

## SECTION B. MANAGEMENT SYSTEMS and PLANS

### Introduction.

1. This Section details the Authority's requirements for the development of Management Systems and the preparation and maintenance of Management Plans, which are to be used as a basis for meeting the contract requirements and the contract reviews. The purpose of these plans is twofold:
  - a. To provide a firm foundation for the management and conduct of the contract and ensure that the appropriate business relationship evolves; and
  - b. To allow the Contractor the opportunity to introduce and use best commercial practice and to innovate early in the contracting period and throughout the contract term.
2. **The** Management Plans should, in essence, address the **Where, What, How, When** and **Who** of the Contractor's intent for meeting the service delivery obligations and should provide the Authority with a clear expectation with respect to processes and procedures for managing the various aspects listed in the following paragraph. These plans shall be developed and refined by the Contractor, in consultation with the Authority, and once agreed **shall become an integral part of the contractual relationship**. These plans are to be reviewed periodically, in accordance with a programme agreed with the Authority, and revised as necessary throughout the life of the contract to maintain their currency, and any revisions issued to the Authority.
3. The Contractor is to provide **Management Plans** covering the following:
  - Life-Cycle Maintenance, Vessel Modification and Replacement;
  - Quality Management (incorporating a Performance Management Plan);
  - Safety Management (covering both vessel function and support to MoD tasking);
  - Environmental Management;
  - Human Resource Management and Training;
  - Programming and Resource Allocation;
  - Service Delivery Risk Management and Risk Register – (inc Project / Business Risk and Contractual Risk);

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### **Plan for Life-Cycle Maintenance, Vessel Modification and Vessel Replacement**

4. The Contractor shall detail and specify the plans, processes and procedures to be used in the planned and preventive maintenance of all equipment to be used in the contract. The plan is to cover all equipment, including vessels provided by the Authority, for the delivery of the services throughout the whole contract period.
5. The Contractor shall provide a plan, including scheduling and the project management methodology to be adopted, addressing both the modification to any existing craft to achieve the stated requirement, and the procurement / charter of any proposed replacement craft.

### **Quality Management System and Quality Management Plan**

6. The Contractor shall design, implement and maintain a **Quality Management System (QMS)** in accordance with ISO 9001:2015 (or its successors).
7. The **Quality Management Plan (QMP)** produced as part of the QMS is to define the strategy for addressing Quality management & assurance, documenting the arrangements for implementing the Quality Management System for the RSACT contract. It shall address the processes and procedures the Contractor shall implement to maintain the quality of service provision and measure and report performance, ensuring an appropriate level of transparency and accountability.
8. The Contractor shall specifically detail a process for the annual Contract Review Meetings and the quarterly Performance Review Meetings (as required under Section D of Schedule 2), **their timings, and what such meetings should include, taking into account Section E of Schedule 2.**

### **Human Resource Management and Training Plan**

9. The Contractor shall develop a plan incorporating all appropriate policies, processes and procedures (including a review and reporting system) covering the **recruitment training and retention of all personnel connected with, or employed in the services to be provided to the Authority, and shall include timescales for the attainment of qualifications** to the appropriate level.
10. The Plan is to clearly identify / state the intended qualifications and level of competence for all those personnel operating the vessels, (paying particular attention to those vessels required to operate with aircraft or with aircrew in the water). This is to be identified in a SQEP table as required at Section D of Schedule 2, serial **D5**. The Plan is also to address those issues and requirements raised at Section A of Schedule 2 under 'Attributes of Personnel'.

11. The Plan should also address security management and any security clearance requirements as identified from time to time by the Authority.

### **Programming and Resource Allocation Plan**

12. The Contractor shall develop a plan covering processes and procedures in relation to the scheduling and programming of tasks, equipment and service provision at both a local and contract-wide level. Such a plan must incorporate an appreciation of the peculiarities of each operational area, the guidance provided in the MoD Tasking Guidelines, each customer's requirements and the **aspiration** for continuous improvement. The Contractor must show how they have incorporated all the above points into their programme to provide the necessary degree of operational flexibility whilst optimising vessel usage. Vessel and manpower allocation is to be demonstrated in a suitable table (see Section D of Schedule 2, Serial **D11**), to be agreed with the Authority, and used as the basis for discussions on resource capacity; the utilisation of any spare capacity; the impact of changes to the tasking requirements identified in Serials C1 to C5 and the ability to meet any additional services and any associated costs incurred.

### **Safety Management - Safety Management System (SMS) and Safety Management Plan (SMP)**

13. The Contractor is to implement and maintain a **Safety Management Plan (SMP)** that defines the strategy for addressing safety management, governance and assurance, documenting the arrangements for implementing the Safety Management System it intends for the RSACT contract.

14. The SMP is to address the RSACT contract service provision in accordance with the requirements of Def Stan 00-56 Safety Management Requirements for Defence Systems Issue 6, or its successors. Any deviations from this standard should be proved to still meet the intent of the Defence Standard and be documented and agreed with the Authority.

15. Affected Services. There are a number of training serials that require vessels to engage in activities that are considered to be outside the norm for the Merchant Shipping Regulatory framework; such activities have been termed 'Affected Services'. Elements of some of the MoD tasking serials in Part C have been identified as warranting the 'Affected Services' designation. Affected Services are activities that meet all the following: -

- Are not specifically prohibited by UK legislation with which the Contractor would normally be expected to comply;
- The MoD require their civilian contractors to perform or support the activity;
- Are essential military operations that carry more risk than would be the norm for merchant ships, and
- Are agreed by MoD and the MCA to be '**Affected Services**'.

The management and regulatory control of those activities that fall within the ‘**Affected Services**’ regime has been defined and agreed within an MOU between MoD, MCA and MAIB<sup>1</sup>. Within the SMP the contractor must demonstrate how it will identify and control the risks associated with **undertaking tasking serials that fall within the ‘Affected Services’ regime.**

### **Environmental Management – Environmental Management System (EMS) and Environmental Management Plan (EMP)**

16. The Contractor is to develop, implement and maintain an **Environmental Management Plan (EMP)** that defines the strategy for addressing environmental protection, governance and assurance, documenting the arrangements for implementing the Environmental Management System for the RSACT contract. It shall detail the contract specific actions and arrangements required to operate an **Environmental Management System (EMS)** in accordance with ISO 14001, and is to include processes and procedures to ensure that all services are provided to relevant environmental standards, legislation, rules, regulations and Authority mandates, as are currently in force, and any changes as shall be made during the contract period.

### **Service Delivery Risk Management Plan and Risk Register – Project / Business Risk, and Contractual Risk**

17. The Contractor is to develop and maintain a **Risk Management Plan** that clearly describes how Project / Business Risk and Contractual Risk will be managed and mitigated to ensure all significant risks to the project are controlled at an acceptable level. The plan should describe the **risk management methodology** adopted and the framework for providing and maintaining a risk management register that is to be regularly reviewed and updated throughout the term of the contract.

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<sup>1</sup> The most recent issue of ‘Operation and Co-Ordination of the Safety Management of MoD Shipping on Non-Commercial Service’.