Managing project risk

Controlling the risk of critical infrastructure redesign

Facts:

- **Critical national infrastructure**
- **Systems of systems approach**
- **100% of milestones met on time**

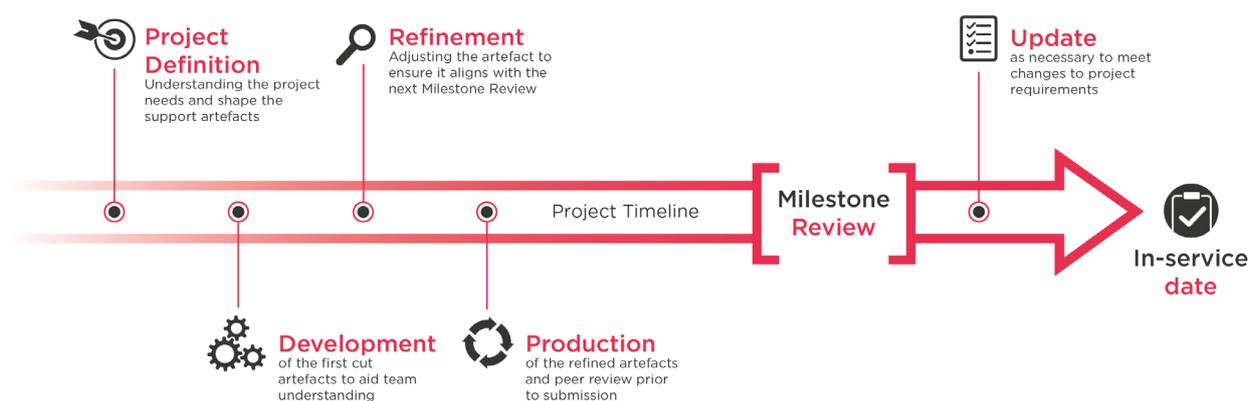### Moving critical national infrastructure

A key systems integrator (KSI) needed a safety, quality and support systems partner to help it update and redesign a large multi-national communications and IT capability.

The update and redesign programme will provide greater operational capability and efficiencies for the UK Government and international partners. However, as a single source of information to multiple organisations worldwide, the programme was immensely risky.   CDS Defence and Security (DS) was entrusted to control, and where possible, mitigate these risks to realise the full capability of the system.

Controlling the risks through design and assurance

Taking a 'systems of systems' approach, we provided an experienced team to deliver the technical skills, assurance and knowledge to complement the KSI team in managing programme risk.

Producing and delivering the relevant project artefacts in line with the project programme was essential to successfully achieving project milestones.

Project Definition
Understanding the project needs and shape the support artefacts

Refinement
Adjusting the artefact to ensure it aligns with the next Milestone Review

Update
as necessary to meet changes to project requirements

Development
of the first cut artefacts to aid team understanding

Production
of the refined artefacts and peer review prior to submission

Project Timeline

Milestone Review

In-service date

With a thorough understanding of both the customer and the original equipment manufacturers' perspective, we advised the team on the best way to work through the process and develop the right elements at the right time. This saved time but also avoided costly overspends or project delays.

Our team was able to adapt to meet surge requirements and support the wider delivery team. This meant that the right resources were in place at every stage of the contract and deadlines met efficiently. The training team ensured the ideal mix of technical training following each phase of delivery to ensure the end-user has a thorough understanding of the systems and their interoperation.

Improving system understanding

In addition to meeting every deadline, we increased the end-customer's understanding of the system both during the project and in the follow-on training. This allowed them to reduce the risks associated with the programme and meet the project milestones.

Jeremy Osborne, Director of SA Group

"CDS DS are supporting SA Group as we lead the development of this important capability and I am pleased to say that their expertise in the safety, quality and ILS areas had made a significant contribution to us meeting the current programme milestones."