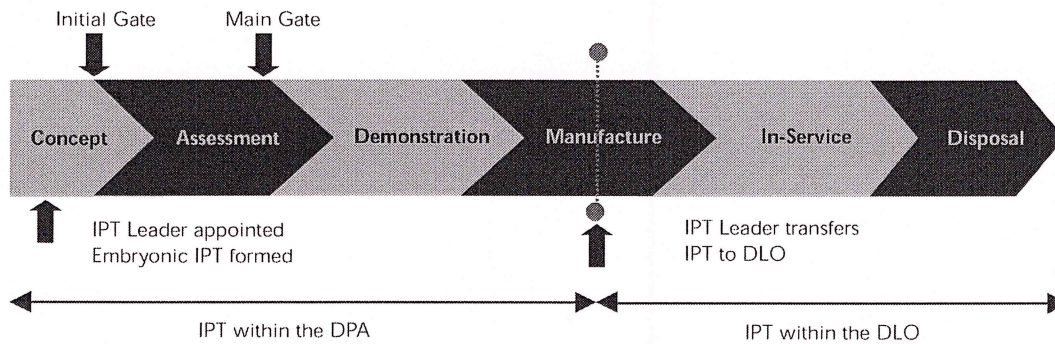


**2 The acquisition life-cycle**

*The IPT is intended to manage the equipment project throughout its life*



*Source: Ministry of Defence Acquisition Handbook, Edition 3*

1.6 The Department also developed the concept of conveyor belt IPTs whereby projects pass between cluster IPTs in the Defence Procurement Agency (DPA) and cluster IPTs in the Defence Logistics Organisation (DLO) depending upon their stage in the acquisition life-cycle. Usually, the DPA is responsible for procuring the equipment and the DLO is responsible for its in-service support. We will examine the implications of conveyor belt IPTs in our second study which will cover whether IPTs are enabling a through-life approach to acquisition.

intended that each IPT will contain the core acquisition skills necessary to manage the project, as shown in **Figure 3**. The balance of skills will vary according to the project's stage in its life-cycle. The aim of this 'integrated approach' is to ensure the close and effective involvement of all major stakeholders at key decision points, including, where appropriate, industry.

**IPTs aim to integrate the core acquisition specialisms**

1.7 IPTs are intended to improve equipment acquisition and support by moving from the old structure (whereby separate organisations contributed to managing the different functions of acquisition) to a new project-based structure which involves all key stakeholders. It is

**The Department adopted a pragmatic approach to creating IPTs**

1.8 The Smart Procurement Implementation Team (SPRINT) was created in September 1998 and was tasked with creating the IPT structure by April 2000. Given the extremely short timescale, the SPRINT adopted a pragmatic approach to devising the IPT structure. **Figure 4** shows the major milestones between the Strategic Defence Review being announced in May 1997 and implementation of the final wave of IPTs in 2000.

**3 Integrated Project Team core roles**

*The IPT Leader is responsible for constructing a team that contains the specialist core skills and knowledge to manage the project. The balance of skills will vary according to the project's stage in its life-cycle.*

Role	Responsibilities
Requirements Management	Ensuring that the projects take proper account of the Director of Equipment Capability (DEC)'s operational requirements as recorded in the User Requirement Document (URD) and Systems Requirement Document (SRD).
Project Management	Managing the overall programme and co-ordination between those reporting directly to the IPT Leader. For example co-ordination of production of the Through Life Management Plan, defining the optimum procurement strategy, risk management across the project and performance monitoring.
Project Engineering	Ensuring that the equipment delivered by industry fulfils the performance requirement as laid down in the URD and SRD and for technical monitoring of equipment performance while in service.
Support Management	Ensuring that logistic support functions are addressed to cover all stages of a project's life.
Commercial Management	Ensuring that the Department's interests are safeguarded and that its contract with industry secures best value-for-money in meeting the Customer's requirement.
Financial Management	Ensuring the regularity and propriety of the business conducted by the IPT and its consistency with the requirements of Government Accounting and Ministry of Defence financial regulations.
Industry IPT members	As a core member of the IPT for most of the project's life, Industry is expected to be fully engaged in reducing whole-life costs and improving timescales.

*Source: National Audit Office*