represented by an appointed Business Change Manager (BCM) to oversee entry into service, transition between the capabilities and realisation of prescribed capabilities. ROLE are the Operational Duty Holder (ODH) responsible for meeting the Senior Duty Holder's (SDH) objectives in the safe employment of personnel and usage of equipment.	Delivers Programme activities/roles as tasked by Programme Team.
REDACTED	Oversight of the DEPARTMENT NAME Training requirements and training service delivery in support of entry into service and through life capability sustainment. Providing assurance of phrase 1 & 2 Trg and phase 3 Trg upon requirement via delegation of REDACTED. Specification and stand-up of new training services and capabilities for REDACTED STAFF	Delivers Programme activities/roles as tasked by Programme Team. Training WG
REDACTED	Assure the Provision of through-life support, sustainment requirements, the support solution and the delivery of the REDACTED (REDACTED).	Delivers Programme activities/roles as tasked by Programme Team. Logs WG
REDACTED	Provide oversight and expertise for all Information, Comms and Security requirements across PROGRAMME DLoDs, with primary focus on the Information DLoD (owner). Infra Comms	Assures Programme activities/roles as tasked by Programme Team. Security and Information WGs

Organisation	Nature of Involvement	Interaction Method
	Responsible for Information Exchange Environments (IERs) Risk Management & Accreditation Document Set (RMADS)	
REDACTED	REDACTED oversee the Infrastructure in the PROGRAMME Strategic facility at DEPARTMENT NAME 2 LOCATION. DEPARTMENT NAME 1 are Lead Delivery Agent for the provision.	Delivers Programme activities/roles as tasked by Programme Team. Information WG
REDACTED	REDACTED (on behalf of REDACTED) is responsible for providing the Workforce Requirement (WR). Pers DLoD is responsible for prioritising and allocating trained strength into the WR.	Delivers Programme activities/roles as tasked by Programme Team.
REDACTED	Provision of PROGRAMME specific doctrine, concepts and tactics; integration of PROGRAMME into wider UK and Allied TLB structures. Also responsible for providing T&E support to the programme, inc GFX commitments to the CTT	Delivers Programme activities/roles as tasked by Programme Team.
Investment Approvals Committee (IAC)	Due to the Cat A Nature of this Programme, all Programme Business Cases will be submitted to the MoD IAC for approval, post review and validation by the TLB Scrutiny and Approvals Team, and Defence Procurement Approvals & Scrutiny (DPAS). Business Case assurance for MoD, external to TLB.	Primary interaction via SRO and Programme Manager, with Business Cases and review notes formally submitted.
REDACTED	The certification of the DELIVERABLE for UK service requires involvement with the REDACTED. REDACTED	REDACTED DELIVERABLE Safety and Environmental Panel (WSEP), and other DT-led safety- and certification-related WGs. Working Group. AMS
Hd Scrutiny, DPAS	Defence Procurement and Approvals Scrutiny team assist the Programme Team with the preparation of business cases, and all required evidence for investment decisions to be made.	Evidence Working Groups. Operational Analysis Working Groups. Business Case preparation meetings.

Organisation	Nature of Involvement	Interaction Method
OTHER ORGANISATION	Design and deliver a SOLUTION; ensure the solution satisfies JSP x Network Joining Rules; working alongside DELIVERY PARTNER, the PROGRAMME Information Requirements Engineer, and TLB as the Information DLoD assurers.	Programme of Work managed between DEPARTMENT NAME 1 as LDA and Defence Digital in the Information Services Plan (ISP).
TLB Commercial	To assist in the negotiations of the provision of REDACTED contract.	Engagement through Programme team and REDACTED WG.
SUPPLIER Defence UK	Prime COMPANY and primary industry partner with overall responsibility for delivering PROGRAMME NAME DELIVERABLE, and the infrastructure concept and assessment phase.	Associated commercial activity and engagement is managed through DELIVERY PARTNER, being the lead delivery agent (LDA).
OTHER SUPPLIER	SUPPLIER are providing the DELIVERABLE which will be REDACTED.	Associated commercial activity and engagement is managed by SUPPLIER Defence and Space, as the Coordinating Design Organisation, via COMPANY (the prime COMPANY) and DELIVERY PARTNER, as LDA
REDACTED	REDACTED are existing operators of the PROGRAMME platform, and the PROGRAMME NAME Programme will work closely with REDACTED to learn from their experience and de-risk delivery. REDACTED are providing initial training for PERSONNEL. Both nations are planning for future cooperative upgrades.	Either via REDACTED. Or, the DEPARTMENT NAME representative in LOCATION. Interaction is routine, due to existing Exchange Officers training in REDACTED. Moving forward, it is expected that a comprehensive Memorandum of Understanding (MOU) will be signed between the UK and REDACTED, which will permit for more open information sharing and LFE.

12.7.2 **Plan and Engage**

12.7.2.1   Programme communication themes, objectives and key events and are captured in the PROGRAMME NAME Communications Plan[4].

12.7.3 **Review**

12.7.3.1   The stakeholder list will be regularly reviewed and kept up to date. A Core Script has been developed within the Programme Media & Communications Plan and is regularly reviewed to provide key messages, lines to take and information on the programme to inform MOD stakeholders and press office when dealing with media and industry.

12.8   **Learning from Experience and Knowledge Management**

12.8.1 Learning from Experience (LfE) is an essential element of project management, which allows organisational learning by replicating successes, avoiding mistakes, and publicising and promoting good practice. The ORGANISATION Quality Assurance and LfE strategy document details the responsibilities of all personnel involved in the learning and exploitation of lessons to aid future planning and better programme management. It states why, by whom, how and when lessons should be submitted and is aligned to the principles of the TLB Portfolio Office (PfO) LfE Strategy.

12.8.2 LfE reviews will be undertaken at appropriate intervals during the project life to implement the lessons gained. LfE will also be exchanged with TLB Command as appropriate. Lessons identified are captured in the ORGANISATION Lessons Register. DT stakeholders are to submit lessons identified using the OTHER PROGRAMME capture form to OTHER PROGRAMME HPMO1 EMAIL.

12.8.3 The following 5-step approach to LfE will be used to ensure lessons are identified, captured, analysed, shared and implemented:

IMAGE

Figure 6: PROGRAMME **Programme LfE process.**

12.8.4 The PROGRAMME DT have identified the following lessons to be considered and utilised from other major programmes:

12.8.4.1   Allied platform upgrade Programmes. Both REDACTED and REDACTED have undergone recent upgrade Programmes in capabilities very similar to REDACTED. The DT has sought experiences from these Programmes.

12.8.4.2   REDACTED. This team, funded through an extant FMS case, has provided valuable insight into the costs and schedules of comparable Programmes.

12.8.4.3   Infrastructure upgrade for the PROJECT project at DEPARTMENT NAME LOCATION had similar programme

requirements.

12.9   Information Management

12.9.1 Effective information management across the DT is enabled through use of Microsoft (MS) Teams and SharePoint. MS Teams serves as a hub for real-time communication and collaboration, enabling the DT to chat, meet and co-author documents. SharePoint compliments this by providing a secure and organised document management system. The DT can access, share and collaborate on SharePoint libraries directly through the MS Teams interface.

12.9.2 All key management, approval, planning and strategy documents are additionally stored within the HQ PROGRAMME SharePoint site. When documents are no longer being worked, they will be either deleted or filed as a record in accordance with MOD Policy. Please refer to the PROGRAMME Information Management Plan for additional information.

13 Monitoring and Control

13.1   Change Control

13.1.1 PROGRAMME programme change management is a key element of Project Controls (PC) as it ensures a consistent, controlled and assured approach involving all key stakeholders and incorporates internal business case approvals. The change management process is held on the SYSTEM with the responsibility of identifying, raising, approving, assuring and implementing change management requests falling to all functional areas as appropriate.

13.1.2 The Project Management Baseline will only be amended via the use of the PROGRAMME change management process and completion of the appropriate Baseline Change Request (BCR) form. The scheduler will liaise with the Project Manager (PM) or/and Control Account Manager (CAM) and others in the development and maintenance of a resource-loaded baseline schedule. The baseline schedule will only be adjusted with an approved BCR. The resource-loaded baseline schedule will be used as the basis for the EVM plan or Budgeted Costs of Work Scheduled (BCWS).

13.2   Schedule Control

13.2.1 An integral part of successful Programme delivery is the development and agreement of the schedule. The schedule should combine the efforts required from DEPARTMENT NAME 1 to deliver the programme, as well as a summary of the delivery schedule produced by the supplier. The Project Controls Scheduler verifies and validates the supplier schedule against the contract requirement. We expect the supplier to produce a summary schedule which we then integrate into

our Integrated Master Schedule (IMS). If the programme has dependencies upon other projects in DELIVERY PARTNER, then a condensed view of the dependent schedule will also need to be integrated into the IMS. For audit purposes, all the estimated durations from the IMS are recorded in a schedule data and assumptions list (SDAL) along with any global assumptions applied to the schedule such as: non-working periods, hours in a working day, etc.

13.2.2 Once the IMS has been created, it is output-assured by Project Controls against a checklist intended to assess the technical structure of the schedule. Once the schedule has been resource-loaded with one of the generic resource profiles, it is used to generate the staffing plan for the programme, which is used as a demand signal for assignments to be filled.

13.2.3 The programme schedule is contained in SCHEDULE SOFTWARE and managed as follows:

13.2.3.1 The DEPARTMENT NAME 1 Project Scheduler will liaise with relevant personnel (including COMPANYs and other staff external to the DT) monthly to determine progress of tasks against the schedule to update the current schedule. The PM is responsible for ensuring a monthly drumbeat meeting takes place prior to the 'BI Analytics' Cost Performance Reporting (CPR) deadline. Once the drumbeat has taken place and the project position has been agreed, the PM is responsible for completing the CPR variance analysis in line with the TLB Chief Operating Officers (COO) timetable as notified by the PCM in BI Analytics.

13.2.3.2 CPR variance explanations are to use the format of Cause, Impact, resolution for those variances that have a Schedule Performance and Cost Performance Indicator (SPI/CPI) variance that is outside of DT tolerance levels of +/-10%. Explanations are required for current period, cumulative and at-completion values and should be forward looking not just historical.

13.2.3.3 The schedule details the project milestones as set out in the CASP. Schedule Risk Analysis will be used to determine risk adjusted 10%, 50% and 90% confidence figures for each milestone and CASP milestones will be reviewed by the PROGRAMME Team Leader monthly. The PM is responsible for ensuring that CPR variance analysis explanations includes pre-warning if a CASP milestone is at risk.

13.3   **Cost Control**

13.3.1 Cost Control activity will be undertaken in accordance with MOD's Financial Management and in DEPARTMENT NAME 1 instructions, guidance and timetables published by DEPARTMENT NAME 1

Resources.

13.3.2 PROGRAMME programme funding will be provided by TLB Cmd, established through the Annual Budget Cycle (ABC) process and reviewed biannually through the Project Cost Review (PCR) process. The In-Year forecast and programme actual expenditure will be reviewed monthly utilising the Cost Coherency Tool (CCT) until the roll-out of P3M release 4 which will incorporate cost into the same mandated PC toolset. Performance against Control Totals (CT) is monitored through monthly cost.

13.3.3 As costs are incurred, they are recorded in the FINANCE TOOL and are then fed into the project's P3M cost engine tool, OTHER SOFTWARE. The costs incurred by DEPARTMENT NAME 1 staff are extracted from the time-bookings for the PROGRAMME programme in the period, held in the P3M tool. The project controls cost controller scrutinises the costs incurred to date and gathers evidence for work currently in progress. They then determine what value of work should be added to the project's accruals for the 'non-receipted' work in progress (WIP). The value of this work and the associated evidence is passed over to the finance and accounting function so that the project monthly accruals can be added to the general ledger. Discrepancies between the P3M tool and the general ledger are investigated and the P3M tool amended before the cost data is ready for variance analysis.

13.4   **Risk Management**

13.4.1 The risk management procedure can be found via the following SYSTEM link: LINK . The RACI matrix shows who holds responsibility for risk management within the project.

13.4.2 Project threat and opportunity information is held in the SOFTWARE NAME database. The following scoring schemes are used in SOFTWARE NAME:

13.4.2.1   For acquisition: Cat A Acquisition – SOFTWARE NAME.

13.4.2.2   For in-service: NEW In Service Support AB.

13.4.3 The Risk Manager conducts a monthly drumbeat review of each risk in the PROGRAMME programme risk register with the respective risk owners. Quarterly risk reviews chaired by the Team Leader, facilitated by the Risk Manager and attended by all team members are required.

13.4.4 Risk management documentation including policies, procedures, desk instructions and guidance can be accessed through the SYSTEM or through the DEPARTMENT NAME 1 Risk Community Portal on Sharepoint.

13.4.4.1 SYSTEM link: LINK

13.4.4.2 Risk Community Portal: LINK

13.4.5 The Project Delivery Learning & Development Hub provides details of the risk discipline training which is currently available. Training courses can be booked via MyHR which requires approval by DM & FDO.

13.4.6 Project Controls Foundation Skills (PCFS) training is a series of E-Learning modules providing an awareness level of training on the different Project Controls sub disciplines. Risk Management is module 5 and is now available through the Defence Learning Environment.

13.4.6.1 Risk Training link: LINK

13.4.7 Risk ownership is delegated to the best person to manage. Generally, the CAMs are the owners of the risks, however the best person to manage is decided initially during risk identification and reviewed in further risk reviews.

13.4.8 If a risk cannot be managed by the DT, then it will require escalating. The decision for this process lies with the Team Leader. All high and very high-level risks (based on target score) will be reviewed for escalation during the Team Leader level risk review. Escalation will be considered if:

13.4.8.1 There is a perceived likelihood of cross-business influence outside of current delivery area.

13.4.8.2 Required actions fall to a higher level of responsibility.

13.4.9 Management Reserve (MR) for the PROGRAMME programme is determined utilising the risk data held in SOFTWARE NAME and provided to cost control to enable profiling for In-Year management and PCR MR reporting.

13.4.10 Customer Risk Management is held on a quarterly basis by TLB Command via a pan DLOD risk review, to which the DT are invited to attend. The DT will review any actions required prior to this risk review and send relevant DEPARTMENT NAME 1 representation. Should there be any risk(s) that are better managed by DEPARTMENT NAME 1 this will be proposed during the risk review and then sanctioned in the monthly DT risk review.

13.4.11 The management of Risk, Assumptions, Issues, Dependencies and Opportunities (RAIDO) is documented in the MOD Risk Management Policy JSP x and DEPARTMENT NAME 1 risk management policy.

13.5 Issue and Opportunity Management

13.5.1 Issue and Opportunity Management is linked to the Risk Process and captured on SOFTWARE NAME.

13.5.2 The Master Data and Assumptions List (MDAL) and Third Order Assumptions (3OAs) are used to record all assumptions that underpin and affect PROGRAMME project. The MDAL is to be reviewed quarterly by the DT and the 3OAs are to be reviewed annually by the DT Requirements Manager RM as part of the ABC process.

13.5.3 The project dependencies are recorded in the MDAL and managed primarily through Internal Business Agreements (IBA) and commercial contracts. Dependencies that are required by a specific date are included in the schedule and are monitored by the project scheduler.

13.5.4 The delivery of Efficiencies and Benefits has been managed through the DEPARTMENT NAME 1 Benefits Management Application (BMA). The following key benefits have been recorded for the PROGRAMME Programme:

Benefit Reference	Name	Total DEL Value
X	PROGRAMME - Zero VAT Rating Refund	£XXXX
X	PROGRAMME LOCATION	£XXXX
X	Sale of residual PROGRAMME Surplus Assets not required under Loan agreement with REDACTED	£XXXX
X	CatMan (Historic) - ESP SUPPLIER Portfolio Approach - PROGRAMME Drop 1	£XXXX
X	PROGRAMME/DELIVERABLE Acquisition	£XXXX

Table 20: Benefits delivered in the PROGRAMME as recorded on SOFTWARE.

13.6 Supplier and Contract Management

13.6.1 The Contract Management Plan (CMP) is the key reference document for contract management. It provides details of the approach to managing the UK PROGRAMME Acquisition Contract throughout its Period of Performance (PoP). During the contract, the CMP will be a day-to-day management handbook. It provides details including who does what, when and how under the contract.

13.6.2 The CMP is an evolving document and will be updated throughout the life of the contract. It does not replace the contract (which always has primacy) and the CMP itself has no contractual status. The CMP is the tool by which the contract requirement is managed and delivered.

13.6.3 Key suppliers to the PROGRAMME Programme are highlighted in Table 17 below:

Contracting Level	Transparency Obligations Regime	COMPANY	Deliverable
Contract	Qualifying Defence Contract	NAME OF COMPANY	Overall responsibility of delivery of the contract, as a thin prime
Sub-contract	SUPPLIER Agreement. Defence Contracts Management Agency (DCMA) validated comparators.	NAME OF COMPANY	Delivery of PROGRAMME Platform System as the design organisation (also responsible for procurement of SUPPLIER DELIVERABLE)
Sub-contract		NAME OF COMPANY	DELIVERABLE
Sub-contract		NAME OF COMPANY	Initially supplying DELIVERABLE
Sub-contract		NAME OF COMPANY	Platform Modification
Sub-contract		NAME OF COMPANY	OFT Supplier
Sub-contract	Transparency as per the QDC. Contracted back to SUPPLIER	NAME OF COMPANY	Certification: REDACTED and Test & Evaluation (T&E)
Sub-contract	COMPANY Agreement. Financial Investigation Services (FIS) validated comparators (FIS is a department of defence within the LOCATION).	NAME OF COMPANY	Provision of REDACTED (REDACTED) for Tranche 1 & Tranche 2 Increment 1

Table 21: Key suppliers to the PROGRAMME

13.6.4 The following defined roles exist within the contract:

Role	Description of Role	AWACS Specific DEPARTMENT NAME 1 / COMPANY
COMPANY	Defined as an organisation and team responsible for the project. The COMPANY shall be responsible to the Authority, subject to the provisions of this Contract, for the timely, economic and proper execution of the Contract as described in the Schedule of Requirements.	COMPANY
Authority Project Manager	It is the Project Manager's duty to manage the contract on behalf of DEPARTMENT NAME 1 with the intention of achieving the contract objectives regarding time, performance and cost. The Project Manager is responsible to confirm with the Authority's Commercial Officer that contract deliverables (including those against the Milestone Payment Plan) are acceptable following engagement with the required SME's. The Project Manager is responsible for ensuring that the CDRL's are reviewed and approved by the appropriate function SME's e.g., Engineering, Integrated Logistics, Project Controls etc. The areas that the Project Manager is NOT involved in are: Commercial Officer responsibilities, the act of termination, and in this case authority to commit DEPARTMENT NAME 1.	DEPARTMENT NAME 1
Authority Commercial Officer	Only the Commercial Officer has authority on behalf of DEPARTMENT NAME 1 to make any decision or award or issue any acceptance, certificate, statement, approval, instruction or other communication that: a) Varies the Completion Date, any Key Dates or the Accepted Programme; b) Varies to the Ts&Cs of the contract. c) Settles, waives, diminishes or extinguishes any rights, claims or entitlements that DEPARTMENT NAME 1 may have or obligations or liabilities that the COMPANY may have.	DEPARTMENT NAME 1

Table 22: Contract Management Responsibilities.

13.6.5 A record of significant changes to the contract is captured in the Project History (PH) section of the CMP. Since initial signature, there have been eleven amendments to the contract to date, as follows:

Contract version	Date
Amendment 1	XX XX DATE
Amendment 2	XX XX DATE
Amendment 3	XX XX DATE
Amendment 4	XX XX DATE
Amendment 5	XX XX DATE

Amendment 6	XX XX DATE
Amendment 7	XX XX DATE
Amendment 8	XX XX DATE
Amendment 9	XX XX DATE
Amendment 10	XX XX DATE
Amendment 11	XX XX DATE

Table 23: Contract amendments.

13.7   **Quality Management**

13.7.1 PROGRAMME programme quality and assurance is conducted in accordance with MOD policy JSP and will comply with the TLB Quality and Assurance Strategy.

13.7.2 Quality management in the PROGRAMME programme ensures that stakeholders are satisfied that the planned benefits have the best chance of being realised and programme objectives will be met. It is about identifying the right things to do and doing them correctly. It is principally focused on process effectiveness which is set out in the programme governance strategies, alignment with the TLB Command Plan and confirmation that the programme will meet defined benefits and endorsed user requirements.

13.7.3 PROGRAMME programme assurance will take place to provide the SRO and other stakeholders, including the Investment Approvals Committee, with confidence that the programme is on track to meet its objectives.

13.7.4 Assurance activities will be focused on areas of highest risk to programme success and are coordinated to support decision-making and inform investment approvals, while avoiding duplication of activities that do not add value. Assurance activities will be recorded on the PROGRAMME programme's Integrated Assurance and Approvals Plan (IAAP), which will be maintained to cover as a minimum, the current and following two financial years.

EVALUATION AND CLOSURE

14 Evaluation

14.1   The PROGRAMME programme evaluation and acceptance process is detailed in the Integrated Test, Evaluation and Acceptance Plan (ITEAP). The ITEAP is owned and maintained by TLB Cap via the Requirements Managers.

14.2 The ITEAP outlines the general approach to be taken by the PROGRAMME programme and bound the activities required to satisfy the following structured arguments:

14.2.1 **Structured Argument 1 (SA1)**: the DELIVERABLE Systems will be Safe to Operate and Operated Safely.

14.2.2 **Structured Argument 2 (SA2)**: the DELIVERABLE Capability will be REDACTED.

14.2.3 **Structured Argument 3 (SA3)**: the DELIVERABLE Systems will be Contractually Acceptable.

14.3 The status of each of the structured arguments will be measured at each capability milestone (e.g., Introduction to Service, Initial Operating Capability and Full Operating Capability) and are expected to require consideration from a pan-DLOD perspective (see Figure 7). The ITEA activity will ultimately underpin arguments that the programme KURs and hence approved business case has been met.

IMAGE

Figure 7: PROGRAMME ITEA in context.

15 Closure

15.1 AMS and REDACTED Acceptance shall be Achieved on satisfaction of the criteria detailed in Clauses 79 & 80 of the contract. Acceptance of Data Items required for Acceptance as detailed in Schedule 11 (Contract Data Requirements List) shall be achieved on satisfaction of the criteria detailed in Clause 81 of the contract.

15.2 Prior to satisfaction of the acceptance criteria, set out in Clauses 79 - 81 of the contract terms and conditions, the Authority shall have the right to reject the AMS, REDACTED, MSS and/or the Data Items.

15.3 The PROGRAMME Programme Management Plan will be considered closed on contractual acceptance of the PROGRAMME NAME into service, at which point transition will take place into the PROGRAMME Service Delivery Plan. The Transition to Service Plan will be overseen and directed by ORGANISATION FHQ.

Annexes

Annex A: Delivery Team Organisational Chart (1).

REDACTED

Annex A: Delivery Team Organisational Chart (2).

REDACTED

Annex B: Work Breakdown Structure

<div align="center">REDACTED</div>

Annex C: Summary of Programme Schedule (X DATE)

Document References

Outline Business Case (OBC)	**REDACTED**
Full Business Case (FBC)	**REDACTED**
Concept of Employment (CONEMP)	**REDACTED**
System Requirement Document (SRD)	**REDACTED**
Monitoring and Control Strategy	**REDACTED**
Contract Management Plan (CMP)	**REDACTED**
Command Acquisition and Support Plan (CASP)	**REDACTED**
Integrated Test & Evaluation Strategy (ITEA)	**REDACTED**
REDACTED SharePoint Site	**REDACTED**
3OA Review	**REDACTED**
Commercial Strategy	**REDACTED**
Work Breakdown Structure (WBS) Dictionary	**REDACTED**
Engineering Management Plan (EMP)	**REDACTED**
Security Management Plan (SMP)	**REDACTED**
Obligations Matrix (OM)	**REDACTED**
Integrated Approvals & Assurance Plan (IAAP)	**REDACTED**
Specific Evidence Table (SET)	**REDACTED**
Programme Definition Document (PDD)	**REDACTED**
Communication Plan	**REDACTED**
Quality Assurance & LfE Strategy	**REDACTED**