



Ministry  
of Defence

# Project Delivery Functional Strategy 2021 - 2023



# Foreword

The Project Delivery Function aims to prepare for the present and be fit for the future.

The variety of projects, programmes and portfolios that our people deliver is remarkable in size, nature and complexity. Our people play a critical role in safeguarding national security and ensuring our Armed Forces are equipped for the challenges of today and tomorrow. We have a responsibility to deliver value for the taxpayer by conducting our business effectively, and by taking decisions that are based on sound evidence.



We are proud to introduce the refreshed Project Delivery Functional Strategy. This Strategy builds on previous achievement, sets out our high-level ambitions for the next three years, and gives an overview of how we will achieve them. Our goal is exceptional project delivery, to be recognised as an exemplar across government through a function that motivates and supports our people to deliver the best possible outcomes for Defence.

Deploying professional expertise across the system through a functional structure is the best way to tackle the transformation we need. We need experienced project leaders in government, serving to ensure that deliverability remains at the heart of government policy.

This Strategy has been developed in partnership with senior stakeholders from the Ministry of Defence and across government. DE&S and SDA have supported the creation, and reinforced their commitment to the intent and direction of the Project Delivery Strategy. They will demonstrate equivalence where standardisation is not appropriate.

The Infrastructure and Projects Authority is the home of the Government Project Delivery Profession – Defence military and civilian staff account for around half of the profession. This strategy reflects the changes that our community, and our customers, have asked for. Delivering on the priorities it sets out will benefit project delivery in Defence, and we will champion it with vigour.

There are many fantastic examples of projects delivered to time, cost and scope, with programme benefits delivered. There are also instances where we have not met our high standards. This strategy and the subsequent sub operating model will outline how we will improve our approach to Project Delivery in Defence.

We all have a part to play. As the Functional Owner, I recognise the valuable contribution we all have to offer and the opportunity to make a difference to how Defence delivers projects – now is the time for us all to engage.

**Mike Baker, MOD Chief Operating Officer and Project Delivery Functional Owner**

**David Marsh, MOD Project Delivery Head of Profession**

# Introduction

Project Delivery is central to ensuring that the Ministry of Defence delivers the outputs that Her Majesty's Government and the United Kingdom rely on. The challenges we face through COVID-19 put this in stark relief.

The ambition and scale of projects and programmes delivered across Defence has never been greater. This is illustrated by our Government Major Projects Portfolio, and range of forward-thinking projects outside this scope. From safeguarding critical infrastructure and supporting our armed services personnel, to enhancing our nuclear deterrent and delivering transformation capabilities, project delivery is at the heart of Defence.



Project delivery professionals work in essential roles to implement the Government's top priorities. We deliver these projects and programmes in collaboration with our cross-government partners, world-class defence and security industries, and our international allies.

**Efficient programme and project management is vital to ensuring the Government's agenda is delivered successfully.**

The Integrated Review of Security, Defence, Development and Foreign Policy will define the Government's vision for the UK's role in the world over the next decade. The Defence Plan describes the outputs that Defence will deliver. As a Tier 1 military power, the UK position within the world relies upon our professionals managing relationships within a complex environment. The range and scope of our projects attests to the dedication of our people.

We are ambitious with these projects. At the same time, we are aware of the range of challenges confronting us. If we are to improve project delivery, we need to do so with plans that are both stretching and realistic.

**We need to make sure we learn lessons from projects that have gone before and that we actively apply those lessons.**

The Project Delivery Functional Strategy was first launched in April 2019, setting out the vision, high-level outcomes and key projects to deliver the change. Following consultation with the Military Commands, Defence Nuclear Organisation, and Enabling Organisations, we have applied the feedback received. We now deliver a refreshed Project Delivery Functional Strategy, better reflecting our current environment and ambitions.

Catherine Poyner, **MOD Head of Project Delivery Function**

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# Case for change

## Project delivery is a core enabling function for Defence that supports achievement of the Defence Plan

Project delivery is a core enabling function for the Government's agenda and overall government performance, contributing to its ability to lead, deliver and plan projects with complex and novel risk profiles.

The Project Delivery **Function** is the structure of key cross-cutting services that require pan-Defence coherence and direction. These services employ a defined set of roles, standards and processes. Strong central leadership within a function is vital to setting the standard for quality of delivery in departments (and in the function where delivery elements have been centralised).

The Project Delivery **Profession** is the community of individuals with common professional skills, experience and expertise. In Defence, some of our military and civilian colleagues belong to the Government Project Delivery Profession, but many colleagues come into the function through other pathways. The IPA notes that a professional may not always work in the function directly associated with their profession, and not all professions link directly to the Civil Service functions.

Through the implementation of functional leadership, we will address cross-cutting issues to enable transparency in delivery and informed decision making.

*“Functions are the fundamental bedrock of how the Civil Service operates. Every civil servant and every part of Government is impacted by the work of the Functions”*

John Manzoni, Former Chief Executive of the Civil Service and Permanent Secretary of the Cabinet Office.

## Case for change

**Enabling Defence efforts with Project Speed.** This Government's ambition is to increase investment in the country's major projects, particularly infrastructure. The wellbeing and prosperity of the UK depends on how we rebuild our economy by transforming our infrastructure and public services following COVID-19.

The Government has established an Infrastructure Delivery Taskforce - Project Speed - to deliver vital infrastructure projects faster, better and greener by initiating a revolutionary step-change in how this Government delivers major infrastructure projects. Our strategy supports this agenda.

**We need to be more aligned in our ability to deliver.** The National Audit Report *‘Defence Capabilities: delivering what was promised’* (March 2020) highlighted that under the Defence delegated model for capability delivery, the Department needs to go further in establishing cross-cutting business functions such as commercial, project delivery, finance and capability management and ensuring that these cohere. Functions support the link between the Direct, Generate, Enable and Operate components of the Defence Operating Model.

**We need a clearer picture and better forecasting.** Over 2019-2020, MOD was responsible for £162.6bn of the Government Major Projects Portfolio (GMPP) – the largest proportion of any government department. There are 35 MOD projects on the GMPP, which account for over a quarter of the portfolio by number.

**We need to align with other government departments.** Our Senior Responsible Owners are spending less time on their projects compared to other government departments, despite making up over a quarter of the GMPP and half of the spend. Defence SROs spend less time on their projects than the average government SRO. Civilian and military SROs may be temporarily deployed to fulfil urgent Defence or government requirements. There is a risk that, due to urgent redeployment, some SROs may end up with accountability for more projects than is acceptable. Understanding the SRO role within the Defence context is crucial.

**We need to support our people to deliver.** Major trends in the overall Civil Service workforce are often due to changes in the five largest departments (MOD, DWP, MoJ, HMRC, HO). The *Cabinet Office Civil Service Statistics* reports that the Project Delivery is the third largest profession in government. Given the scope of the function, and the growing profession, Defence is an influential leader in government project delivery.

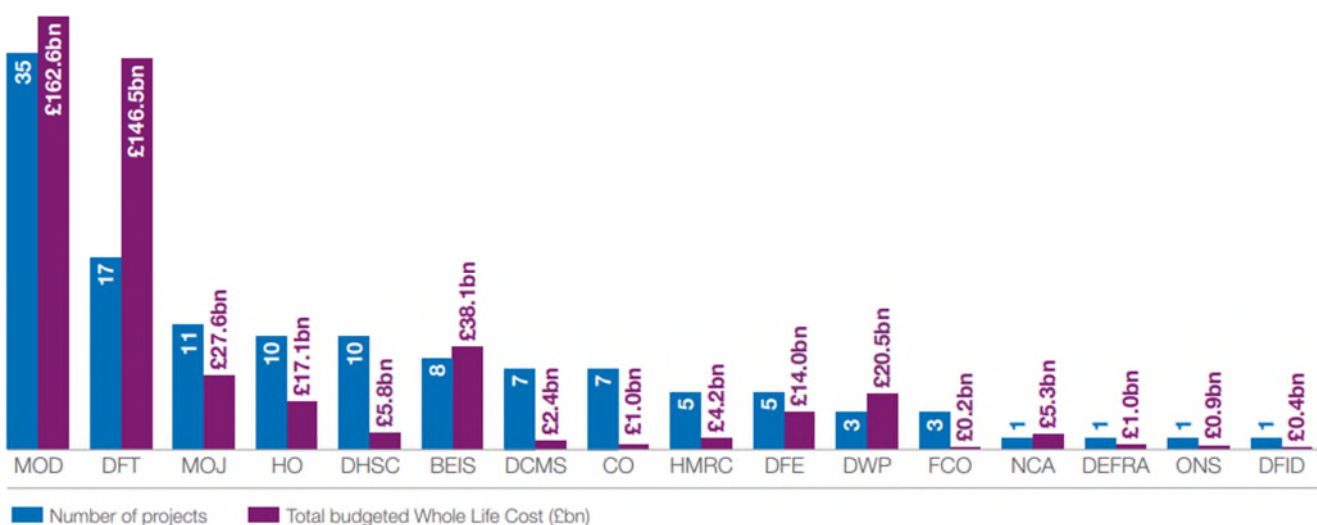


Figure 1: 2019-2020 GMPP Projects Summary by Department - project number and Whole Life Cost (Source: [IPA Annual Report 2020](#)).



## Benefits



**Better services** – for example, a strong function can improve services by transitioning services on online and designing them around the needs of the individual.



**Financial savings on the operating cost of government** – for example, reducing the operating cost of the Civil Service by using the estate more efficiently and selling vacant properties.



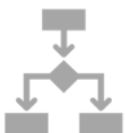
**Financial savings on other government spending** – the advice of the functions can bring a different perspective to spending decisions, for example on major infrastructure projects, improving the allocation of scarce resources, which can yield substantial savings.



**Better decision-making** – increased quality of professional advice and better departmental and cross-departmental data can improve the speed and quality of decision-making.



**Enhanced resilience and flexibility** – shared pools of functional experts can be deployed more easily, reduce dependence on specific individuals, support smaller departments and deploy high-quality talent where it is most needed.



**Tighter control of spending and policy implementation** – through consistent standards and processes for functional activities and improved management information, which can in turn reduce risks.



**Better cross-government working** – greater functional leadership and coordination can improve sharing of expertise and good practice across departments

## Vision

A lead function that enables the delivery of Defence projects by applying expertise and proven experience to ensure military and business advantage.

## Principles

The Function will be high performing, resilient, and supportive

**High performing** and influential at all levels within Defence through valued products and services.

**Resilient** in delivering at standard under pressure, horizon scanning to identify future needs, and enabling Defence business in continuous improvement.


**Support** our people to be confident in communicating the value they add to Defence and the wider Government community.

## Objectives

Basics



People



Operation



Insight



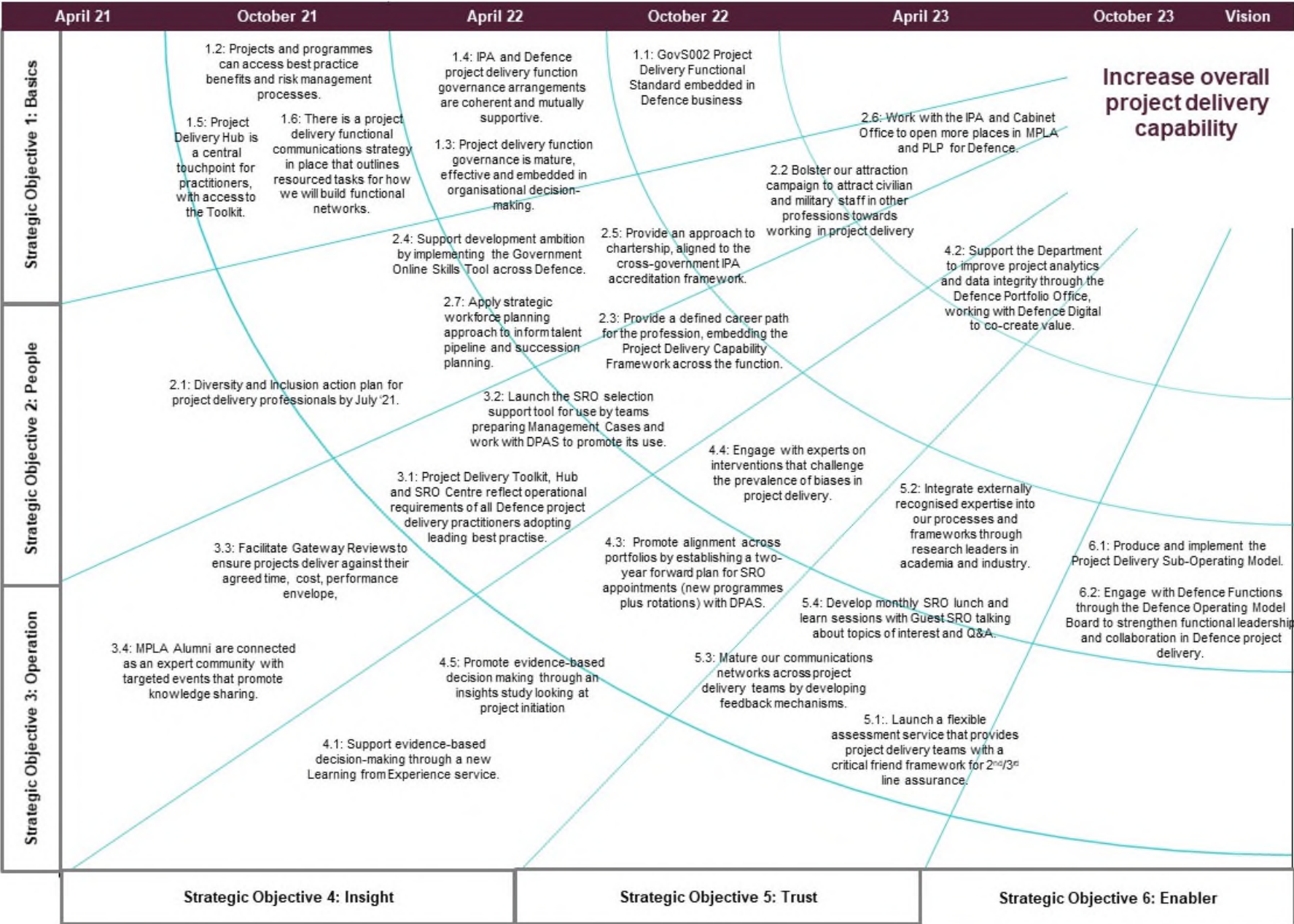
Trust



Enabler







# Principles

## **Informed decision-making**

Sound research and evidence enables effective identification of user needs, and better policy design. This leads to informed decision making and efficient Defence outputs. The outcomes defined by our decision makers and the public can be best met when we integrate Project Delivery standards in Defence and across government.

## **Standard setting**

The Infrastructure and Projects Authority sets out the cross government professional standards for Project Delivery. The Government Project Delivery Functional Standard and Project Delivery Capability Framework are applied by the Defence Project Delivery Centre of Excellence. Through standards and best practice, we drive trust across the function and promote the Project Delivery Centre of Excellence as a source of advice. Insights and evidence produced by the Project Delivery Function minimise deliver risks and enable Defence to successfully experience scrutiny by the public, media and Select Committees.

## **Multi-disciplinary partnerships**

Project delivery requires a one team approach in Defence. To deliver effectively, we must work effectively with our other functional partners.

## **Collaboration**

There are project delivery resource gaps across government. By collaborating on career and learning initiatives, the Project Delivery Function can provide an offer that is greater than the sum of its parts to its members and to other functions. Working across Defence and government will ensure Project Delivery careers are open, diverse and inclusive with recruitment practices which support the movement of talent through the Project Delivery Function and out across government.

## **Learning and development**

Members of the Project Delivery Function will benefit from a flexible career offer, based on recognition of common capability. This will be underpinned by a varied learning and development scheme.

# Governance

## Tasks

1. The Strategy will be functionally cohered and delivered using the existing governance structures. This includes working with stakeholders across Defence to cohere activity against strategic objectives. The Defence Operating Model framework will guide implementation of the strategy. The framework defines the key roles and responsibilities and has been updated to reflect the establishment of the MOD Project Council and the Deputy Heads of Profession Working Group. It is represented below (Figure 2).
2. **Chief Operating Officer** is the Functional Owner for Defence project delivery and oversees the functional coherence and delivery of the strategy on behalf of Head Office. Responsibility for the management and delivery of objectives sits with the **Head of Function**.
3. **MOD Project Council**. The Project Council, chaired by the Chief Operating Officer, provides the focal point for Defence project delivery and delivery-related issues. The Project Council ensures Defence coherence, agrees balance of investment decisions, and drives measures to promote wider integration across the Defence projects system. It also provides a forum to discuss Defence leadership, and influence cross-government decisions that affect the Government Major Projects Portfolio. It drives consistency with other governance bodies, such as the Defence Operating Model Board and the Investment Approvals Committee. It reports progress against this strategy to the Executive Committee.
4. **Deputy Heads of Profession Working Group**. The Deputy Heads of Profession Working Group is subordinate to the MOD Project Council and is chaired by the Project Delivery Head of Profession. The Working Group drives implementation of Project Council direction and supports the Project Council in undertaking its functions. Membership is drawn from across Defence.

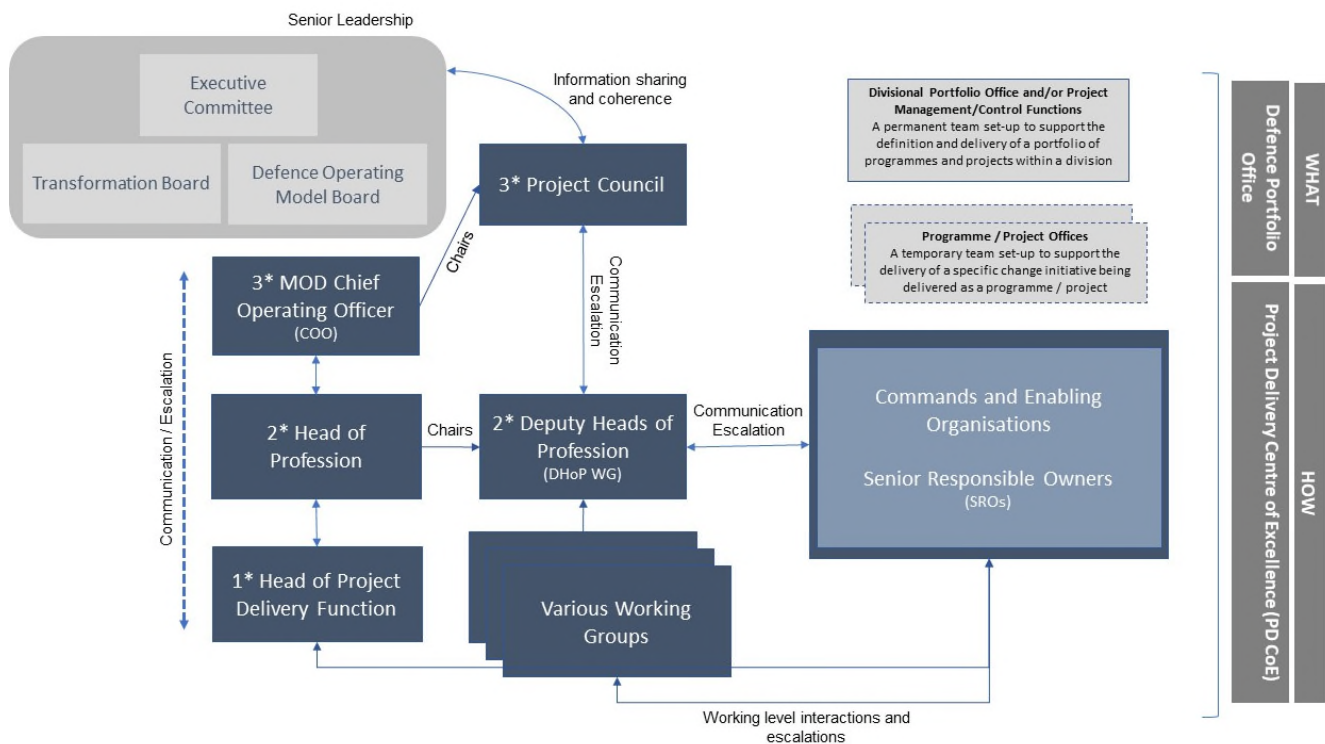


Figure 2: Project Delivery Function governance

### Innovation

5. Horizon scanning with industry partners, professional bodies, government departments nationally and abroad, will identify emerging delivery innovation opportunities for exploitation. These are to be prioritised by the Project Council and delivered through normal channels.

### Risk and escalation

6. Risks to the delivery of this strategy that cannot be managed by the Deputy Heads of Profession Working Group are to be reported to the MOD Project Council. The MOD Project Council is to hold the Project Delivery Function risk, escalating where appropriate to the Executive Committee through the Chief Operating Officer.

# Strategic Objectives

1   
**Basics**

Promote a clear direction for project delivery ensuring ownership and value for money through our policies, standards and guidance.

4   
**Insight**

Strengthen decision making through improved reporting, to guide priority interventions and future investment.

2   
**People**

Attracting and developing a thriving inclusive community built around a sense of belonging.

5   
**Trust**

Being the go-to trusted partner and advocate for Defence programmes.

3   
**Operation**

Providing a source of challenge and support throughout Defence project delivery lifecycles.

6   
**Enable**

Being a leader in diversity, advocating programmes as the vehicle for Defence modernisation and transformation.



## Strategic Objective 1: Basics

**Promote a clear direction for project delivery ensuring ownership and value for money through our policies, standards and guidance.**

### Why this matters

1. Clear direction and management of portfolios, programmes and projects is critical to ensuring that government priorities are achieved. Getting the basics of project delivery right underpins our credibility and authority as a department.

### What we have done

2. We have made progress in sharing the Government **Project Delivery Functional Standard** and the standards, policies and guidance.
3. Structures and tools have been established to promote understanding of what we do. The **Project Delivery Function conference** connects our people from teams and regions across the UK; our Portfolio Management Offices organise and provide development and networking opportunities.
4. The **Project Council** is shaping the strategic landscape for the project delivery Function. The Council provides a senior decision forum, and links with the Infrastructure & Projects Authority.

### Outcomes

Functional leadership implements standards, policies, guidance, cross-government strategies, supported by transparent governance.

The function is recognised across Defence as leading the project delivery agenda. Internal and external stakeholders have a clear view of the Defence project delivery system.



	Statements	Indicators (quantitative, qualitative)	Means of verification	Assumptions
<b>SO1</b>	<b>Promote a clear direction for project delivery ensuring ownership and value for money through our standards, policies, and guidance.</b>			
Outcomes	<p>Functional leadership implements standards, policies, guidance, cross-government strategies, supported by transparent governance.</p> <p>The function is recognised across Defence as leading the project delivery agenda. Internal and external stakeholders have a clear view of the Defence project delivery system.</p>	<p>Executive Committee recognition of MOD Project Council and its role.</p> <p>External reviews from IPA, National Audit Office recognise GovS002 embedded in business processes.</p> <p>Portfolio, Programme and Project Management Maturity Model score increases from 2.4 to 3.4.</p>	<p>Cross-government communications.</p> <p>National Audit Office reports.</p> <p>Public Accounts Committee and House of Commons Defence Committee meeting notes.</p>	<p>Cabinet Office continues to promote Functional Leadership as the primary model for cross-cutting services.</p>
Enabling objectives	<p>EO1.1: Embed the GovS002 Project Delivery Functional Standard in Defence business by April 2022.</p> <p>EO1.2: Support access to best practice benefits and risk management processes for projects and programmes by September 2021.</p> <p>EO1.3: Ensure function governance is mature, effective and embedded in organisational decision-making by April 2022.</p> <p>EO1.4: Ensure IPA and Defence function governance arrangements are coherent and mutually supportive by April 2022.</p>	<p>Command Plan resourcing for project delivery.</p> <p>IPA survey data on awareness of GovS002.</p> <p>MOD and IPA governance Terms of Reference reflect membership of each.</p> <p>Increase in users accessing digital communications.</p>	<p>IPA functional standard assessment framework score.</p> <p>Qualitative reporting from Scrutiny against Investment Approvals Committee business cases.</p>	



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EO1.5: Launch and update the Project Delivery Hub and Toolkit for practitioners by September 2021.

Cabinet Office  
Functional  
Survey data.

EO1.6: Embed communications to share the project delivery agenda and provide internal/external stakeholders with situational awareness across the project delivery system by September 2021.

Project Delivery  
Hub, Toolkit,  
and SRO Centre  
site analytics.

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## Strategic Objective 2: People

**Attract and develop a thriving inclusive community built around a sense of belonging.**

### Why this matters

1. Ensuring we have the right people within our Project Delivery community with the right balance of skill, expertise, and experience is crucial to our outcomes and capabilities.
2. Defence currently has more than half of the total number of Project Delivery professionals across the UK Civil Service. With a portfolio of projects worth billions of pounds, ensuring we are fostering collaboration within and amongst our diverse professions is key to Defence achieving the benefits of the collective portfolio and realising organisational objectives.

### What we have done

1. Completed a **baseline of Project Delivery Profession roles** in Defence for the first time, working with Civilian HR to ensure the roles are reflected in the Future HR system. This will support the recruitment, development and retention of our talented people and help to expose them to the right opportunities to build a successful career.
2. Applied this baseline to identify which roles in Defence align with the **Government Project Delivery Capability Framework** and developed a Defence framework to align us. This strengthens management models and career frameworks to support multi-disciplinary teams, while building specialist and leadership roles.

### Outcomes

Defence is recognised as providing the best offer for project delivery professionals by attracting, recruiting and promoting talent from a variety of backgrounds into an inclusive organisation with a diverse culture.

Project delivery professionals have a defined career path, supporting their ambition to achieve at the most senior levels of the Civil Service and the Armed Forces.



	Statement	Indicators (quantitative, qualitative)	Means of verification	Assumptions
<b>SO2. People</b>	<b>Attract and develop a thriving inclusive community built around a sense of belonging.</b>			
Outcomes	<p>Defence is recognised as providing the best offer for project delivery professionals by attracting, recruiting and promoting talent from a variety of backgrounds into an inclusive organisation with a diverse culture.</p> <p>Project delivery professionals have a defined career path, supporting their ambition to achieve at the most senior levels of the Civil Service and the Armed Forces.</p>	% of project delivery workforce from under represented groups increases.	<p>People Survey data.</p> <p>Civilian HR / JPA survey data.</p> <p>Deep dive analyses with Deputy Heads of Profession.</p> <p>IPA bulk recruitment campaign data.</p> <p>Deputy Heads of Profession deep dive analyses.</p>	<p>Cabinet Office and Treasury prioritise skills development.</p> <p>Diversity and inclusion agenda is a priority recognised at Executive Committee level.</p> <p>Skills developed remain relevant.</p>
Outputs	<p>EO2.1: Ensure the department attracts a wide range of talent from different backgrounds by producing an evidence-based Diversity and Inclusion action plan for project delivery professionals, aligned with the departmental aims under Chief of Defence People and wider Civil Service by July 2021.</p> <p>EO2.2: Bolster our attraction campaign to attract civilian and military staff in other professions towards working in project delivery by April 2023.</p>	<p>Major Projects Leadership Academy and Project Leadership Programme places reserved for under represented groups.</p> <p>% increase in Major Projects Leadership Academy graduates in Defence who lead more than one project (not simultaneously)</p>	<p>IPA reporting data.</p> <p>Uptake statistics of Project Delivery Capability Framework across function.</p> <p>Uptake statistics of Government Online Skills Tool across function.</p>	

<p>EO2.3: Provide a defined career path for the profession, by embedding the Project Delivery Capability Framework in all TLBs by April 2022.</p>	<p>% of Defence project delivery roles advertised on Civil Service jobs that are location agnostic.</p>	<p>Annual Civil Service workforce data (Office of National Statistics).</p>
<p>EO2.4: Support development ambition by implementing the Government Online Skills Tool across Defence by April 2022.</p>	<p>% increase in multi-profession project teams</p>	<p>Learning from Experience reviews.</p>
<p>EO2.5: Develop an approach to chartership for Defence project delivery professionals, aligned to the cross-government IPA accreditation framework by April 2022.</p>	<p># Major Projects Leadership Academy and Project Leadership Programme places available to Defence staff.</p>	
<p>EO2.6: Influence cross-government talent pipelines by working with the IPA and Cabinet Office to open more places in Major Projects Leadership Academy and Project Leadership Programme for Defence staff by April 2023.</p>	<p>Proportion of Senior Responsible Owners with succession plans in place.</p>	
<p>EO2.7: Develop best practice approach to strategic workforce planning to inform talent pipeline and succession planning by April 2022.</p>	<p># of Deputy Heads of Profession supportive of the strategic workforce planning approach.</p>	
	<p>Approval and endorsement by Deputy Heads of Profession of Diversity and Inclusion Action Plan.</p>	

## Strategic Objective 3: Operation

**Provide a source of challenge and support throughout Defence project delivery lifecycles**

### Why this matters

1. Connecting and linking the different areas of our business is a priority. Delivering value is more than focusing on linear processes, it's about how you configure the interactions of the various parts that collectively form the Defence project delivery system.

### What have we done

2. **Aligned service offering with the needs of the function.** Reorganised and refocused the efforts of the Project Delivery Centre of Excellence across Defence and government. Developed a defined roadmap for the Project Delivery Centre of Excellence that outlines our plan to life project delivery capability across the Function.
3. Engaged closely on the cross-government development of the **Project Delivery Assessment Framework** as part of our driving effort to collaborate and influence across government on how Defence applies quality services that deliver effectively and efficiently.

### Outcomes

A shared understanding of how the function operates, identifying and striving to adopt leading best practise.

Organisational structures that promote collaborative delivery and knowledge sharing, leveraging innovation, and connecting project teams across Defence.



	Statement	Indicators (quantitative, qualitative)	Means of verification	Assumptions
<b>SO3. Operation</b>	<b>Provide a source of challenge and support throughout Defence project delivery lifecycles.</b>			
Outcomes	<p>A shared understanding of how the Function operates, identifying and striving to adopt leading best practise.</p> <p>Organisational structures that promote collaborative delivery and knowledge sharing, leveraging innovation, and connecting project teams across Defence.</p>	<p>Portfolio, Programme, and Project Management Maturity score increases from 2.4 to 3.4.</p> <p>% increase in delivery confidence ratings for Defence projects and programmes.</p>	<p>Portfolio, Programme, and Project Management Maturity Assessment.</p> <p>IPA project delivery functional standard assessment.</p> <p>Government Knowledge Maturity Gateway Reviews.</p>	
Outputs	<p>EO3.1: Ensure the Project Delivery Toolkit, Hub and SRO Centre reflect operational requirements of all Defence project delivery practitioners adopting leading best practice by September 2021.</p> <p>EO3.2: Launch the SRO decision support tool for use by teams preparing Management Cases and work with Defence Portfolio and Approvals Secretariat to promote its use, by September 2021.</p> <p>EO3.3: Facilitate Gateway Reviews to ensure projects deliver against their agreed time, cost, performance envelope – ongoing.</p> <p>EO3.4: Major Projects Leadership Academy alumni are connected as an expert community with targeted events that promote knowledge sharing by April 2021.</p>	<p>Project Delivery Hub, Toolkit, and SRO Centre site analytics showing increased traffic.</p> <p># of staff using the SRO decision support tool and feedback.</p> <p>% decrease in projects asking for extended delivery timeframes and reduction in projects asking for increase in annual budgetary level.</p> <p>Attendance of Major Projects Leadership Academy alumni events and feedback.</p> <p>6 x Major Projects Leadership Academy alumni community events held by April 2022.</p>	<p>Investment Approvals Committee assurance database.</p> <p>Government Major Projects Portfolio online database</p>	



## Strategic Objective 4: Insight

**Strengthen decision making through improved reporting, to guide priority interventions and future investment.**

### Why this matters

1. Mapping the Project Delivery Function helps our stakeholders build a shared understanding of the components, dynamics and influences that impact our outcomes.
2. A materially improved understanding of management information through accurate reporting improves our capacity to monitor capital investment, realise benefits and to review and proactively control risks. Systemic project failure often occurs at the commissioning stage of large projects. Rigorous cost/benefit appraisal and objective project rationales are crucial to preventing this.

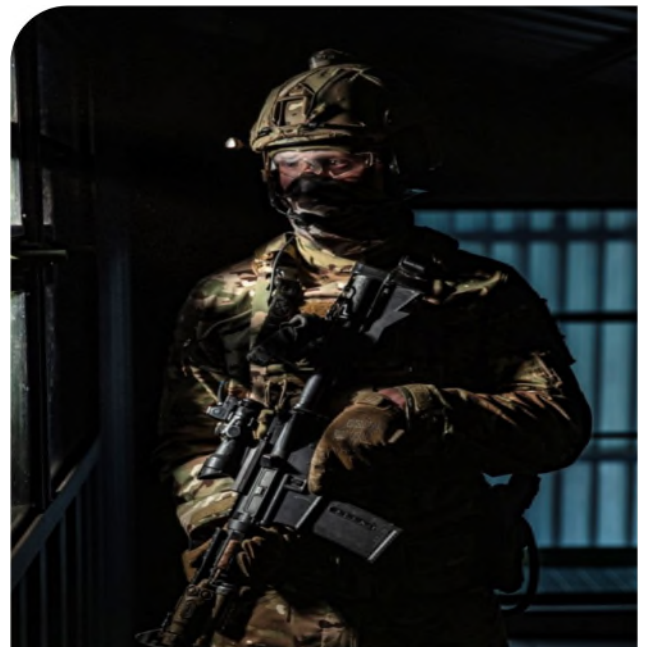
### What have we done

3. Streamlined the Project Delivery Function resources and best practise on one accessible platform as a central source of insight with the **Project Delivery Hub**.
4. Sponsored ongoing development of a **Defence Portfolio Office** to enable integrated analysis of the Defence portfolio and support a coherent approach across Defence programmes, through analysis, understanding and management of portfolio data.

### Outcomes

Evidence based decision-making through transparent reporting. Enhanced analytics and data visualisation tools add quantitative rigour to project delivery decisions.

Clear, consistent and accessible project delivery governance, protecting data integrity, and promoting alignment across portfolios.





	Statement	Indicators (quantitative, qualitative)	Means of verification	Assumptions
<b>SO4. Insight</b>	<b>Strengthen decision making through improved reporting, to guide priority interventions and future investment.</b>			
Outcomes	<p>Evidence based decision-making through transparent reporting. Enhanced analytics and data visualisation tools add quantitative rigour to project delivery decisions.</p> <p>Clear, consistent and accessible project delivery governance, protecting data integrity, and promoting alignment across portfolios.</p>			
Outputs	<p>EO4.1: Support evidence-based decision-making through a new Learning from Experience service rolled out by April 2021.</p> <p>EO4.2: Support the Department to improve project analytics and data integrity through the Defence Portfolio Office, working with Defence Digital to co-create value by April 2023.</p> <p>EO4.3: Promote alignment across portfolios by establishing a two-year forward plan for SRO appointments (new programmes plus rotations) with Defence Portfolio and Approvals Secretariat by September 2021.</p> <p>EO4.4: Engage with experts on interventions that challenge the prevalence of biases in project, programme and portfolio management by April 2022.</p> <p>EO4.5: Promote evidence-based decision making through an insights study looking at project initiation by April 2021.</p>	<p>% of projects and programmes with completed learning from experience workshops and evaluations.</p> <p>% decrease in revisions to data outputs indicating high quality data first time.</p> <p>% reduction in business cases with data issues reported by Scrutiny ahead of progression to Investment Approvals Committee.</p>	<p>Investment Approvals Committee database</p> <p>Government Major Projects Portfolio database.</p> <p>Qualitative and quantitative reporting from Scrutiny.</p>	

## Strategic Objective 5: Trust

**Being the go-to trusted partner and advocate for Defence programmes.**

### Why this matters

1. Positive working relationships are based on trust and mutually agreed benefits. To build these relationships, credible expertise and evident authority is necessary. Defence and government colleagues must be confident in the expertise that underpins day to day project delivery decision making.
2. Programmes are the dominant manner through which we achieve Defence outcomes. If we are to lift overall project delivery capability, then we must consistently build trust and credibility with our business partners and demonstrate a keen understanding of Defence business.

### What have we done

3. Actively collaborated with Transformation to **promote change management** as an area of development that is beneficial to the function, with the potential to positively impact delivery confidence.
4. Developed and promoted our **expertise in Integrated Assurance** through recognised collaboration with assurance partners across Defence and government with the Infrastructure and Projects Authority.

### Outcomes

The Function is recognised as a trusted partner and critical friend, supporting project teams to achieve successful outcomes through firm relationships with all parts of the Defence projects delivery system.

An 'open door' culture is promoted where expertise is valued by project teams, and colleagues are approached at any stage of the project lifecycle.



	Statement	Indicators (quantitative, qualitative)	Means of verification	Assumptions
<b>SO5. Trust</b>	<b>Be the go-to trusted partner and advocate for Defence programmes.</b>			
Outcomes	<p>The Function is recognised as a trusted partner and critical friend, supporting project teams to achieve successful outcomes through firm relationships with all parts of the Defence projects system.</p> <p>An 'open door' culture is promoted where expertise is valued by project teams, and colleagues are approached at any stage of the project lifecycle.</p>	Cabinet Office Functional Survey data.	IPA Reviewer Pool / Departmental Assurance Coordinator forum requests.	
Outputs	<p>EO5.1.: Launch a flexible assessment service that provides project and programme teams with a critical friend pathway to 2<sup>nd</sup>/3<sup>rd</sup> line assurance by September 2021.</p> <p>EO5.2: Integrate externally recognised expertise into our processes and frameworks to build credibility and authority through relationships with research leaders in academia and industry by April 2022.</p> <p>EO5.3: Mature our communications networks across project and programme teams by developing feedback mechanisms that ensure project delivery functional communications are effective by September 2021.</p> <p>EO5.4: Develop monthly SRO lunch and learn sessions with guest speaker by September 2021.</p>	<p>% increase in projects/programmes requesting the service.</p> <p># increase in assessments completed.</p> <p>% increase in projects and programmes receiving green ratings in their Gateway Reviews.</p> <p>Industry and academic evidence used in decision making and to benchmark capabilities.</p>	<p>Assurance gateway review data.</p> <p>Delivery Confidence Assessments</p>	New service launched in 2020.

## Strategic Objective 6: Enabler

**Be a leader in diversity, advocating programmes as the vehicle for Defence modernisation and transformation.**

### Why this matters

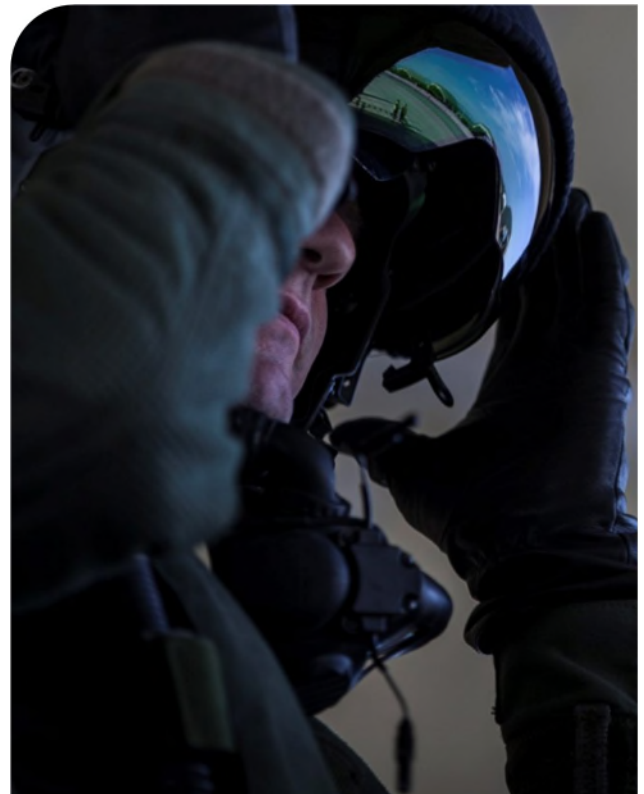
1. As an enabling function, we support teams involved in a huge range of programmes. The challenges that we face highlight the **importance of collaborative leadership** supporting teams to be adaptable and resilient.
2. As opportunities arise and threats emerge, the range of projects in Defence will change. We must be prepared to consider **adapting how we deliver those projects**. Dstl reports in *Digital Cities: Trends and Implications* that 'as the future operating environment is going to be increasingly urbanised, the UK military must consider this environment as the primary driver of capabilities.'

### What have we done

3. Redesigned the structure of the Project Delivery Centre of Excellence **to fit the optimal service offering** identified by the broader function stakeholders.
4. In the COVID19 outbreak, **project delivery expertise has been in high demand** by other government departments as we seek to provide a collective solution. We have supported the UK Civil Service HR system with resource request monitoring, so that a coherent view of Defence resources could be regularly reported to senior decision makers.

### Outcome

A shared understanding of the components and dynamics that influence the project delivery system, and how generating new insights and ideas underpins collaborative leadership.



	Statement	Indicators (quantitative, qualitative)	Means of verification	Assumptions
<b>SO6. Enabler</b>	<b>Be a leader in diversity, advocating programmes as the vehicle for Defence modernisation and transformation.</b>			
Outcome	A shared understanding of the components and dynamics that influence the project delivery system, and how generating new insights and ideas underpins collaborative leadership.	Sub-operating model approved by April 2022.		
Outputs	EO6.1: Build a shared understanding of the project delivery system, working with Command leads and Defence Operating Model team to produce and implement a Project Delivery Sub-Operating Model by April 2022.	% of Senior Responsible Owners and Deputy Heads of Profession confident that the project delivery sub-operating model supports them.	Defence Operating Model Board feedback  Project Council feedback	
	EO6.2: Engage with Defence Functions through the Defence Operating Model Board to strengthen functional leadership and collaboration in Defence project delivery by April 2022.	% of Senior Responsible Owners and Deputy Heads of Profession confident that other functions support the delivery of their projects.	Deputy Heads of Profession working group feedback	

# In Focus

The Infrastructure and Projects Authority provides the central source of expertise for project, programme and portfolio management.

[IPA Annual Report on Major Projects 2019-20](#)

describes 35 MOD projects on the GMPP, which account for over a quarter of the portfolio by number. MOD delivers all 30 Military Capability projects, as well as four ICT projects and one Government Transformation and Service Delivery project.

Military Capability projects are some of the most complex and strategically important that the Government delivers. Military Capability is the second largest category in terms of total Whole Life Cost (at £162bn) and in line with their scale these projects tend to be lengthier than other categories, with an average forecast duration of 15 years.

The IPA approach is oriented around three elements of **people, performance and principles**. We are focused on all three to deliver significant improvements in cross-government and cross-functional alignment whilst also strengthening the Defence Operating Model.

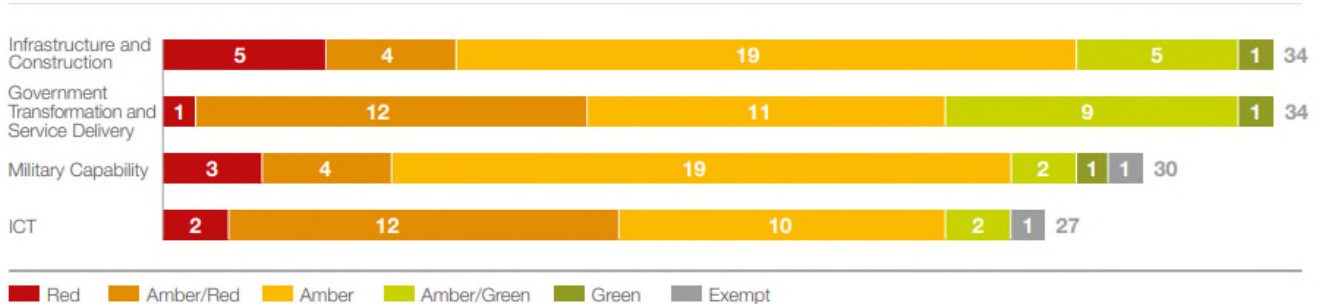
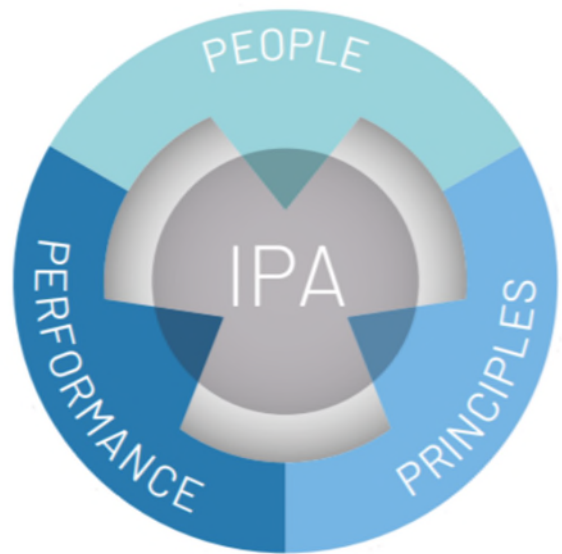


Figure 3: IPA Delivery Confidence Assessments by Project Category (Source: [IPA Annual Report 2020](#).)



## People

### Ensuring our people have the tools, competence, skills and behaviours they need to deliver

Increased diversity in our culture produces better outcomes for government projects. The Civil Service has a long-standing commitment to be the UK's most inclusive employer, celebrating the dedicated work of thousands of civil servants - employee networks, champions, practitioners, volunteers - towards a common goal. In Project Delivery, we champion this goal.

Successful leaders are surrounded by effective teams. A project should be viewed as a temporary organisation, sustainaining the involvement of analysts, business managers, project managers, policy advisors, and operational leads amongst many other roles. Our diversity is our strength.

The impacts of unconscious bias can be greater in times of conflict and threat. The nature of our business, captured in the Defence Purpose, **'to protect the people of the United Kingdom, prevent conflict, and be ready to fight our enemies. We are prepared for the present, fit for the future'**, means that we must proactively address this challenge. We have the opportunity to model best practise across government.

The Project Delivery Function connects and supports many Civil Service professions and military career paths. The Project Delivery Centre of Excellence is focused on championing diversity and inclusion, both from a functional and profession standpoint.

We believe that the people side of the Project Delivery Function requires a targeted strategy that can go into greater detail about the profession, and outline how we will attract, develop and enhance our people.

## Principles

### Being clear about the principles of delivery and getting the basics right

By embracing and sharing a clear set of principles across the function, we will be better placed to communicate our successes across government and share crucial lessons that we learn along the way.

A core resource is the [IPA Principles for Project Success](#). These draw on a broad range of review findings and guidance, both in government and across professional bodies, and should align with accepted good practice nationally and internationally.

## Performance

### Delivering better outcomes for citizens

Understanding how projects and programmes deliver against promises is crucial. This is the core of what project delivery is all about; delivering something for the time, cost and outcome that we set out at the start.

This understanding helps us feed back into the system and improve performance over time. For example, the Government Major Projects Portfolio (GMPP) covers projects with a value of £450bn that are forecasting hundreds of billions of pounds of wider economic benefits.

Realising just a small improvement in the delivery of these projects has the potential to unlock substantial savings and fundamental improvements to the lives of citizens.



# Collaborative Delivery

## Functional leadership is part of the ongoing development of the Defence Operating Model.

The purpose of Functional Leadership is to provide coherence across Defence's biggest critical cross-cutting activities, whilst supporting the delegation of delivery to Commands and Enabling Organisations. Functional leadership enables MOD's Accounting Officer, supported by Head Office, to effectively delegate Defence Outputs, and ensure these are delivered properly, effectively, efficiently, legally and in line with wider government policy.

The Defence Operating Model describes how Defence works together to achieve its priorities by outlining the roles, responsibilities, authorities and accountabilities across Defence and the key delivery, decision-making, management and assurance processes. The operating model principles see the Military Commands manage budgets for delivery of Military Capability, with shared supporting services provided by specialist Enabling Organisations and strategic direction provided by Head Office

The Permanent Secretary has committed to implement Functional Leadership across all professions through the Defence Operating Model.

We are one of sixteen government functions. The Functional Strategy is supported by an implementation plan and a sub-operating model which will set out the timeline, roles and responsibilities and how the Project Delivery Function will operate.



# Project Delivery Centre of Excellence

**The Project Delivery Centre of Excellence sits at the centre of the function, driving achievement of strategic objectives and promoting the Project Delivery Profession.**

The Project Delivery Centre of Excellence is responsible for shaping strategy, influencing the operating environment, providing coordinated service delivery, setting and embedding standards, providing clarity over decision making, tracking delivery, monitoring risk and providing assurance, building and deploying capability, and managing talent.

Located within MOD Head Office, the Project Delivery Centre of Excellence drives the functional objectives. To achieve this, its

services have been designed, tested and approved around the needs of its stakeholders across the function.

The purpose of Functional Leadership is to provide coherence across Defence, whilst supporting the delegation of delivery to Commands and Enabling Organisations.

Top Level Overview

Project Delivery Function Scope

Secretary of State for Defence

Minister for Defence Procurement

Minister of State for the Armed Forces

Minister of State in the House of Lords

Minister for Defence People and Veterans

Head Office

Permanent Secretary

Chief of the Defence Staff

Vice Chief of the Defence Staff

Chief Operating Officer

Director General Finance

Deputy Chief of Defence Staff (Military Capability)

Director General Strategy & International

Director General Security Policy

Deputy Chief of Defence Staff for Military Strategy & Operations

Chief of Defence People

Service Complaints Ombudsman

Chief Scientific Adviser

Chief Information Officer\*

Defence Senior Adviser Middle East

Defence Nuclear Organisation

Director General Nuclear

Royal Air Force

Chief of the Air Staff

Deputy Commander Operations

Deputy Commander Capability

Royal Navy

First Sea Lord / Chief of Naval Staff

Second Sea Lord / Deputy Chief of Naval Staff

Fleet Commander

Army

Chief the General Staff

Deputy Chief of the General Staff

Commander Field Army

Commander Home Command

Commander Allied Rapid Reaction Corps

Strategic Command

Commander Strategic Command

Deputy Commander Strategic Command

Chief of Defence Intelligence

Chief Information Officer\*

Director General Joint Force Development

Chief of Joint Operations

Chief of Defence Logistics and Support

Executive Director Defence Digital Service Delivery & Operations

Director General Defence Medical Services

Enabling Organisations

Chief Executive Defence Infrastructure Organisation

Chief Executive Officer Defence Equipment and Support

Executive Director Defence Digital Service Delivery & Operations

Director General Defence Safety Authority

Chief Constable Ministry of Defence Police

Chief Executive Oil and Pipelines Agency

Chief Executive Officer Defence Business Services

Chief Executive Officer Submarine Delivery Agency

Chief Executive Defence Science & Technology Laboratory

Chief Executive UK Hydrographic Office

Chief Executive Defence Electronics and Components Agency

Chief Executive Single Source Regulations Office

\* CIO reports to both the Permanent Secretary and Commander Strategic Command

For questions and queries, or to find out more about Defence Project Delivery please contact:  
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