Defence Infrastructure Organisation

Technical Statement of Requirement

For the delivery of an

Establishment Management Plan

For

Ministry of Defence

at

Beacon Barracks, Stafford

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1. INTRODUCTION AND BACKGROUND

1.1 The Defence Estate is a fundamental enabler of military output. Large and dispersed, the land area used is in the region of 800,000 hectares worldwide. It supports nearly a quarter of a million military and civilian personnel to live, work, train and deploy in order to deliver Defence outputs. The Ministry of Defence (MOD) spends 10-12% of its budget on infrastructure annually.

1.2 The primary purpose of the Defence Estate is to enable delivery of military capability by providing the Armed Forces with the fit-for-purpose infrastructure they need to live, work, train and deploy at home and overseas. The Defence Estate is large, diverse in location, asset category and usage. It has evolved over many years and in some cases over several centuries. This presents challenges both in terms of its day-to-day management, alignment with current capability and in planning to meet future Defence needs.

1.3 Defence Infrastructure Organisation (DIO) advises on the use of the MOD's property infrastructure and provides advice on the strategic management of the defence estate, optimising investment and providing the best support possible to the military. DIO are responsible for:

a. providing effective, coherent and affordable infrastructure solutions to meet defence needs

b. managing and delivering the defence infrastructure efficiently and effectively

c. providing sustainable, safe and legally compliant infrastructure to defence.

1.4 DIO manages the programme of specialist studies supporting the development of infrastructure on MOD sites and will adopt the role of Client.

1.5 In order to ensure that infrastructure continues to meet the needs of Defence while providing Valve for Money (VfM) solution strategies to effectively manage change, DIO have defined and introduced the Establishment Management Plan (EMP) with the aim to baseline the entire site infrastructure and provide a strategic masterplan for the maintenance and development of the site aligning to Government, Front Line Command (FLC) and Unit requirements ensuring the provision of safe, secure and a high-quality estate, buildings and infrastructure. The EMP is now considered an integral part of planning how the military will utilise a site and there are rolling programmes for all the FLCs to develop an EMP for every defence location UK and Overseas.

1.6 It is imperative that all EMPs are completed in a consistent manner so that the results can be compared across the Defence portfolio, thereby allowing strategic planning for military capability. In that context, the MOD have produced a guidance document ‘Developing an EMP’ which can be found at Annex 1. This document provides the MOD’s Brief prior to undertaking an Establishment Management Plan. The purpose of this brief is to explain the MOD’s specific requirement for a particular EMP. The EMP should then form the response to this brief. This Technical Statement of Requirement (TSOR)

should be read alongside the document “Developing an Establishment Management Plan”.

1.7 The MOD has a requirement to complete EMPs for the Army estate at Beacon Barracks, Stafford. The principal aims of the EMP are; to provide a strategic masterplan by analysing the site data in-line with changing requirements.

2. PROJECT BRIEF

2.1 The MOD document “Developing an Establishment Management Plan” is included at Annex 1 of this TSOR and describes what an EMP is, what benefits it should provide and how to undertake the study. All built and utility assets are to be included in the study for evaluation and assessment with the exception of Service Family Accommodation (SFA) where the supplier is required to test data provided to see if the holdings will meet future demands, however if a shortfall is identified the supplier will be required to work with the accommodation team and identify options to meet the demands.

2.2 The EMP should robustly consider and make clearly substantiated recommendations for the four key questions that are listed within the requirement scope. These are fully explained in the document within Annex 1.

a. WHERE ARE WE NOW – *This include analysis of site data, validating and collating where needed, to support a full baselining activity.*

b. WHERE DO WE WANT TO BE – *Analysing baseline data against future needs. Assess all known projects and the impacts on the site.*

c. HOW DO WE GET THERE – *Developing strategic plans, with high-level planning assumptions and costs for options derived from the two previous questions.*

d. HOW DO WE DELIVER – *Defining the agreed options and create a site master plan.*

2.3 The requirement is to produce EMP documents which provide an infrastructure development strategy and masterplan. The EMP document is to be endorsed by the FLC representative and the DIO Estate Strategy Project Lead. Interim reports are required to manage the stakeholder community and ensure that the EMP reviews options and progresses to develop in line with the strategic vision for the site.

2.4 All new construction must be designed and costed to meet zero carbon construction standards. Opportunities to enhance the sites ability to meet Carbon Net Zero targets must be included and a plan to realise a net zero establishment by 2040 is to be produced in line with the establishment master plan.

2.5 The Supplier should ensure that they have quality control systems in place for the content and format of the EMP. MOD acceptance of the EMP Interim and Final reports will be concluded by agreement from the FLC representative and DIO Estate Strategy Project Lead.

2.6 The Supplier shall ensure good project management throughout the delivery of the EMP and the associated Final Report. This shall be completed in accordance with the DIO template and include Benefits, Issues, Risks,

Assumptions (MDAL) and Stakeholder management. All templates are to be agreed with DIO prior to use, to ensure it complies to the DIO standards.

2.7 Where data has been provided as a baseline, it is expected that the Supplier will check and validate this information. Where information has been updated through the EMP process, this should be produced to DIO in the format provided to allow for the data to be further used by our Asset Management team as part of the final report.

2.8 The Supplier may be required to provide an update to the EMP or related supplemental work as defined and agreed between the Client and Supplier during this process or later in the delivery to reflect changes to the strategic planning which affects the establishment's masterplan.

3. FINAL REPORT QUALITY ASSURANCE

3.1 The EMP document shall be developed and provided at each of the milestone as specified within Section 7 (KEY MILESTONES AND DELIVERABLES).

3.2 The EMP document shall be of sufficient technical quality to cover the full scope of the requirement and provide confidence in the information and robustness in the recommendations.

3.3 The outline and structure of the report shall be agreed with MOD shortly after contract award. The report shall be produced in a format and to a standard agreed with the MOD (utilising JSP101 and DIO branding/templates).

3.4 The document shall be provided in MS Word. Any plan/schedules shall be provided in MS Project. All data and financial tables/information shall be provided in MS Excel, drawings will be produced in AutoCAD and PDF format.

3.5 All documents shall be produced and disseminated in accordance with MOD security requirements as stated in Annex 2 'Security Aspects Letter'. The DIO Estate Strategy Project Lead will be the Supplier's main point of reference, in regard to document security, and they will provide the necessary governance to ensure that you are complying with the policy. Security breaches and changes in personnel or their clearances are to are to be reported to the DIO Estate Strategy Project Lead immediately.

3.6 All Interim reports are to be submitted to the DIO Estate Strategy Project Lead for comment and endorsement prior to formal submission, sufficient time should be allowed for this and agreed at the start of the project to inform the schedule.

3.7 The proposed Contract Governance & Performance Management process is described at Appendix 3. This sets out the role and requirements for the Supplier and DIO Contract Management Team. This will also be defined within the associated Contract Call-Off Terms.

3.8 The location of the Services will be carried out at the relevant Establishments. Meetings with the MOD will be held at Army HQ, Andover or online.

4. ACCESS & SAFE WORKING PROCEDURES

4.1 Access to MOD Sites to facilitate this role will be controlled as follows, in accordance with COVID-19 Response, Defence Advice Note 15: Safer Working in the Defence Environment included at Annex 4 of this TSOR.

4.2 Access can only be obtained with prior notice through the DIO Estate Strategy Project Lead. A minimum of 10-working days' notice is required for security verification checks to be undertaken and escort arrangements to be put in place. Requests must detail the buildings to which access is sought. Unescorted access will only be granted to personnel who hold a minimum of BPSS Clearance; all other personnel will be escorted by a MOD employee with a minimum of SC Clearance.

4.3 Photography may be permitted by prior agreement, but MOD personnel and/or sensitive equipment must not be photographed unless specifically authorised. All MOD regulations and instructions concerning safe working procedures, site specific health and safety measures, standing orders, processes and procedures must be complied with.

4.4 Any existing site Health and Safety files, record drawings, risk assessments, surveys, and any H&S operational audits of existing facilities will be provided by the DIO Estate Strategy Project Lead. The Supplier shall review this information and shall identify and make allowances for further surveys/investigations to provide a complete information set covering all H&S related risks.

5. SCOPE OF REQUIREMENT

5.1 The requirement is to deliver an EMP which will provide a Masterplan for the development and rationalisation of the sites, facilitating long-term solutions for existing infrastructure needs and known changes. Individual Site Briefs are included in Appendix 1.

5.2 In considering these capabilities the EMP will ensure the integration of capabilities and enable efficiencies through a sequenced, incremental approach, investing in the site infrastructure whilst reducing operating costs. This will be an opportunity to make an investment proposal for the estate in the knowledge that they have a secure future, whilst also ensuring that operational requirements are balanced with the needs of its personnel. The EMP will focus on the optimum revision of the establishments infrastructure to accommodate changes and provide a coordinated vision for the long-term improvement of the establishment including reviews of existing unit needs.

5.3 Beacon Barracks currently supports the following units and activities:

a. 1st Signals Regiment
b. 22nd Signal Regiment
c. Royal Corps of Signals
d. Tactical Supply Wing RAF
e. 16th Signal Regiment
f. Army Recruiting Team (Outreach)

5.4 The Supplier should follow Section 3 (and the associated checklist in Section 1 Annex 1) within the MOD document "Developing an Establishment Management Plan" in order to complete the activities and products required. The Supplier should ensure that they are trying to achieve the benefits listed within Section 1 and are working within the context of the Strategy for Defence Infrastructure which is within Section 2 of the same Annex.

5.5 The Supplier will also validate all utilisation assumptions and spatial studies.

5.6 Conditioning modelling data held is to be reassessed, where it is not available building surveys are required to inform condition and investment required to support current or proposed activities. All defects are to be recorded, costed and impact assessed against building use, this must be delivered in line with the existing DIO Facility Conditioning Model.

5.7 The Supplier will complete a desktop evaluation of options to provide a short-term development plan with outline solutions for imminent changes to use. Integrate DEO solutions with the proposed site plans.

5.8 The Supplier will produce strategic masterplans of the establishment considering where the establishment should be in 2025, 2030 and 2035. It is important that the EMP provides a coordinated solution for how the site may best adapt to suit the changes to capabilities identified, both confirmed and clearly defined foreseeable change.

5.9 The Supplier will complete a full review and update to previous utilities studies completed where available. To include a utilities condition assessment with plans and costs provided in line with establishment master planning.

5.10 The Supplier will provide full detailed, prioritised and funded programmes of all projects that are identified throughout the study that can be taken forward into assessment study.

5.11 The Supplier will produce a costed delivery plan of how the SLA can be effectively and efficiently uplifted or replaced to SLA at “good condition” by 2030.

5.12 The Supplier will complete a review of site zoning policies in-line with proposed options.

5.13 The Supplier will highlight opportunities to enhance the sites ability to meet Carbon Net Zero targets must be included and a plan to realise a net zero establishment by 2040 is to be produced in line with the establishment master plan.

5.14 The Supplier will complete a review of the current site traffic management measures and make proposals in-line with development options and current site risks.

5.15 The Supplier will validate site personnel and equipment data, collecting where necessary, and populate the DIO utilisation model to support the future rationalisation of the estate.

5.16 The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.

5.17 The Supplier should present new ways of working to the Client during monthly Contract review meetings.

5.18 Changes to the way in which the Services are to be delivered must be brought to the Client’s attention and agreed prior to any changes being implemented.

5.19 The EMP document needs to include the relevant sustainability appraisals (see the EMP scope AND Developing an Establishment Management Plan for further detail).

5.20 The Supplier will be provided with previous estate studies and site-based information where available in accordance with the table below;

MOD Information	Description
Estate Studies	Beacon Barracks Capacity Study (July 2017) Beacon Barracks Capacity Study Addendum (Nov 2018)
Environmental Studies	Where available
Data provided per site where available	
USER DATA (CURRENT AND FUTURE) & SERVICE PROVIDERS	Details of Principal TLB and comprehensive list of lodgers Site DIO Fact Sheet Site Delivery Plans User Requirement Documents (for all known capability changes/uplifts) Establishment Personnel Numbers Equipment Tables PFI Contractors details Utilities Providers details Aquatrine Provider Information Energy Generation Schemes On site Contractor Latest Site Security Report
SITE/ASSET DATA	Site CAD plans Building CAD plans Site Ariel Map Utilities CAD plans CIS CAD plans and asset list Asset Register (L2 Assets) Asset Register SLA Asset Condition Data Plans of Assets covering condition, primary use, size and age. Statutory Compliance and Asbestos Register Utilisation Calculation Strategic Planning Category Fuel Installations SFA local and Regional view SLA condition and grade by blocks SLA usage data for 6month-1 year

MOD Information	Description
OWNERSHIP, TOWN PLANNING, ENVIRONMENT	Ownership (Terrier) Service Contracts Leases/Licences Details Tenants Encroachments Town Planning Rights of Way Land Quality Assessments Unexplored Ordnance Reports Safeguarding and exclusion zones Environmental Designations and Reports (inc EIA) Climate Impacts Risk Assessments (CIRAM) Flood Risk plans Woodland Management Plans
PROJECTS AND FINANCE	Previous Site Studies (IO) CIDP (CST) Other Programmes ambitions Sustain and Demolition Programmes GRC and DRC costs Income e.g. rent Site running costs Project Management Document (RAID)

6. STAFF AND CUSTOMER SERVICE

6.1 The Supplier shall provide an enough level of resource throughout the duration of the Contract in order to consistently deliver a quality service.

6.2 The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard. The Supplier's staff should not be changed during the delivery of the Contract, if they have to be then staff of at least equivalent qualifications and experience should be provided.

6.3 The Supplier shall ensure that their staff understand the Client's vision and objectives. The Supplier will proactively collaborate with the MOD and will provide excellent customer service to the Client throughout the duration of the Contract.

6.4 The Supplier shall undertake the Services to the satisfaction of the Client. This shall include and shall not be limited to:

a. Engaging with key stakeholders in a proactive manner.

b. Taking a proactive approach to manage and deliver the services specified.

c. Working in a collaborative manner with key stakeholders to resolve any arising issues as efficiently and effectively as possible.

d. To present solutions to the Client to ensure the smooth continuity or sub-programme delivery with minimal impact to key stakeholders.

6.5 All personnel involved shall have at least Security Check (SC) clearance. The supplier shall comply with the MODs confidentiality and security restrictions regarding the content of this Statement of Requirements, the results/deliverables of the Contract and the manner in which it holds MOD information / data. The transmission of data must be completed within systems of the correct security level. DEFCONs 531, 659 and 660 should be followed.

7. OUTPUTS AND MILESTONES WITH PAYMENTS

Milestone/ Deliverable	Description	Timeframe	Payment Milestone
1	EMP Part 1 - Where are we now?	Within week 4 of Contract Award	N/A
2	First Payment Milestone post-completion of Mobilisation stage	Within week 6 of Contract Award	Interim payment 25% of contract value
3	EMP Part 2 – Where do we want to be?	Within week 8 of Contract Award	N/A
4	EMP Interim Report (covers EMP Parts 1 and 2) – to include presentation and workshop	Within week 12 of Contract Award	Interim payment 25% of contract value
5	EMP Part 3 – How do we get there?	Within week 16 of Contract Award	N/A
6	EMP Part 4 – How do we deliver?	Within week 20 of Contract Award	N/A
7	EMP issue Final Report – to include presentation and workshop	Within week 24 of Contract Award	Interim payment 25% of contract value
8	DIO acceptance of EMP Final Report	Within week 28 of Contract Award	Final payment 25% of contract value

7.1 The Supplier shall provide a Commercial / Price Response submission and associated Pricing Schedule (i.e. to be issued within the tender documentation).

7.2 The EMP should be delivered for a Firm Price. The firm price should be based on the completion of the requirement within this TSOR.

7.3 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables. Invoices should be submitted when the following work is completed;

a. Payment Milestone 1: Completion of Mobilisation stage – 25% of Firm Price;

b. Payment Milestone 2: Completion of the Interim EMP document – 25% of Firm Price;

c. Payment Milestone 3: Completion of the final EMP document – 25% of Firm Price;

d. Payment Milestone 4: DIO acceptance of the final EMP document – remaining 25% of Firm Price.

7.4 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

7.5 Invoices should be submitted to DIO via the MOD system (the system will be notified at the inception meeting).

7.6 Payment is to be undertaken via the MOD Procurement and Purchasing Tool (CP&F). Supplier's without an account must be willing to set one up shall they win the Competition.

ANNEX 1 – Guidance Document 'Developing an Establishment Management Plan'

Ministry of Defence

Defence Infrastructure Organisation

Developing an Establishment Management Plan

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Document Control

This document is only valid on the day it was printed.

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Executive Summary

1. An Establishment Management Plan (EMP) is essential to the provision of safe, secure and high-quality estate, buildings and infrastructure. It should be considered an integral part of planning how the military requirement will utilise a site.

2. This document gives best practice advice on developing an EMP. The document should be read in the context of other MOD estate and construction policy and documents. The document is aimed at senior leaders in MOD, MOD staff and consultants with responsibility for delivering estate and infrastructure services.

Establishment Management Plan Checklist

3. A checklist of the key components of an Establishment Management Plan has been developed. This is expanded further in section 3.

KEY COMPONENTS OF AN ESTABLISHMENT MANAGEMENT PLAN

WHERE ARE WE NOW:

Current Defence profile / requirement
Current asset demand profile
Up-to-date existing estate appraisal

- Location and history
- Property schedule/asset register, asset types and values
- Estate occupancy costs
- Physical condition
- Functional suitability
- Space utilisation
- Quality of estate
- Statutory and Mandatory compliance (including fire and health and safety)
- Environmental performance, constraints and opportunities
- Sustainability Appraisal
- Climatic risks & opportunities
- MOD Users current requirements and any perception surveys
- MOD provided deferred maintenance backlog
- Risk-adjusted backlog
- Summary of priorities

WHERE DO WE WANT TO BE:

- Summary of the Government, MOD and military strategy and priorities
- Environmental strategy
- Estate performance criteria

HOW DO WE GET THERE:

- Implications of Defence strategy for the estate and wider area
- Preferred strategic option for estate change (based on an assessment of a series of options)
- Implications of National and local authority planning and development strategies
- Capital and revenue investment programme
- Summary disposal and proceeds of sale
- Site-based development control strategies
- Forecast effect of strategy on estate performance
- Forecast effect of environmental performance improvements
- Risk management strategy

HOW DO WE DELIVER:

- Planning and prioritisation of delivering the Defence strategy for the estate
- Integration of financial, commercial and capital and whole-life planning
- Town Planning strategy to include key submissions to local authorities
- Establishing and programming the investment programme
- Contingency planning and resilience building
- Future performance targets and management of the estate
- Implication for the workforce supporting delivery
- Implication for the occupants of the estate

Section 1 – Introduction

What is an Establishment Management Plan?

4. An Establishment Management Plan (EMP) is a plan for the current and future development/management of an Establishment. It should include a vision and development plan for the next 15 to 25 years and cover the Establishment estate activities for the next 5–10 years in more detail. It should culminate in the production of a high-level written document. All MOD Establishments are advised to have an EMP.

5. The starting point for developing an EMP is to identify the current and future military needs and the current cost, performance, opportunities and risk relating to the Establishment. An EMP cannot, therefore, be developed in isolation. Rather, it is an integral part of estate planning.

6. MOD Top Level Budget Holders (TLBs) are tasked with setting the overall service and estate framework within which Establishments develop their individual EMPs. This should identify military-led changes to the estate over a 10+ year period and define high-level estate performance requirements/targets. DIO Estate Strategy are required to lead the production of the EMP. In the majority of cases DIO will utilise Consultants/Suppliers to complete the EMPs.

What are the benefits of an Establishment Management Plan?

7. An EMP provides the following benefits:

- Ensures Establishment developments that support current and future military requirements and national commitments;
- Supports the provision of safe, secure and appropriate buildings;
- Supports the provision of high-quality military environments, which aid retention and improve morale and overall outcomes;
- Provision of a plan for change that enables progress towards goals to be measured;
- Articulates how compliance with sustainable development and environmental requirements/initiatives can be achieved;
- Enables the targeting of investment to minimise the risks associated with the built environment;
- Identifies opportunities to dispose of surplus and/or poorly-used assets and to reinvest released resources;
- An opportunity to optimise utilisation and occupancy costs;
- A plan for optimising asset performance.

Who is responsible for the Establishment Management Plan?

8. TLB Infra Branches should ensure that responsibility for their EMPs is clearly assigned to a sponsor (senior leader such as Unit CO's). The DIO Estate Strategy team will provide a Project Manager to complete the production of the EMP.

9. It is important that the EMP is considered and approved by the TLB Infra and Capability Branches. It is recommended that it is rewritten on a 5-yearly basis. Furthermore, it is recommended that it is reviewed, at least annually, by TLBs and the DIO Estate Strategy team.

10. The EMP is an important document in informing TLB Infrastructure Management Plans (TIMPs).

Purpose and scope of this guidance

11. This guidance gives best practice advice on developing a robust EMP. Section 3 includes the standard framework / terms of reference for an EMP. It is directed primarily at senior managers within TLB Capability and Infra Branches, DIO staff and Consultants/Suppliers producing EMPs.

Section 2 – The context within the Ministry of Defence

Introduction

12. The Defence Estate is a fundamental enabler of military output. Large and dispersed, the land area used is in the region of 800,000 hectares worldwide. It supports nearly a quarter of a million military and civilian personnel to live, work, train and deploy in order to deliver Defence outputs. The Ministry of Defence (MOD) spends 10-12% of its budget on infrastructure annually.

13. The primary purpose of the Defence Estate is to enable delivery of military capability by providing the Armed Forces with the fit-for-purpose infrastructure they need to live, work, train and deploy at home and overseas. The Defence Estate is large, diverse in location, asset category and usage. It has evolved over many years and in some cases over several centuries. This presents challenges both in terms of its day-to-day management, alignment with current capability and in planning to meet future Defence needs.

Strategy for Defence Infrastructure

14. The Vision for Defence Infrastructure is contained within the Strategy for Defence Infrastructure 2015-2030. The Vision is laid out as follows;

    'Infrastructure that is affordable and optimised to enable Defence capabilities, outputs and communities both now and in the future'

    Our estate is somewhere our people can live, work, train and deploy effectively. We require our infrastructure to be fit for purpose and optimised to enable and support our Defence objectives and capabilities. Infrastructure needs to be of the right size, in the right location, of the right quality and utilised efficiently. It also needs to be flexible and responsive to changing defence requirements. We should be responsible occupiers so that our infrastructure supports wider Government objectives, our commitment to be a good neighbour and to encourage social cohesion.

    We actively seek to reduce operating costs and the inflation of capital costs. Our infrastructure must be financially efficient, deliver value for money, with capital investment prioritised to maximise Defence capability, outputs and communities. We must make the most of opportunities for income generation where compatible with Defence purposes.

    Our infrastructure must be legally and policy compliant and managed to the appropriate industry standards and best practice. It should be supported by clear governance, excellent leadership and management, delivered by skilled personnel and guided by quality management information. The right incentives must be put in place to generate the right behaviours. Effective design and technological solutions supports productivity and drives efficiencies.

15. The Strategy for Defence Infrastructure 2015-2030 explains the strategic objectives for the entire Defence estate

Enabling Defence Outputs and Capability
Strategic Objective: We will manage our infrastructure as a strategic asset to support Defence outputs and be responsive to changing requirements and future trends.
Strategic Objective: The Infrastructure DLOD is fully integrated within capability planning processes and responsive to requirements that are fully understood, articulated and funded in a timely manner.

Cost Leadership
Strategic Objective: To concentrate investment around a significantly smaller estate that more efficiently and effectively enables military capability, whilst reducing whole life costs across all DLODs.

Defence People and Communities
Strategic Objective: We will manage and develop our infrastructure to enable the Whole Force Approach in support of Defence communities.

Safe, Secure, Resilient and Compliant Infrastructure
Strategic Objective: We will ensure that our infrastructure is managed and developed to Defence safety and security standards, is legally compliant and enables resilience.

16. Furthermore, it describes the key principles to be applied to the estate,

Pan-DLOD Capability Planning
Key Principles: Capability and infrastructure planning and decision-making take account of cross-DLOD implications. Investment to enable capability or business change is funded by the demanding TLB.

Balanced Capital Infrastructure Programme
Key Principle: The Capital Infrastructure Programme is balanced, affordable and prioritised to enable Defence capability and deliver value for money.

A Smaller, Better Estate
Key Principle: The Strategic Estate Optimisation Portfolio will deliver a smaller, more efficient and better estate with the future lay down focussed around centres of mass.

Responsive Accommodation Provision
Key Principle: We will provide a flexible, responsive and efficient supply of accommodation to the right standards focussed around the future footprint of Defence.

People
Key Principle: We will ensure sufficient resource, capacity and capability within the Defence infrastructure community to support the efficient and effective delivery of infrastructure.

The Way We Work
Key Principle: We will support improved productivity and efficiencies through innovative design, providing modern works spaces, proven technological development, incentivising sharing facilities, enabling ICT developments and learning from others including benchmarking.

Supporting Wider Government
Key Principle: We will support wider Government objectives where compatible with Defence outputs and needs.

Infrastructure Procurement and the Government Construction Strategy *Key Principle: We will streamline and align our contracting frameworks and commercial routes to deliver innovative, flexible and responsive solutions, to reduce costs and deliver improved Value for Money.*

Sustainable and Resilient Infrastructure
Key Principle: We will develop our infrastructure to become sustainable and enable resilience.

Infrastructure Policy
Key Principle: We will develop and manage our infrastructure policy, to enable efficient and effective infrastructure through industry best practice and standards.

17. The EMP is an Establishment level plan and is to be used for managing and optimising infrastructure assets. EMPs take direction from and inform TLB Infrastructure Management Plans (TIMPs). They should be produced considering the Strategy for Defence Infrastructure and MOD Policy (such as JSP101 (Defence writing), JSP315 (Building Performance Standards), JSP375 (Health and Safety), JSP440 (Security), JSP604 (IT and Communications) and JSP850 (Estate Policy))

Section 3 – A framework for an Establishment Management Plan

Introduction

18. An EMP document should describe the overall use and outputs of the estate, occupancy costs, service and organisational constraints, and capital investment decisions.

19. It should demonstrate how the current supply of capital/infrastructure assets meets current military needs and how assets will change through investment, acquisition or disposal to meet known and aspirational future needs. It should also show how the EMP intends that value for money will be achieved.

20. The following framework – based on asking four questions sequentially – should be used to produce an estate strategy document:

- Where are we now?
- Where do we want to be?
- How do we get there?
- How do we deliver?

21. Differing local circumstances will be reflected in an EMP document, therefore no two documents will be exactly the same. The detail of individual documents should be adapted from this framework. This will be done using the specific EMP TSOR and Brief.

Where are we now?

22. Answering this question involves a comprehensive analysis of the current position and performance of the Establishment in relation to the estate that it uses. The key objective of this stage is to establish a baseline against which estate development planning can take place.

23. The following information should be collated:

- The current defence/military profile/requirement set within the strategic context and also including estate demand analysis;
- The current property schedule (including level 1 and 2 buildings and infrastructure systems layouts);
- The current estate value, including relevant outputs from the MOD valuer's reports;
- The current estate facilities condition assessments (these are to include buildings and infrastructure (inc services/utilities) condition, capacity and resilience);
- The current estate access and security arrangements;
- A breakdown of estate occupancy costs;
- A short history of the estate (including the results of previous estate studies);
- A precis of site ownership confirming any key issues;

• An analysis of current estate performance and utilisation (by comparing to a new build JSP315 solution) using the land and property appraisal as described in Appendix 1 to this document;
• An analysis of the site's constraints and opportunities including town planning (including permitted development rights), access, security, safeguarding, service infrastructure, statutory/mandatory compliance and natural environment (data or reports on designated sites, protected species, wider biodiversity, woodlands and trees, soils, water resources and landscape), heritage, land quality, climatic risks (including Climate Impact Risk Assessment);
• The findings of user perception surveys (if available);
• A breakdown of backlog maintenance costs and risks;
• Details of any military lodgers, encroachments or civilian organisations occupying the site;
• A prioritised risk register;
• An analysis of the difference between the current defence/military profile/requirement and the estate at the Establishment;
• A summary of the priorities to be addressed.

24. Where the estate includes historic buildings and if directed in the Project Brief, you should prepare a conservation brief for each building and adhere to MOD guidance in relation to investments or disposals. Any plans for historic buildings should be clearly referred to in the EMP document.

25. The current property schedule and estate occupancy costs should be presented in tabular form (see Appendix 2 for example tables).

26. Information from the Establishments land and property appraisal should be presented in a series of pie charts and histograms. Analysis should be supplemented by plans (that are linked to the data collected), available aerial photographs and a 3D model.

27. The current MOD assessment of condition, statutory compliance and backlog maintenance will be made available as separate documents (see Appendix 3 for data provided). These documents should be validated by undertaking a survey for the purpose of establishing backlog maintenance costs, and measuring risk in relation to sub-standard assets in order to prioritise investments.

28. The service persons' experience. It may be appropriate within some Establishments to measure service persons' perceptions of the facilities provided. The results could be used for the planning, targeting and confirmation of improvements. In addition, where feedback on SFA can be provided by DIO it should be referenced in the EMP. For Establishments with civil servants then their views should also be sought.

29. A summary of findings should be prepared. This should draw specific conclusions in terms of:

- Key constraints and high-risk areas that need urgent attention, including environmental problems;

- Opportunities for investment and improvement (including improvement of the overall site zoning)
- Opportunities for further consolidation into the site, rationalisation and disposal;
- Opportunities for improving value for money.

30. The MOD Sustainability and Environmental Appraisal Tools Handbook should be used to capture a high-level sustainability assessment on the existing estate. It will allow appraisal across a range of issues, such as energy performance, water consumption, and waste and transport management, land quality, natural environment, historic environment, climate resilience and adaptation.

Where do we want to be?

31. This section should build upon the understanding of where we are now to answer the question of "where do we want to be?". The following should be completed:

- Obtain a summary of the long-term strategies for providing military outputs (this should include planning for known and aspirational estate users);
- Develop a sustainability and environmental strategy covering energy, water, waste and transport management; land quality, natural environment, historic environment, climate resilience and adaptation.
- Establish estate performance criteria based on performance indicators (PIs), benchmarks and other MOD guidance.
- Consider the application of wider Greening Government aspirations

32. Whilst military strategies may not be comprehensive, or several options may be under consideration, this should not prevent the development of an EMP provided that proposals for investment or divestment are clearly contingent upon the ultimately agreed military strategy.

Establishing estate performance criteria

33. An essential component of this section of the document will be the establishment of criteria for monitoring and subsequently improving estate performance.

34. Appropriate criteria the should be used include:

- Improvements in the use and zoning of the estate over time, that is, more clearly matching the user's estate demands to supply, providing new buildings and eliminating under-used and surplus assets (which can be measured by comparing building floor area with total site area and by new build replacement build floor area);
- Improvements in the quality of the operational estate over time (which can be measured through reductions in backlog maintenance costs/risks and using user perception surveys);

- Improvements in statutory compliance and reduction in risk (which can be measured through reductions in non-compliance with statutory legislation and incident rates);
- Improvements in estate and energy performance in line with mandatory targets and wider sustainable development targets.
- Improvements in the running cost of the operational estate over time (which can be measured by mapping trends in overall maintenance costs, utilities costs and value ratios);
- Improvements in the quality of the environment for users (which can be achieved using the condition assessment data and user perception surveys).

35. The ratio of building floor area (footprint) to total site area provides a guide to site density. Comparing ratios of similar Establishments will provide an indication of whether an Establishment is being used efficiently. Too high a ratio may indicate a cramped site with inadequate access and parking space; too low a ratio may imply a site capable of receiving further military users, rationalisation, the opportunity to dispose of parcels of land and revenue costs tied up in site maintenance.

36. A series of other PIs for the estate has been developed, from which an Establishment should benchmark its estate performance and monitor improvements. These are outlined in Appendix 1.

How do we get there?

37. The third section of the EMP should use the information and objectives of the preceding stages to develop realistic and feasible option(s) for the future Establishment. It should describe in a concise way the practical steps to be taken.

38. It is essential to involve key users as well as financial, general and estate managers. It is important to involve several creative and design-based thinkers who can envisage the “big picture” and provide illustrations of changes to current site and building configurations and options that are alternatives to construction (such as renting). This approach should help to generate a broader understanding of the importance of the estate in strategic service planning.

39. The following should be completed:

- Assess the implications of the military strategy for the estate, that is, procurement, accessibility issues, design issues, functional suitability, space utilisation and disposals;
- Develop strategic options (where relevant) for estate change based on a master-planned whole-life costing approach;
- Assess the implications of local authority development strategies / policies (if necessary, this should include discussions lead by DIO with the Local Planning Authority and other statutory bodies);
- Devise a capital investment programme for major and minor schemes;
- Identify in outline the revenue impact of the capital investment programme;

- Collate a summary of site and building disposals and anticipated sale proceeds;

- Compile site-based development strategies;
- Forecast the effect of the estate strategy on estate performance and risk reduction;
- Forecast the effect of the EMP on improving energy, water, waste, transport and climate resilience management in partnership with the local authority.

40. The following questions should be explored in order to ascertain the implications for the estate of the EMP:

- Are new site acquisitions required?
- What are the anticipated town planning issues? (inc permitted development rights)
- Would whole-site disposals maximise revenue savings?
- Is it possible to use existing sites and buildings more intensively through new builds, adaptations, link corridors etc?
- What are the key functional relationships (for example JR SLA near to JR Dining facilities)?
- Can buildings be co-located using new models of delivery (for example fitness suites within SLA)?
- Is the EMP aligned to projects that are already being delivered? (are there opportunities to be exploited?)
- Can we use the building designs already available in the MOD/DIO design library?

41. The site-based development control strategies should indicate, in diagrammatic form, the major changes that are planned for the Establishment. Any potential development should involve an environmental performance assessment. *New builds should as a minimum achieve a DREAM score rating of "excellent", whilst refurbishments should achieve a score of "very good".* Both new builds and refurbishments shall be climate resilient.

How do we deliver?

42. Answering this question involves analysis of the future desired state and options to achieve that future state. This should show how the site will function and adjacencies between functional areas. The key objective of this stage is to establish a plan and methodology to deliver the EMP.

43. The following should be completed:

- Confirm the future plan and develop the financial, commercial, construction and disposal programmes to deliver the plan. This should be completed following the development of strategic options (where relevant) for the financial, commercial, construction, maintenance, demolition and disposal programmes;
- Identify the priorities, scenarios (including climate projections scenarios) and contingency planning in the instance that the plan needs to change;

- Plan any activities required to appropriately influence local authority development strategies / policies so that they enable the future plan;
- Provide a plan to forecast the effect of the estate strategy and climate change risks on estate performance and risk reduction;

- Forecast the effect of the EMP on those occupying and/or working on site and also on the delivery resources currently available and if further resources are required.

44. This section should also include production of the following information:

- An outline commercial, construction, maintenance, demolition and disposal strategy (including current estimates of costs and values);
- A table showing delivery priorities.
- Analysis of the potential delivery scenarios including strategic level contingency planning;
- A Gantt chart showing the key activities required to deliver the plan;
- A recommendation of the submissions to be made to the Local Planning Authority (to include policy submission, applications and permitted development rights);
- A list of target scores for PIs based on the delivery of the EMP;
- An analysis and recommendation of future workforce requirements.

45. Information from the delivery section of the EMP should be presented in a series of graphs and a Gantt chart. The analysis should include plans (that are linked to the data collected), aerial photographs **and a 3D model demonstrating change over time**.

Capital investment programme and operating costs

46. A capital investment programme should be prepared and incorporated into this section of the document (see Table 3 in Appendix 2). This should show the total capital cost and timing of the schemes required.

47. The timing of known or anticipated land and property disposals or acquisitions should be set out in the format illustrated in Table 4 of Appendix 2.

48. Programmes for major planned maintenance and reducing backlog maintenance costs should provide further details on the areas covered and the priority order: for example, compliance with statutory safety legislation and mandatory fire safety requirements, renewal of major engineering plant, and the achievement of improved physical condition of buildings.

49. The current operating costs and backlog maintenance should be analysed. The results of this analysis should be presented in the format illustrated in Table 5 of Appendix 2. The results should be presented as a do minimum option and as options considering the programmes of change proposed in the EMP.

50. All costs should be shown in £ Millions. Fees and VAT should be explicitly shown. They should be presented in accordance with the requirements of JSP507 and use a discount rate of 3.5%. The DIO EMP financial model should be used.

Monitoring improvements in estate performance

51. Targeted improvements in the chosen estate PIs which will result from the implementation of the estate strategy should be clearly set out.

Risk management

52. The EMP should assess and document the risks the Establishment would face if the proposed developments did not go ahead. Furthermore, risks that will be encountered if the proposed developments do go ahead should be assessed and documented. Proposals for mitigating or managing risks should be produced.

EMP project management

53. The EMP should be delivered utilising robust project management. The EMP RAID template should be used to capture risks, assumptions, issues, dependencies and benefits.

Conclusion

54. A meaningful EMP is based on good-quality information about current and future service needs, and the condition and performance of the existing estate. This should be used as the basis for future improvements in the quality/functionality of the estate in the context of future service plans; and those improvements should be measurable.

55. The EMP should seek to reduce risk not only through improved compliance with statutory legislation but also through a reduction in incidents. It is important to understand the revenue costs associated with the estate and how they compare with the best in class and others across Defence. Strategies should recognise the need to demonstrate best value.

56. It is critical to ensure that space is fully used, in both density of occupation and frequency of use; driving out facilities that are duplicated, over-provided or no longer necessary in the delivery of effective military output

Appendix 1 - EMP performance indicators

1. A series of PIs has been developed to allow informed judgement on the efficiency and condition of the estate. All are expressed as ratios of building and land area.

2. The estate information needed to generate the PIs is already gathered on an annual basis.

3. Collection of Establishment level performance indicators provides PI data for Establishments. Over time this will enable individual Establishments to compare their PIs with PIs of similar Establishments. Furthermore, this will allow for a portfolio view traffic-light classification system to compare the Establishment's PIs, where:

- green indicates no or very limited problems;
- amber indicates some problems;
- red indicates serious concerns.

4. In addition to enabling local performance review, PI data has other uses including:

- Assisting the MOD to fulfil its auditing and inspection role;
- Informing business case analysis and capital investment decisions;
- Providing answers to parliamentary questions and contributing to ministerial reports.

5. It is possible to group the PIs into themes in such a way as to create a series of charts indicating space efficiency, asset productivity, asset deployment, estate quality and cost of occupancy. These should be considered within themes as described as below.

Space efficiency theme

Aim: to relate the estate and its annual occupancy cost to the output of the Establishment

Space efficiency measures
Personnel/m2 (measured across asset types)
Asset value £/m2
Occupancy cost £/m2
Actual estate m2 / JSP315 replacement m2 (measured across asset types)

Asset productivity theme

Aim: to demonstrate the actual cost of owning/renting assets

Asset productivity measures
Asset value £/m2
Depreciation £/m2
Total backlog £/m2

Running costs £/m2 (Rent, Rates, Energy/Utilities)

Asset deployment theme

Aim: to compare the makeup of the asset base

Asset deployment measures
Land value £/m2
Building/Asset value £/m2
Equipment/Infrastructure value £/m2
Depreciation £/m2

Estate quality theme

Aim: to give a balanced view of the overall condition of the estate relative to value and age

Estate quality measures
Asset value £/m2
Depreciation £/m2
Risk-adjusted backlog £/m2
Average condition score /m2

Cost of occupancy theme

Aim: to identify the profile of occupancy costs (revenue)

Cost of occupancy measures
Rent and rates £/m2
Energy/utility costs £/m2
Maintenance costs £/m2
Depreciation £/m2

Second level performance indicators

6. EMPs should also include second level indicators. These will normally be presented in graphical form and may be supported by spreadsheets giving greater detail. They may be used to usefully compare current performance with future targets

Appendix 2 – Examples of tables

Table 1 – Current property schedule

PROPERTY	USER	FUNCTION	SIZE OF BUILDINGS (sq.m)	SITE AREA	TENURE	PHYSICAL CONDITION	FUNCTIONAL SUITABILITY	SPACE UTILISATION	QUALITY	FIRE & SAFETY REQUIREMENT	ENVIRONMENAL MANGEMENT	ESTATES COMMENT	ESTIMATED LIFE REMIANING	ESTIMATED LIFE USED	YEAR BUILT
Site Disaggregated by block Disaggregated by portion															

Table 2 – Estate occupancy costs

PROPERTY	RATES	UTILITIES	MAINTENANCE	RENT PAYABLE	RENT RECEIVABLE	TOTAL	INITIAL COST	ASSET REPLACEMENT COST	DEPRECIATED REPLACEMENT COST	BACKLOG MAINTENANCE
Site										
Total										

Table 3 – Capital investment programme (at current cost)

SCHEME	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	TOTAL
A											
B											
C											
Backlog not dealt with through investment / disposals programme											
Total											

Table 4 – Land and property disposal and acquisition programme

PROPERTY	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	TOTAL
Disposal Site A											
Disposal Site B											
Acquisition Site A											
Acquisition Site B											
Total											

Table 5a – Operating costs totals

PROPERTY	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	TOTAL
Establishment Sub elements e.g. Rates, Electric, Gas etc											
Site A Sub elements e.g. Rates, Electric, Gas etc											
Site A - Building A Sub elements e.g. Rates, Electric, Gas etc											
Site A - Building B Sub elements e.g. Rates, Electric, Gas etc											

Table 5b – Operating costs per square meter

PROPERTY	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	TOTAL
Establishment Sub elements e.g. Rates, Electric, Gas etc											
Site A Sub elements e.g. Rates, Electric, Gas etc											
Site A - Building A Sub elements e.g. Rates, Electric, Gas etc											
Site A - Building B Sub elements e.g. Rates, Electric, Gas etc											

Appendix 3 – Data to be provided by MOD

Table 1 – DIO provided data (provider within brackets)

USER DATA (CURRENT AND FUTURE) & SERVICE PROVIDERS	SITE/ASSET DATA	OWNERSHIP, TOWN PLANNING, ENVIRONMENT	PROJECTS AND FINANCE
User Requirement Documents (inc special requirements) (TLB) Establishment Personnel Numbers (TLB) Equipment Tables (TLB) PFI Contractors (SD) Utilities Providers (MODNet/SD) Aquatine Provider Information (MOD Net) Energy Generation Schemes (SD) On site contractors (SD) Site Security Report (TLB)	Site CAD plans (SD) Building CAD plans (SD) Utilities CAD plans (SD) CIS CAD plans and asset list (ISS) Asset Register (L2 Assets) (IMS) Asset Register SLA (SLAMIS) Asset Condition Data (IMS/FCM) Statutory Compliance and Asbestos Register (Site SD) Utilisation Calculation (IO) Strategic Planning Category (IO) Fuel Installations (GV/SD) SFA Regional view (SD) Plans of Assets covering condition, primary use, size and age.	Ownership (Terrier) Service Contracts (TLB) Leases/Licences (IMS) Encroachments (IMS/Site SD) Town Planning – LA name (TS) LQA (TS) UXO (TS) Safeguarding and exclusion zones (TS and Site SD) Environmental Designations and Reports (inc EIA) (TS) Climate Impacts Risk Assessments CIRAM (TS) Flood Risk plans (GeoV) Woodland Management Plans (TS) Environmental Management System / Integrated Rural Management Plans / Grounds Maintenance Plans (TS / RD) Heritage Assets Plan and Reports (TS) Access and RofW Plan (TS)	Previous Site Studies (IO) CIDP (CST) Other Programmes ambitions (CST and MPP) Sustain and Demolition programmes (SD) Site running costs (Fin) GRC and DRC costs (Fin) Income e.g. rent (Fin)

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ANNEX 2 – SECURITY ASPECTS LETTER FOR TENDER/WORKS CONTRACT INVOLVING PROTECTIVELY MARKED INFORMATION

For the personal attention of: Security Officer

Dear Sirs,

Tender/Works Contract No:

SUBJECT: Establishment Management Plan

DATE:

1. On behalf of the Secretary of State for Defence I hereby give you notice that any sketch, plan, model, article, note or document, or information connected with or arising out of the above-mentioned Tender, is subject to the provisions of the Official Secrets Acts 1911-1989. Your attention is particularly drawn to the following specific aspects (list not exhaustive) which must be fully safeguarded:

ASPECTS	PROTECTIVE MARKING
a. All documents relating to the development of the Cranwell Site are to be treated in accordance with their security marking Indicative Docs All Versions thereof (Not Exhaustive) • User Requirements Document and associated documentation • Facility Requirements Document and associated documentation • Infrastructure Data Assumptions List • Mandated Standards and Technical Requirements • JSP 440 – Defence Manual of Security • Defence Works Functional Standard – Counter Terrorism Measures (CTM) – Construction Standards for MOD Buildings Subject to Terrorist Threat (Official Sensitive). • Any sketch, schematic or detailed correspondence illustrating the visual appearance of any building envelope or infrastructure deliverable as can be seen from exterior perspectives on completion. • Any sketch, schematic, specification or detailed correspondence describing the design and/or installation standards of Intruder Detection System (IDS) and termination locations Any sketch, schematic, specification or correspondence relating to the detailed design of SAPF Areas of the Facilities • Any sketch, schematic, specification or detailed correspondence relating to the design of CIS Cabling. • Security Details of Personnel	As Marked

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• Any other data and or documents provided with the caveat of 'OFFICIAL SENSITIVE' • Security Requirements for Certification of a SAPF • Any plan, sketch, schematic, detailed correspondence, briefing provided (list not exhaustive) at SECRET	
b. All versions of the report (WIP / Draft / Final) shall be treated as IAW JSP 440 relative to the content held therein	As Required
c. Anything identifying Secret terminals to a specific Building Room Number along with any specific wiring diagrams	Official - Sensitive
d. Resilience – Any documentation gathered, shared or referenced in the study is to be treated as SECRET. Any reference or content in the EMP relating to resilience which includes, but not limited to, utilities, buildings use or names or occupants, IT/Cyber systems which operated at above OFFICIAL-SENSITIVE is in this category.	Secret

2. Some OFFICIAL information associated with this contract is considered by the Authority to warrant additional assurance. For example, this might be due to aggregation of data or the holding of personnel details. These aspects are:

REPORTABLE UK OFFICIAL ASPECTS
Potential Breaches incl transmission of information to unauthorised personnel
Dissemination of information not in the public arena
Amalgamation of information that creates an aggregated picture at an increased security level
Personnel numbers, aircraft types and numbers, building usages and occupying units together with operational roles, resilience (list not exhaustive) when aggregated should be treated at the appropriate level such as SECRET.

3. Will you please confirm that:

a) the definition of the protected aspects of the above Tender/Works Contract have been brought to the attention of the person directly responsible for the security of this Tender/Works Contract.

b) The definition is fully understood.

c) Measures can, and will, be taken to safeguard the protected aspects. Including, but not limited to;

- Information will be stored and disseminated via appropriately MoD accredited systems according to Protective marking – JSP 440 refers.
- The consultation of appropriate security SME offices.

4. Any access to information on the *Employer's* premises that may be needed will be in accordance with the Employer's security regulations under the direction of the Project Lead.

5. If you are unsure or require any clarification please contact the Project Lead.

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Yours faithfully

DIO Project lead

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ANNEX 3 – DIO Contract Governance & Performance Management Process

Introduction

The Supplier is required to Chair and minute weekly meetings to report on progress and deal with current issues this should be completed on an agreed platform at the initialisation of the project. The Supplier is required to provide a simple dashboard on a monthly basis, it shall confirm last month's progress, the key items to progress next month and progress against the overall project schedule. The Supplier is required to set up (with the assistance of the DIO PM), attend and manage project progress and contract review meetings on a monthly basis. The Supplier will also set up and manage a contract performance tracker for the duration of the contract. The Supplier is required to provide a dedicated Project Manager responsible to deliver all key artefacts required to drive the delivery including formal minutes of meetings and records of decisions (ROD`s)

Reporting Schedule

1. Throughout the contract, the Supplier will provide updates to DIO on a weekly basis to demonstrate progress and performance on the overall delivery programme.

2. In general, the Supplier shall plan on the DIO Project Manager taking up to 15-working days to endorse products submitted at the milestones.

3. All required tasks must be completed within the stipulated tasking timelines. Expedited tasking timescales may be required where work is on a critical path.

Technical Quality Assurance

4. All reports, appraisals, surveys, technical reports, reviews / approval, consultations with the Supplier, DIO SMEs and other stakeholders must be undertaken by Suitably Qualified and Experienced Persons (SQEP) for their role. Demonstrable evidence of competencies of key project personnel (including authors, reviewers and authoriser) may include confirmation of Chartership with a relevant professional body or industry specific affiliations / qualifications. Suppliers will be required to demonstrate expertise and capacity by provision of CVs as part of the procurement process. CVs of personnel undertaking specialist tasks will be required for approval by DIO prior to work starting.

5. The Supplier (and where appropriate any specialist sub-contractors) are required to undertake quality assurance of draft reports by SQEP personnel who will sign them off to confirm that draft reports are complete, produced to a high quality and in compliance with the Tasking Directive requirements.

6. Consultation with Statutory bodies, the public and other stakeholders must be discussed and agreed with the DIO Case Officer prior to any direct engagement.

Contract Meeting Schedule

7. The Contract Meeting Schedule will be agreed between the contracting parties on appointment.

Contract Performance Review

8. Contract Performance Review Meetings will be conducted as part of the monthly progress meetings. All SOR deliverables and associated Key Performance Indicators (KPIs)

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detailed in Annex 5 KPI's and Incentivisation will be reviewed by the DIO Contract / Project Manager, to ensure and record agreement that these are met in accordance with the contract. The status of deliverables, sign-off authority and associated commentary will be recorded in a Contract Performance Tracker which will be produced and updated by the Supplier for the DIO Commercial Officer once the Supplier has been appointed and the SOR and Call-Off Contract KPIs have been agreed between the parties.

9. As part of the review, the current programme milestone dates (aligned with SOR deliverable items) will be agreed. This signed-off programme information will form the basis of the agreed interim works valuation process.

10. Where there are material shortfalls in performance identified by the parties against contract obligations that cannot be resolved between the parties in the review meeting, and/or consensus on performance status cannot be reached, the areas of concern will be escalated for resolution between the DIO Project Manager and the Supplier's Project Lead as soon as practicably possible.

Contract Compliance & Assurance

11. The performance of the Supplier will be managed and monitored by DIO, in accordance with the Service Level Agreement (SLA) and Key Performance Indicators (KPI) detailed in ANNEX 5 of this document included under the contract terms and conditions of appointment.

12. The DIO Project Manager will nominate a point of contact for performance management of the appointed Supplier, in addition to the DIO Commercial Officer. Full contract obligations (i.e. SOR Outputs and Deliverables) shall be managed internally by DIO via the Contract Performance Tracker.

Change Control Process

13. For changes to the SOR and associated Firm Price Total, as agreed at the point of contract award, or for the individual call-off arrangements for later stage work, the DIO and Supplier Project / Contract Managers will review and agree the outline scope of the SOR change or further tasking requirements (e.g. additional technical survey tasking).

14. The Supplier Project / Contract Manager will submit the scope of requirement for later stage work to the DIO Commercial Officer who will request a formal proposal from the Supplier.

15. The Supplier will then provide a written proposal to the Commercial Officer for resourcing this based on the agreed schedule of rates provided as part of the tender return. Subject to any further review with and approval with the Project Manager, this will be accepted by Commercial Officer and the Supplier will be requested to undertake the work under a contract change notice with a new Purchase Order number.

16. Amendments will be recorded against the Milestones and Deliverables as listed within the Contract Performance Tracker.

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ANNEX 4 – DAN 15 'Safer Working in the Defence Environment'

COVID-19 Response – Defence Advice Note 15

Safer Working in the Defence Environment

Introduction

1. The Government has issued new guidance for employers and employees on working safety during COVID-19 covering various work environments.

2. This advice note provides initial Defence advice to Commanding Officers (CO) and Heads of Establishment (HoE) on how to implement the Government guidance. All CO/HoEs should have reviewed this guidance and have informed line managers within their establishments of their plans to introduce safer working measures by 22 May 2020. Safer working measures should be in place by 31 May 2020.

3. This advice note applies to Service personnel, civilians and fixed contractors undertaking activities at MOD establishments in the UK or overseas.

4. BEIS Guidance can be found here:

   a. Construction and other outdoor work. Guidance for people who work in or run outdoor working environments.

   b. Factories, plants and warehouses. Guidance for people who work in or run factories, plants and warehouses.

   c. Labs and research facilities. Guidance for people who work in or run indoor labs and research facilities and similar environments.

   d. Offices and contact centres. Guidance for people who work in or run offices, contact centres and similar indoor environments.

   e. Other people's homes. Guidance for people working in, visiting or delivering to other people's homes.

   f. Restaurants offering takeaway or delivery. Guidance for people who work in or run restaurants offering takeaway or delivery services.

   g. Shops and branches. Guidance for people who work in or run shops, branches, stores or similar environments.

   h. Vehicles. Guidance for people who work in or from vehicles, including couriers, mobile workers, lorry drivers, on-site transit and work vehicles, field forces and similar.

Defence Actions

5. As an employer Defence has an obligation to maintain a safe working environment for its personnel. The attendance of staff in the workplace should be risk assessed to consider whether staff should be attending, the risks involved and what steps need to be taken to reduce risk to as low as reasonably practicable.

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6. In Defence, we should follow this Government guidance to conduct and record a risk assessment using the appropriate form for all workplace activities in each business area.

7. The risk assessment should be:

a. completed in every line management area where people are attending the workplace;

b. completed before any activity is undertaken by military, civilian and contractor MOD personnel at the workplace;

c. reconsidered only when circumstances change;

d. retained locally for at least 3 years following completion.

8. Involve, engage and consult with TUs and other health & safety representatives to conduct the risk assessments.

9. It should be noted that COVID-19 guidance should not be used in isolation and should be considered alongside other HMG guidance and specialist advice from policy teams within Defence.

10. Defence personnel should continue to work from home if possible or if required to stay at home for isolation, shielding or caring purposes. If it is not possible for an individual to work from home, then they should only come to work if:

a. they have a safe means of travel into work and;

b. their Head of Establishment and Line Manager have confirmed it is appropriate for them to attend the workplace.

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