Schedule 7
Contract Management and Governance

MINISTRY OF DEFENCE

AIR SUPPORT TO DEFENCE OPERATIONAL TRAINING (ASDOT)

CONTRACT NO. UKMFTS/2017/03

This is Schedule 7 (Contract Management and Governance) referred to in the ASDOT Contract between the Secretary of State for Defence and [*Insert name of Contractor*].

SCHEDULE 7

CONTRACT MANAGEMENT AND GOVERNANCE

General

1. The Contractor shall provide all of the resources and materials required to successfully deliver all of its obligations under the Contract, with the exception of GFA as agreed by the Authority.

2. The Contractor shall ensure that all personnel assigned to deliver the Contract are SQEP to perform their specific role in accordance with the Experience and Qualifications detailed at Annex 1 to Schedule 7 *(Qualifications and Experience).*

3. The Contractor shall deliver all of the supporting plans and documents identified at Annex 2 to Schedule 7(*CDRL, DID and CDR)* The Contractor shall deliver the supporting plans and documents in accordance with the Data Item Definitions within Appendix 1 (*DID* to Annex 2 of Schedule 7 (*CDRL, DID and CDR).*

4. The Contractor shall be responsible for the update of all supporting plans and documents with new information as a result of Contractor changes which fall within the agreed Contract. Authority approved changes to supporting plans and documents as a result of a change to the Contract shall be agreed in accordance with DEFCON 503 (Formal Amendments to Contract).

5. The Contractor shall arrange, manage and provide secretariat support, including recording of minutes, for all meetings and reviews in accordance with Annex 3 to this Schedule 7 *(Meetings)).*

6. The Contractor shall manage and account for any GFA provided by the Authority in accordance with DEF STAN 05-99 and the terms and conditions of the Contract.

7. The Contractor shall be responsible for the storage, maintenance and protection of all documents, information and data. The Contractor and shall retain an off-site copy of business-critical assets as defined by the agreed Business Continuity (BC) and Disaster Recovery Plan (DRMP) (DID 08).

8. The Contractor shall protect all information as identified and defined in the SAL at Schedule 13 (ASDOT Security Aspects Letter) to the Contract and in accordance with the Security Grading Guide found within the Data Room.

9. The Contractor shall ensure that all personnel it employs, including Sub-Contractors to conduct work in support of the Contract, shall hold the necessary security clearances throughout the Contract Period. The Contractor shall provide full details of the level and status of security clearance for all personnel to be so employed, prior to agreed delivery milestones. The Contractor is responsible for updating and informing the Authority of any changes to this information and re-issue the information as required.

10. The Contractor shall be responsible for the Security Accreditation of the ASDOT Service, including any gateways, to operate Information Technology and Communication Systems up to UK SECRET, and the requirement to achieve and maintain Cyber Security Essentials Plus status.

11. The Contractor shall be responsible for the production of a full RMADS) in order to obtain Authority to Operate the ASDOT System. The RMADS shall be completed in accordance with the agreed security standards.

Management Systems

12. The Contractor shall implement, operate and maintain a project management system to ensure the project is managed in accordance with the Service Delivery Plan (SDP) (DID 01).

13. The Contractor shall implement, operate and maintain a risk management system to ensure that risks are managed in accordance with the Risk, Issues & Opportunities Management Plan (DID 02).

14.   The Contractor shall implement, operate and maintain a QMS to ensure that the quality of materials, processes and deliverables is managed in accordance with the Quality Management Plan (DID 03).

15.   The Contractor shall implement, operate and maintain a security management system in accordance with the Security Management Plan (DID 06).

16.   The Contractor shall implement, operate and maintain a safety and environmental system to ensure that safety related risks are managed in accordance with the Envirionmental Management Plan (DID23) and the Safety Management Plan (SMP) (DID 24)

ASDOT – QUALIFICATIONS AND EXPERIENCE

QUALIFICATION OR EXPERIENCE REQUIREMENT (USER)	REQUIRED BY	REASON FOR REQUIREMENT	LEVEL OF SQEP REQUIRED (IF NOT SPECIFIED IN QUALIFICATION OR EXPERIENCE REQUIREMENT (USER)
Air			
Developed Vetting (DV) Security Clearance	All personnel exposed to Ltng and Typhoon operations; all those working with Ltng shall require eligibility for a Ltng Special Access Programme (SAP) billet. All personnel using Maritime Warfare Centre (MWC) or Air Warfare Centre (AWC) tactics manuals/memos and those involved in development of trg profiles IAW advice from FOST, MWC and AWC. All personnel who require routine access to systems/information classified SECRET. Given the aggregation factor for personnel having information on a number of systems, Tactics Techniques and Procedures (TTPs) etc, consideration of DV clearance should be given to all such personnel who have access to a range of information rather than limiting clearance to those who only access items above SECRET All nominated Crypto Custodians.	To be exposed to TTPs and Aircraft weapons. Permits access to vaults which will significantly enhance the quality of planning, briefing and debriefing training Missions. . Joint Service Publication 440 (JSP 440) (note difference between Crypto Custodians and Crypto Couriers).	**Essential:** all personnel exposed to Typhoon training require DV security clearance. **Essential:** Ltng Foreign Cleared Defence Contractor (FCDC) SAP billets to be applied for via the Ltng Security Programme Manager at MOD Abbey Wood (ABW). **Desirable:** DV for all with access to MWC tactics manuals/memos.
Relevant FJ Air to Air Experience in role	All FJ aircrew participating in Air to Air Training Profiles.	To provide representative training in the relevant Training Profiles.	**Essential:** 500 (five hundred) hrs operational Airborne Intercept (AI) radar fitted FJ experience. Previously combat ready on Front Line (FL) FJ.

			Composite Air Operations (COMAO) based experience. **Desirable:** 1000 (one thousand) hrs operational AI radar fitted FJ experience. Instructor qual (Qualified Warfare Instructor (QWI) or Electronic Warfare Instructor (EWI)). COMAO based experience. At the discretion of the Authority and on a case by case basis, this may include non-UK SQEP with the necessary security clearances. A determination on their acceptance will be made by the Authority and provided to the Contractor.
QWI/EWI	Lead QWI/EWI	Adversary threat training, EW Environmental training, assurance of operational capability	**Essential:** Previously qualified military QWI/EWI.
Range Training Officer(RTO)	All ASDOT personnel who are designated and qualified as RTOs.	. To conduct Real Time Kill Notification (RTKN) during Air to Air Training Exercises	Suitably qualified for shot validation and kill removal assessment using Air Combat Manoeuvring Instrumentation (ACMI) information.
F-35 SAPF FCDC Clearance	Nominated Aircrew Positions. QWI and/or Nominated Aircrew.	To be exposed to Ltng TTPs and Aircraft weapons. Permits access to vaults which will significantly enhance the quality of planning, briefing and debriefing training missions.	Essential: F-35 SAPF FCDC Clearance for up to 3 (three) personnel.
Electronic Warfare Operators (EWOs)	Aircrew delivering training in contested/degraded EME.		**Desirable:** Previously qualified military EWI.
Qualified in the aggressor role	All ASDOT Aircrew	Contractor shall be required to demonstrate how aircrew will be trained, qualified and assured in the Aggressor Role.	**Essential:** Detailed knowledge of the relevant information contained in the Aggressor Threat Reference Guide (ATRG) and Combined Adversary Replication Guide (CARG). **Desirable:** Knowledge of Multi-Engine Aircraft tactics in the low level environment as issued by AWC.
Maritime			
Relevant military FJ (Gen3+) experience in maritime Air to Surface role.	All aircrew supporting Navy Operational Training and Assurance activity.	Required to simulate Air-to-Surface missile profiles and coordinate attacks on Maritime Task Groups.	**Essential:** Must have the ability to operate autonomously or as part of a formation package. Must have relevant

			live operational experience within the last 10 (ten) years in order to understand realistic tactical profiles.
	Aircrew supporting Royal Navy (RN) Air Warfare serials involving Fighter Controllers providing control to (ASDOT) DCA.	To support Royal Navy School of Fighter Control (RNSFC) and Air Defence Ship Controller training requirements.	**Essential:** 500 (five hundred) hrs operational AI radar fitted FJ experience. Previously combat ready on FL FJ.
Land			
Close Air Support (CAS) Accreditation by Joint Air Land Organisation (JALO).	**All** aircrew delivering CAS training serials.	Compliance with International Agreements (NATO STANAGs and Joint Fires Support Executive Steering Committee CAS Action Plan Memorandum of Agreement). To ensure training delivered is safe, realistic/ representative of current TTPs and UK capability.	**Essential:** Completion of JALO Standards and Evaluation (STANEVAL) CAS accreditation training course (annual requirement). **Essential:** Ex-military (within last 5 (five) years) CAS (FJ or Attack Helicopter (AH)) experienced aircrew. **Desirable:** QWI, Qualified Helicopter Tactics Instructor (QHTI) (AH) or Forward Air Controller (Airborne) - Instructor (FAC (A)-I).
Safety			
Fight Safety Officer	Designated personnel	Mirror Military set-up as much as possible to ensure compliance and consistency with MRPs and AP8000. To manage the delivery of a safe service within an authority-endorsed Air Safety Management System (ASMS).	Successful completion of the Fight Safety Officer Course (FSOC) delivered by the Centre of Air Safety Training (CoAST) or civilian equivalent recognised by RA through an accepted means of compliance with the relevant MAA Regulatory Article(s).
Flight Supervisor (FS)	Designated personnel	Mirror Military set-up as much as possible to ensure compliance and consistency with MRPs and AP8000.	Successful completion of the Flight Supervisors Course (FSC) delivered by the CoAST or civilian equivalent recognised by RA through an accepted means of compliance with the relevant MAA Regulatory Article(s).
Human Factors & Error Management	All personnel.	In accordance with MRP (RA4806(5)) – See Schedule 11 *(List of MAA Regulatory Publications)*.	CoAST/Locally delivered by Military (Mil) Human Factors Facilitator or Civilian Qualified Human Factors Instructor (CQHFI).
EM Manager or EM Co-ordinator	Single person	DEF STAN 59-411 Part 1 Clause 8	In accordance with DEF STAN 59-411 Part 1 Clause 8
Security			
Security Officer	Single person.	To manage the handling and use of all GFA given or loaned to the Contractor, such as (but not limited to) tactics manuals.	The Contractor shall be required to comply with the relevant DEFCONS in the Contract and adhere to the SAL.

Minimum security clearance of SC held.	All personnel acting in liaison role in EXCON and personnel at FOBs supporting multi-national exercises.	IAW JSP 440 and for access to NATO CIS Secret.	
Crypto Custodian	Single person.	To manage the storage, handling and use of Defence-generated cryptographic material and ancillary hardware (e.g. Key Encryption Key (KEK) Fill Device (KFDs)).	The Contractor shall be required to comply with the relevant DEFCONS in the Contract and adhere to the SAL.
IT			
MOD Basic IT Security*	All personnel using MOD IT	Security requirement. 1 (one) off requirement via DLE.	Essential.
Defence Information Management Passport (DIMP)*		MOD requirement 3 (three) year frequency via DLE.	Essential.
Display Screen Equipment*	All personnel using MOD IT	MOD requirement Bi-annually via Defence Learning Environment (DLE).	Essential.
Office Safety Training	All personnel using MOD IT	MOD requirement Annually via DLE.	Essential.
Defence Information Infrastructure (DII) User Stage 1 – Standard*	All personnel using MOD IT	MOD requirement 1 (one) off via DLE.	Essential.
DII User Stages 1 and 2 – MOSS/MODNET	All personnel using MOD IT	MOD requirement 1 (one) off via DLE.	Essential.
DII User Stage 1 – Differences in Secret*	All personnel using DII SECRET	MOD requirement 1 (one) off via DLE.	Essential.
DII Local Security Officer Basic*	Nominated personnel (admin)	MOD requirement 1 (one) off via DLE.	Essential.
DII MOSS/MODNET Team Site Administrator*	Nominated personnel (admin)	MOD requirement 1 (one) off via DLE.	Essential.
Responsible for Information – Information Asset Owner*	All personnel who are Information Asset Owners	MOD requirement Annually via DLE.	Mandatory for all personnel who are Information Asset Owners.
Responsible for Information – non-executive and board level directors*	All personnel who are NEDs or Board Members	MOD requirement. Annually via DLE.	Mandatory for all personnel who are NEDs or Board Members.
Certificate of Understanding – SECRET*	All personnel using DII SECRET systems. Selected individuals (admin).	MOD requirement Annually or when change in policy.	Essential.
Certificate of Understanding – SECRET LSO*	Nominated personnel (admin)	MOD requirement Annually or when change in policy.	Essential.
Note: All of the above shall apply if military basing solution and with DII/MODNET access. If DII (SECRET) only, basing civilian or military, then only the requirement marked with an asterisk(*) apply to personnel requiring access to DII(SECRET).			

Contract Deliverable Requirements List (CDRL), Data Item Descriptions (DID) and Contract Data Requirement (CDR)

INTRODUCTION

1. This Annex 2 to Schedule 7 (*CDRL, DID and CDR)),* contains the CDRL and describes the DIDs for each item listed within the CDRL which shall be required as part of the Contract. Each DID defines the minimum levels of data required for each item. The Contractor may include additional information where it adds value or provides clarity.

2. Unless otherwise explicitly specified within the relevant DID, all documents shall be delivered to the Authority in a format which is compatible with standard Microsoft Office applications.

Contract Deliverable Requirements List (CDRL)

CDRL Serial	Description	Delivery Date and Frequency	Contract Data Requirement Serial
1.1	The SDP DID 01	Draft to be delivered as part of Invitation To Negotiate (ITN) response. Final version to be delivered within three (3) Calendar Months of Effective Date. Updates to be provided to the Authority upon any material change to the documentation at CDRL 1.1 to 1.15 inclusive.	N/A
1.2	Risk, Issues & Opportunities Management Plan DID 02	As per CDRL 1.1	N/A
1.3	Quality Management Plan DID 03	As per CDRL 1.1	N/A
1.4	Asset and Supply Chain Management DID 04	As per CDRL 1.1	N/A
1.5	Availability, Reliability and Maintainability Plan (ARMP) DID 05	As per CDRL 1.1	N/A

1.6	Security Management Plan DID 06	As per CDRL 1.1	N/A
1.7	Information Management and Interoperability Plan DID 07	As per CDRL 1.1	N/A
1.8	BC & DRMP DID 08	As per CDRL 1.1	N/A
1.9	Sub-Contractor Management Plan DID 09	As per CDRL 1.1	N/A
1.10	Contract exit & transition management plan DID 10	As per CDRL 1.1	N/A
1.11	Human Resources Plan DID 11	As per CDRL 1.1	N/A
1.12	Corporate Social Responsibility (CSR) DID 12	As per CDRL 1.1	N/A
1.13	Transition Phase Plan DID 13	Draft to be delivered as part of ITN response. Final version to be agreed at Effective date. Any proposed changes to the Transition Plan shall be agreed in accordance with DEFCON 503 (Formal Amendments to Contract)	N/A
1.14	Monthly Performance Report DID 14	Draft to be delivered as part of ITN response. Excluding any pricing information. Delivered within 5 (five) Business Days of the end of each Calendar Month during the Transition Phase.	N/A
1.15	Test, Evaluation and Acceptance Plan DID 15	Draft to be delivered as part of ITN response. Final version to be agreed at Effective Date.	N/A
1.16	Capability Roadmap DID 16	Draft to be delivered as part of ITN response. Final version to be agreed at Effective Date.	N/A

1.17	Standard Operating Procedures (SOP) DID 17	Draft to be delivered as part of ITN response. Final version to be agreed at Effective Date.	CDR 01
1.18	Airworthiness Strategy DID 18	Draft to be delivered as part of ITN response. The strategy is to be kept under review by the Contractor, with a formal review being conducted on at least an annual basis	N/A
1.19	ASMS and ASSC DID 19	Draft to be delivered as part of ITN response. Updated ASMS and ASSC final version no later than three(3) Calendar Months from Effective Date.	N/A
1.20	Safety Assessment (SA) and Equipment Safety Assessment (ESA) Report DID 20	Draft to be delivered as part of ITN response. By its nature several versions of the SA should be anticipated over the project lifetime. The timing and scope of versions should be agreed with the customer and defined within the SMP.	N/A
1.21	Human Factors Integration DID 21	Draft to be delivered as part of ITN response. Final version to be agreed at Effective Date.	N/A
1.22	EM Control Plan DID 22	Draft to be delivered as part of ITN response. Final version to be agreed at Effective Date.	N/A
1.23	Environmental Management DID 23	As per CDR 1.1	N/A
1.24	SMP DID 24	As per CDRL 1.1	N/A

1.25	List of SQEP	On Effective Date Updates to be provided to the Authority upon any material change to the documentation in accordance with Clause 2.3.5	N/A
1.26	Quarterly Performance Report – see Schedule 6 (*Performance Management*) Paragraph 7	Within 10 (ten) Business Days of the end of each Calendar Quarter.	N/A
1.27	Annual Performance Report - see Schedule 6 (*Performance Management*) Paragraph 7. This shall replace every fourth Quarterly Performance Report	Within 10 (ten) Business Days of the end of each Contract Year.	N/A

DATA ITEM DESCRIPTIONS (DID)

SERVICE DELIVERY PLAN

DID 01 – The Service Delivery Plan (SDP)

1. The SDP shall include, but is not limited to, the following essential information:

Introduction, Purpose and Overview

      a. Objectives and scope

      b. Assumptions, dependencies, constraints and exclusions

      c. Project success criteria & factors

      d. Execution strategy and delivery approach

      e. Monitoring & control, including EVM implementation.

      f. Reporting

      g. Organisation and governance

      h. Learning from experience

2. The SDP shall include, but is not limited to, the following subordinate plans, to be delivered as Annexes to the SDP;

- Risk, Issues and Opportunities Management Plan (see DID 02)
- Quality Management Plan (see DID 03)
- Asset and Supply Chain Management (see DID 04)
- ARMP (see DID 05)
- Security Management Plan (see DID 06)
- Information Management and Interoperability Plan (see DID 07)
- BC & DRMP (see DID 08)
- Sub-Contractor Management Plan (see DID 09)
- Contract exit & transition management plan (see DID 10)
- Human Resources Plan (see DID 11)
- CSR (see DID 12)

DID 02 – Risk, Issues & Opportunities Management Plan

1. The Contractor shall deliver a Risk, Issues & Opportunities Management Plan in accordance with APM and/or Management of Risk (MOR) best practice which shall include, but is not limited to, the following information.

   a. Introduction.

   b. Management Process – a detailed description of the processes which will be used to manage risks, issues and opportunities, to include:

      (1) Identification

      (2) Assessment

      (3) Developing responses

      (4) Monitoring, reporting and escalation

   c. Risk, Issues & Opportunity Reviews:

      (1) A process and frequency for conducting risk, issue and opportunity reviews within the Contractor's Organisation.

      (2) A process for conducting quarterly risk, issue and opportunity reviews with the Authority, including a generic agenda for reviews.

   d. Risk, Issue & Opportunity Reporting:

      (1) A process and frequency for reporting risks, issues and opportunities to the Authority, including both regular and ad-hoc reporting.

   e. Risk Governance.

      (1) Have a clear process for allocating the most appropriate person to manage risks and / or opportunities;

      (2) Have a clear escalation process.

   f. Methods, Tools & Techniques:

      (1) Provide information on any recognised methods, tools and techniques that are used to manage risks, issues and opportunities.

2. A Risk, issues & opportunities register shall also be delivered in a format compatible with Active Risk Manager 8. Each risk on the register will have as a minimum, unique ID, name, cause, event, consequence, risk owner, category, trigger date, expiry date, pre and post mitigation probability, pre and post mitigation 3-point estimate of impact (time, cost, performance, reputation, safety), mitigation plan, due dates for actions and mitigation owners.

DID 03 – Quality Management Plan

1. The Quality Management Plan shall specify how the Contract related quality requirements shall be fulfilled and will be developed in accordance with the following:
    a. The Quality Management Plan shall describe the QA activities, processes and resources required to ensure successful delivery of the project against the Contract and the applicable standards.
    b. The Quality Management Plan shall comply with the AQAP;
        i. AQAP 2105 - NATO Requirements for DQP
2. The Plan shall confirm the applicability of the Contractor's existing Business Management System, certificated against BS EN ISO 9001:2015 as satisfying the requirements of the Contract. With specific regards to entities not in a legal relationship, Tenderers are to deliver a draft Quality Management Plan as part of the tender process in accordance with AQAP 2105 to demonstrate how quality will be delivered
3. Entities not in a legal relationship are required to achieve compliance to AQAP 2105 and ISO 9001:2015 within 12 (twelve) Calendar Months of Effective Date.

DID 04 – Asset and Supply Chain Management Plan

1. The Asset and Supply Chain Management Plan shall detail those aspects of asset and supply chain management required to undertake the Contract. It shall include the specific quality practices, processes, resources and activities relating to the Contractors asset and supply chain management required to meet the service provision. The Contractor shall deliver an Asset and Supply Chain Management Plan which shall include, but is not limited to, the following sections;

   a. Introduction;
      o Executive Summary
   b. Asset Management – a detailed description of the processes utilised to manage the assets, including
      (1) Inventory planning –
         ▪ Initial provisioning and
         ▪ in service provisioning/review
      (2) Supply chain strategy
         ▪ Supply chain management
         ▪ Support continuity/sustainability
         ▪ Configuration control - in accordance with DEF STAN 05-57 Configuration Management of Defence Materiel
   c. Support solution
      o Continuity plans
   d. Obsolescence strategy and Management – detail of the Obsolescence management strategy, including the methodology for mitigation of Obsolescence concerns and the resolution of Obsolescence issues.
   e. Disposal - providing assurance to the Authority that disposal plans meets relevant Legislation and is reviewed and maintained to maintain relevance.

2. The Asset and Supply Chain Management Plan shall be kept under review by the Contractor with formal reviews being carried out annually.

DID 05- Availability, Reliability and Maintainability Plan (ARMP)

1. The ARMP shall detail Contract the practices, processes, and activities required in order to meet the service provision. The Contractor shall deliver an ARMP which shall include, but is not limited to, the following information:

   a) Introduction;
      a. Executive Summary
      b. ARM requirement summary
      c. ARM organisation & interfaces

   b) Availability Plan
      a. Methodologies, tools and techniques
      b. Availability metrics
      c. Assurance detail

   c) Reliability Plan, in accordance with DEF STAN 00-40.
      a. Data selection, data storage & data flow
      b. Methodologies, tools & techniques
      c. The procedure for implementing the requirements of a Failure Modes, Effects and Criticality Analysis (FMECA).

   d) Maintainability Plan
      a. Data selection, data storage & data flow
      b. Methodologies, tools & techniques
      c. Detail of standards employed and regulations worked to
      d. A description of the procedure for implementing the requirements of Reliability-Centred Maintenance (RCM).
      e. A description of the procedure for implementing the requirements of a Level of Repair Analysis (LORA).

2. The ARMP shall be kept under review by the Contractor with formal reviews being carried out annually.

3. The Contractor shall show how it proposes to evolve the ARMP to accommodate the different phases of the Contract.

4. The Contractor shall provide confidence to the Authority that its ARMP is appropriate to ensure that there is no impact on the availability of the delivery requirement.

DID 06 – Security Management Plan (SMP)

1.   The SMP shall include, but is not limited to, the following sections:

    a.   Introduction
    b.   Executive Summary
    c.   Premises, physical safety and security – List X status
    d.   Roles & responsibilities

        (1)   Training/experience required
        (2)   Vetting levels/nationality requirements
        (3)   Key posts

    e.   System accreditation

        (1)   Managing & maintenance of RMADS

    f.   Governance & reporting

        (1)   Stakeholder Engagement
        (2)   Meetings & working groups
        (3)   Reporting

            (a) Incident management
            (b) Fault reporting
            (c) Breaches – actual, attempted or suspected.

    g.   Personnel security

        (1)   Training
        (2)   Acceptable use policy

    h.   Physical security of ASDOT assets including GFE (if supplied)

        (1)   Access controls
        (2)   Protective monitoring
        (3)   Penetration testing/ vulnerability assessment
        (4)   Hardware & media

            (a) Asset controls
            (b) Disposal

        (5)   Breaches – actual, attempted or suspected.
        (6)   Cryptographic handling

            (a) Summary of procedures, personnel and infrastructure in place to implement secure Cryptographic handling and operating procedures up to United Kingdom Secret Eyes Only (UKSEO) classification.

        (7)   Security classification handling procedures.
        (8)   General security procedures to preserve integrity of information (e.g. security clearances, virus-checking etc.)

    i.   Cyber Security

        (1)   Cyber Security Essentials Plus Certification validity.
        (2)   Cyber Security Model Supplier Questionnaire.

NOTE: In the event of non-compliance with DEFCON 658 (Cyber), the Contractor shall produce and comply with a cyber implementation plan that has been agreed with, and endorsed by, the Authority. It shall comply with DEF STAN 05-158 and include, but is not limited to, the following sections:

a. Current level of supplier compliance.

b. Reasons unable to achieve full compliance.

c. Measures planned to achieve compliance / mitigate the risk with dates.

d. Anticipated date of compliance / mitigations in place.

DID 07 – Information Management and Interoperability Plan

The Information Management and Interoperability Plan which shall demonstrate a strategy for applying relevant Information handling processes throughout the service provision which includes the voice and data exchange systems in operation within the training environment to ensure Interoperability. This includes, but is not limited to, the following sections:

a) Information management
   (1) Overview of Information Management processes within the organisation.
   (2) Table specifying key Information Management roles and responsibilities.
   (3) Version controlling procedures.

b) Information communities
   (1) Processes to exchange information within the direct organisation, and sharing procedures in place with Parent and Partner organisations.

c) Standard Working Practices
   (1) Standards for File Plans.
   (2) Standard working practices relating to information flows which support normal business.

D) Information Infrastructure
   (1) Information infrastructure in place to support requirements, including both physical and electronic.
   (2) A table of the information flows that are required for the organization to achieve its objectives.
   (3) Understanding of operating and maintaining a secret communications network.

e) Statutory requirements
   (1) A summary of how the organisation will handle key issues that apply to the information needed to support the business and comply with law and Government policy, including: Legal and regulatory issues such as Data Protection Act, Public Records Act, Environmental regulations issues, Freedom of Information Act (FOIA)
   (2) General Data Protection Regulation (GDPR)
   (3) Software licences and IPR

f) Software Management
   (1) Identification of the external software that will be brought into the project and management of the associated licences.
   (2) Strategy for software support throughout the life of the Contract to cover operating system updates, firmware upgrades and obsolescence management.
   (3) Outline of the procedures of handling, storing and interpreting large volumes of data.
   (4) Major risks that might impact on the delivery of software management.
   (5) Version controlling procedures / Configuration Management (CM)
   (6) Identification of how the Contractor will provide assurance that measurable and realistic software support requirements have been derived to meet the Stakeholders' software change needs and
   (7) Strategy for proposal to manage the proposed solution (to (UKSEO) into the Authority's software

g) Interoperability
   (1) Summary of the Organisation's strategy for handling commercial and military data and communication systems as identified in the Information Exchange Requirement document within the Data Room.
   (2) Summary of processes for implementing configuration management.
   (3) Identification of associated risks and issues (and mitigations) across MOD/Industry boundary for systems and services

h) Configuration management
   (1) Configuration management requirements and responsibility

(2) Configuration identification and documentation

(3) Configuration change management, to include initiation, identification and documentation

(4) Configuration accounting

(5) Configuration audit

(6) Configuration reporting

DID 8 – Business Continuity & Disaster Recovery Management Plan

1. The Contractor shall deliver a BC & DRMP which shall include, but not limited to, the following sections;

   a. Introduction

   b. Conditions and rules for the plan to be invoked

   c. The process for invoking the plan and activating fall back plans

   d. Risk analysis of possible BC&DR scenarios, including impact to service delivery

   e. Mitigations to reduce impact of identified risks

   f. Appropriate fall-back plans and processes to be followed if an event occurs

   g. Communication strategy in event of BC&DR event

   h. Identification of business-critical resources and infrastructure

   i. Identification of single points of failure and how these are mitigated

   j. Safeguards in place for storing and retrieving business critical information data, plans, processes, configurations, records etc.

   k. How the BC&DRMP is flowed down throughout the supply chain

   l. Authority responsibilities to the Contractor

DID 9 – Sub-Contractor Management Plan

1. The Contractor shall deliver a Sub-Contractor Management Plan which shall include, but not limited to, the following sections;

  a. Introduction

  b. List of Sub-Contractors and their involvement with the delivery of the Contract including, but not limited to, the following information;

      (1) Ownership

      (2) Company Name

      (3) Location.

      (4) Services or Goods being supplied

      (5) % value of overall Contract.

  c. Management approach to include;

      (1) Performance management

      (2) Reporting

      (3) Quality management

      (4) Flow down of standards, conditions and requirements

      (5) Security

DID 10 – Contract exit & transition management plan

1. The Contractor shall deliver a Contract exit and transition management plan which shall include, but is not limited to, the following sections;

   a. Introduction

   b. Contract exit

      (1) Plans and processes during Contract closure and exit

      (2) Obligation of the Authority

   c. Transition

      (1) Plans for transferring data, information, and records

      (2) Plans for transferring assets

      (3) Plans for working with Third Parties to support transition activities

   d. TUPE

DID 11 – Human Resources Plan

1. The Contractor shall deliver the Human Resources Plan which shall include, but not limited to, the following sections;

    a. Introduction

    b. Competence & Training

        (1) Processes for ensuring permanent and contracted staff are SQEP to fulfil roles as required by the Contract.
        (2) Training plan
        (3) Induction
        (4) Medicals
        (5) Record keeping

    c. Security

        (1) Clearances: Process for Logging, reviewing and resubmitting clearances.
        (2) ITAR Control

    d. Organization

        (1) Structure
        (2) Key positions
        (3) Resource levels

    e. Audits

        (1) Annual employee checks and reports

    f. Sustainability

        (1) Recruitment
        (2) Succession Planning

    g. TUPE

    h. Company HR Policies

DID 12 – Corporate Social Responsibility (CSR)

The Government sees CSR as the business contribution to the Government's sustainable development goals. Essentially it is about how business takes account of its economic, social and environmental impacts in the way it operates - maximising the benefits and minimising the downsides. Specifically, the Government regards CSR as the voluntary actions that business can take, over and above compliance with minimum legal requirements, to address both its own competitive interests and the interests of wider society.

Provide CSR policies that cover:

a. Ethical trading;
b. Human rights;
c. Bribery and corruption;
d. Sustainability;
e. Environmental issues;
f. Bio diversity;
g. Diversity and equal opportunities;
h. Impact upon society; and
i. Corporate governance arrangements.

TRANSITION PHASE PLAN

The Transition Phase plan shall address all areas from Effective Date up to, and including, the period to demonstrating FOC.

Transition Phase Plan (DID 13)

Monthly Performance Report (DID 14)

Test, Evaluation and Acceptance Plan (DID 15)

DID 13 - Transition Phase Plan

The Transition Phase Plan forms an important part of the ITN response and will be evaluated by the Authority. The Contractor is invited to consider the Authority's priorities for Capability (highest priority first):

Priority	Capability Description	Training Profiles
1	The capability to conduct operational assurance of weapons systems.	6-1, 6-2, 6-3, 6-5, 6-6
2	The capability to generate Stand-Off and Escort Electronic Warfare effects.	1-2, 1-4, 1-5, 1-6, 1-9 2-1, 2-2, 2-3, 2-4, 2-6 3-1 4-3
3	The capability to conduct Close Air Support (CAS) employing Electro Optical (EO) and Infra-Red (IR) sensors and targeting systems.	5-1, 5-2
4	The capability to conduct persistent EO and IR surveillance and provide situational awareness via Full Motion Video (FMV).	2-7
5	The capability to simulate a Quick Reaction Alert Aircraft of interest.	1-1, 6-9

The Transition Phase Plan shall include, as a minimum, the sections listed below:

- Acronyms & abbreviations

- Introduction

- Executive Summary.

    o The scope of the Transition Phase Plan is to include all capability delivery activities that contribute to the achievement and declaration of Full Operating Capability (FOC).

- Objectives.

    o The objectives of the Transition Phase Plan are to demonstrate to the Authority:

        ▪ That the Contractor has a detailed and robust plan to meet FOC that gives the Authority confidence that it is deliverable within the proposed Schedule.

        ▪ How the Contractor shall incrementally deliver capabilities (defined in terms of Capability Milestones (CMs)) and when they will be available for tasking by the Authority.

        ▪ The extent to which the Contractor can sequence the introduction of capabilities to meet the Authority's priorities.

- Schedule.

    o In a format compatible with Primavera P6, a Schedule to include:

        ▪ Delivery of capability and payment milestones as agreed during negotiation

        ▪ Resourcing of the schedule including personnel and operating costs.

        ▪ Aircraft Certification and Registration timelines

        ▪ Security accreditation timelines

        ▪ Set-up and basing activities

        ▪ Work up of maintenance and supply chain activities

        ▪ Testing and evaluation events that require Authority sign-off

        ▪ Risks, uncertainty and mitigation activities including identification of 10% (ten percent), 50% (fifty percent) and 90% (ninety percent) confidence estimates for each milestone.

    o The Schedule shall include the identification of the critical path, project and Contract milestones, and all statutory UK holidays.

- Resources & Finance

- o Resource and cost profiles, clearly demonstrating how this is linked to the incremental delivery of capability (identified by transition milestones) between award of the contract and FOC.

- o Payment milestones as capability is Accepted by the Authority.

- o A profile of how the service will incrementally increase in capacity prior to the achievement of FOC and the associated service delivery payments.

- Risk Management

    - o Risk register detailing the Tender's transition delivery risks and associated mitigation actions.

- Personnel

    - o HR recruitment plan detailing the timing, recruitment means and training of SQEP to deliver the Service during the Transition Phase

- Communications

    - o Communication process and stakeholder mapping to identify and manage initial engagements to building the service, including any GFE agreements, service user presentations, senior stakeholder presentations on proposed solutions and media engagement through the Authority.

- Governance and Reviews

    - o Review plan, including internal and external reviews of progress, detailing Authority attendance as required.

- Security Accreditation

    - o Activities required for the achievement of accreditation and compliance with the DEF STAN detailed in DID 19 to be included in the Schedule. All risks to be included in the risk register.

- GFA

    - o Plan to list dependencies and timelines.

- Acceptance

    - o To ensure progressive acceptance of capability up to and including FOC in line with solution proposed (see DID 15). This is to include the acceptance processes to be followed and how the Authority will formally declare acceptance of capability.

    - o Acceptance criteria, which is to include:
        - ▪ Details of proposed demonstration events where the Contractor will demonstrate compliance with the activities, effects and outcomes articulated in the ASDOT Training Profiles.
        - ▪ How the Contractor will meet the agreed maximum availability at FOC (i.e. delivery of the maximum daily simultaneous sortie rates).

    - o Detailed list of capability and Acceptance Milestones with planned achievement dates (see DID 15).

    - o The proposed format of Acceptance Case Reports.

    - o How the Contractor will manage the acceptance process in collaboration with the Authority's ASDOT Acceptance and Assurance Working Group (A3WG).

DID 14 – Monthly Performance Report

1. The Contractor shall deliver a Monthly Performance Report which shall include, but is not limited to:

    a. A management dashboard, shall include, but is not limited to;

        (1) Executive summary of period, including:

            (a) Key achievements;

            (b) SFP

            (c) SCP

            (d) DCO

            (e) DNCO

            (f) DPCO

            (g) SQEP Update (PI-2)

            (h) Milestone payment tracker (for Transition Phase only)

        (2) Milestone / deliverable tracker, including Red, Amber and Green (RAG) confidence status;

        (3) Top risks, issues and opportunities, including mitigation or action status;

        (4) EV statistics for the Calendar Month in accordance with DEFCON 647 (Financial Management Information)

        (5) KPI RAG status;

        (6) PI RAG status;

        (7) Brief programme of activities for the following Calendar Month;

        (8) Milestone payments;

    b. An updated version of the Schedule (Transition or business as usual, dependant on phase).

    c. An updated version of the risk register.

    d. New and outstanding issues

        (1) New and outstanding issues for the period represented by the Monthly Performance Report

        (2) Progress made towards their rectification.

    e. KPI Report, to include, but not limited to;

        (1) Performance against the KPI and the PIs for the previous month;

        (2) Historical trends against the KPI and the PIs;

        (3) Actions being taken to restore performance, where required;

    f. The Total Monthly Payment, to include;

        (1) Breakdown of any premium payments;

        (2) Breakdown of any performance deductions.

        (3) Accruals evidence for any milestones

DID 15 – Test, Evaluation and Acceptance Plan

1.   The Contractor shall deliver a Test, Evaluation and Acceptance Plan which shall describe how the evidence to support the acceptance of capability (that meets the Authority's needs) shall be produced.

2.   The Contractor's Test, Evaluation and Acceptance Plan should be coherent with, and in the format as detailed in the Acquisition System Guidance (ASG).

3.   As a minimum the plan shall describe:

   a.   How the Plan supports the Contractor's acceptance strategy..

   b.   The extent to which the Contractor intends to utilise existing information and data to generate the necessary evidence to support acceptance.

   c.   How any shortfalls in evidence will be addressed (e.g. by planning additional testing to generate new evidence).

   d.   The proposed test, evaluation and acceptance activities, detailing all key integration and support activities that include dependencies upon the Authority.

   e.   The acceptance schedule. A level 0 Gantt chart (or equivalent that is acceptable to the Authority) identifying the critical path to delivering capability milestones is to be included as part of the Contractor's Test, Evaluation and Acceptance Plan.

   f.   The resources requirements for test and acceptance activities.

   g.   How the Contractor's plan connects to or is supported by any subordinate test plans, test schedules, test scenarios, test cases/procedures and test reports (including independent reports).

   h.   References to key risks against delivery of the capability milestones and the Contractor's proposed mitigations.

   i.   How the Contractor will manage evidence and store it to maintain an audit trail.

   j.   The applicable Stakeholders and how the Contractor proposes engaging with them to deliver their acceptance plan within the proposed schedule.

   k.   The format of the Contractor's proposed Acceptance Case Report which is to be approved by the Authority.

   l.   How the Contractor proposes to work with the Authority (through the ASDOT Acceptance and Assurance Working Group (A3WG) to seek the Authority's endorsement of Acceptance against the proposed Capability and Acceptance Milestones.

4.   Explanation of how agreed GFA will contribute to delivery of test, evaluation and acceptance.

DID 16 – Capability Roadmap

1.   The Capability Roadmap is the Contractor's opportunity to demonstrate a strategic vision for the ASDOT capability over the life of the Contract and how it intends to deliver additional benefits in a partnering relationship with the Authority. It should demonstrate the extent to which the Contractor is prepared to embrace, and capable of adapting to, new technologies and how it will address the Authority's aspiration to leverage Live, Virtual and Constructive (LVC) capabilities to improve the effectiveness of live training in tandem with increased cost efficiency. The Roadmap should provide indicative timescales for potential service improvements, pan-capability coherency issues (i.e. what would need to be in place with other capabilities for the benefits to be fully realised) but should <u>not</u> include indicative costs. The Capability Roadmap must discuss how potential technological changes may affect the volume of live flying going forward and provide innovative suggestions as to how you would see the costs and benefits of this approach being shared within this partnering relationship. The initial baseline requirement is for a volume of 'effects on task'. It is the Authority's expectation that innovation, supplemented by or in combination with improvements in technology (and viz á viz capability), will permit an increasing proportion of these effects to be delivered by alternative means with a consequential concomitant reduction in live flying.

2.   The Capability Roadmap shall include, as a minimum, the sections listed below:
- **Introduction**
    - Capability baseline:
        - A contextual view of the Service using a System of Systems Approach (SOSA)

- **Aim.** This should articulate the Contractor's strategic vision for how it will deliver a flexible and adaptable service in partnership with the Authority throughout the duration of the Contract. This is to ensure that the provision of the service remains relevant, represents value for money, is coherent with other capabilities employed by the Authority, and demonstrates the ability to exploit new technologies and capabilities as they emerge.

- **Executive Summary.** The Capability Roadmap should include:
    - Out of Service Dates (OSDs) for systems within the initial capability baseline and how the Contractor plans to sustain the capability throughout the term of the Contract.
    - How and when the Contractor expects to adapt the baseline capability within the scope of the initial Contract over the life of the Contract.
    - The ability to integrate with future capabilities. As a minimum, this should include:
        - LVC capabilities.
        - The Chimera Electronic Warfare Enterprise.
        - Defence Operational Training Capability.
    - A detailed list of the capabilities that could potentially be introduced by the Contractor in the period to 2035, including any anticipated Risks, Assumptions, Issues, Dependencies, Opportunities (RAIDO). It should also clearly articulate the benefits that these additional capabilities could deliver (cashable and non-cashable) and how the proposed continuous improvement arrangements with the Contractor would be employed to share the gains generated by realisation of these benefits.
    - A Contractor's view of how the Authority might exploit opportunities to leverage improved capability from within the <u>initial capability baseline</u>:
        - This is by adapting the Users' existing, planned or potential future capabilities in order to derive more benefits from within the contracted baseline.
        - Where possible, provide independent technical assessments that demonstrate the maturity of any claimed Technology Readiness Levels (TRLs).

- o Pan capability coherency issues. This should articulate what other changes would need to be made (if any) in the Authority's capabilities in order for the benefits to be fully realised.

- **Glossary**

  - o Acronyms

  - o Abbreviations

- **References to research and reports**

STANDARD OPERATING PROCEDURES (SOP)

The SOP devised by the Contractor shall explain to the Authority how the Contractor will deliver the ASDOT capability, including how the required volume, availability targets and KPIs will be satisfied and assured.

DID 17 – SOP

The response shall address the mission scenarios to be flown in accordance with SR-715:

1. Air Warfare & Anti-Air Warfare
2. Air Power Contribution to Maritime Operations (APCMO)
3. Electronic Warfare & Threat Simulation
4. Ground Based Air Defence & Aerospace Battle Management
5. Air Land and Integration
6. Weapon system training, trials, operational assurance

ASTA will provide the Contractor with the tasks to be completed. The ASTA is likely to be based in the North of England (location to be determined) and it is not expected that the Contractor will be co-located. There will be other Users or Military suppliers that the Contractor will be expected to engage with and when creating the SOPs listed below, the Contractor shall detail how it would expect this engagement to take place.

Meetings and Reports

The Contractor shall attend (in person or via Video/Voice Teleconference (VTC) where this facility is available) the following meetings and produce the required reports as part of the service provision and incorporate these outputs within their SOPs:

Event	Occurrence	Level of Contractor Representation	Lead Organisation	Minimum Input Required
Mission Briefs and Debriefs (attend meetings)	Per training serial	Nominated SQEP who are informed and authorised to act on behalf of the Contractor and who can meet the outcomes required by the Authority.	Operating Unit	Pilots/aircrew required to interact with other scenario participants as detailed in the Exercise Operating (Op) Order, Trial Order or Tasking Instruction as applicable to the activity being undertaken.
Post Exercise Reports (produce reports)	As required	Nominated SQEP who are informed and authorised to act on behalf of the Contractor and who can meet the outcomes required by the Authority.	Lead Command for Exercise	Reports as required. Post Mission/exercise reporting requirements will be stipulated in each Exercise Op Order, Trial Order or Tasking Instruction as applicable to the activity being undertaken.
Mission Reports (MISREPS) (produce reports)	As required by the Tasking Instruction, Exercise Op	Nominated SQEP who are informed and authorised to act on behalf of the	Operating Unit	Reports or provision of data as specified by the Tasking Unit. MISREP reporting requirements will be stipulated in each

	Order or Trial Order	Contractor and who can meet the outcomes required by the Authority.		Tasking Instruction, Exercise Op Order or Trial Order as applicable to the activity being undertaken.
Airfield / Airspace User Working Group (attend meetings)	Bi-annually	Nominated SQEP who are informed and authorised to act on behalf of the Contractor and who can meet the outcomes required by the Authority.	All applicable military bases	Attendance at all meetings initiated by all military airfields to which Contractor regularly deploys Aircraft. Furthermore, attendance at the periodic (Civil Aviation Authority) CAA Airspace User Forums is required. This can be limited to the areas where ASDOT activity is most prevalent.
FOST Flight Safety Meetings (attend meetings)	Quarterly	Nominated SQEP who are informed and authorised to act on behalf of the Contractor and who can meet the outcomes required by the Authority.	FOST	Attendance required. Direct input/presentations as requested by FOST.
Crash and Incident Response Planning (attend meetings)	Minimum of annually but as directed	Nominated SQEP who are informed and authorised to act on behalf of the Contractor and who can meet the outcomes required by the Authority.	Operating Unit	Participation in planning and rehearsal of any Authority Establishment Crash & Disaster/Major Incident Plan as directed by the Station Commander of base. May apply regardless of basing solution as training serial scenario may involve Contractor Aircraft and an ASDOT mission (e.g. response to Mid-Air Collusion (MAC) event).
Ad-hoc Operations Meetings (attend meetings)	As required	Nominated SQEP who are informed and authorised to act on behalf of the Contractor and who can meet the outcomes required by the Authority.	ASTA	Meetings as required to resolve tasking issues.
Initial, Main and Final Planning Conferences	As required	Nominated SQEP who are informed and authorised to act	Lead Command for exercise	Meetings as required to support exercise planning. Number of meetings will be

(IPC/MPCs) (attend meetings)		on behalf of the Contractor and who can meet the outcomes required by the Authority.		dependent upon the number of exercises the Contractor is tasked to support. Attendance at each to be agreed in advance with the ASDOT ASTA.
FOST Fixed Wing Working Group (FWWG) (attend meetings)	Bi-annually	Nominated SQEP who are informed and authorised to act on behalf of the Contractor and who can meet the outcomes required by the Authority.	FOST	As required by FOST to review, alongside Hawk TMk1 operators, SOPs for FOST activity.
RN Fighter Controller Training Working Group (attend meetings)	4 mthly	Nominated SQEP who are informed and authorised to act on behalf of the Contractor and who can meet the outcomes required by the Authority.	Royal Naval School of Fighter Control (RNSFC)	As required by RNSFC to review, analyse and address any relevant issues resulting from lessons identified and/or outputs from post course reviews.
Procedures for the Control of Non-Operational Jamming (PCNOJ) (attend meetings)	As required	Nominated SQEP who are informed and authorised to act on behalf of the Contractor and who can meet the outcomes required by the Authority.	CAA	HQ Air ASACS SO2 is the MoD lead regarding PCNOJ and will subsequently direct input required.
Standardisation Procedures Meeting (attend meetings)	As required	Nominated SQEP who are informed and authorised to act on behalf of the Contractor and who can meet the outcomes required by the Authority.	1 Gp	Standardisation meetings as required with Typh FHQ with respect to Hawk TMk1 and Typhoon Tr1 operations
TTP review Meeting (attend meetings)	As required	Nominated SQEP who are informed and authorised to act on behalf of the Contractor and who can meet the outcomes	AWCs	The provider shall regularly engage with the Air, Maritime and Land Warfare Centres to ensure that TTPs remain representative of the threat.

		required by the Authority.		

The following sections shall be applied when structuring the response:

Mission Preparation:

- Tasking and scheduling
  - Roles and responsibilities
  - Prioritisation
  - Tasking process to include:
    - Form 1: Design a tasking form enabling the Contractor to acquire the information to support a tasking
    - Form 2: Design a record capture form enabling the Contractor to demonstrate on a weekly and monthly basis the hours/tasks flown to support training and claim for costs
    - Form 3: Design a form to capture events to support forward planning based on information given to the Contractor. This should also capture asset availability to support ASTA planning and prioritisation.
    - Form 4: Design a form that captures cancellations and justifications that will require validation from the ASTA for payment or non-payment claims.
  - Operations away from normal operating locations (overseas and within the UK)
    - Form 5: Design a form for ad hoc tasks including overseas tasks whereby the Contractor will need to gather information from the ASTA and return for approval. This should include timescales for turnaround time of receipt of completed request, pricing and approval activities.
  - Alterations to Tasking
- Mission support
  - Acquisition and employment of threat simulation data from Joint Electronic Warfare Operational Support Centre (JEWOSC)
  - Endorsement of threat models (via Defence Intelligence and Warfare Centres)
  - Mission support/planning systems
  - Acquisition and management of cryptographic/Keymat data
  - Acquisition of mission and flight planning data
- Flight/mission planning
  - Operations away from normal operating locations
    - UK
    - Overseas
  - Mission planning system
  - Mission data loads
  - Threat models
  - Spectrum clearances
  - Compliance with the PCNOJ
  - Airspace Control Measures (ACM)
  - Composite Air Operations/Large Force Exercises (COMAO/LFE)
  - Low flying
  - Formation flying
  - Communications
  - Special Instructions (SPINS)
  - Diversion planning criteria
  - Briefing requirements
    - Time check
    - Crew composition
      - Responsibilities
      - Currency
      - Admin
    - Task
      - Overview
      - Other participants
      - Desired mission outcomes
    - Meteorology

- Airspace, Airspace Control Measures and Air Traffic Control (ATC) Procedures
- Hazards and Notice to Airmen (NOTAMS)
- Domestics
  - Timings
  - Call signs
  - Comms procedures (including reversionary procedures)
  - Spare ac
  - Go/No Go Criteria
- Tactical
  - Fighting Edge Rules
  - Rules of Combat
  - Evasion
  - Target Brief
  - Range Brief
  - COMAO/LFE
  - CAS
  - CARG/ ATRG Threat Profiles
  - Affiliation
- EW
  - Admin (PCNOJ compliance)
  - Electronic Attack (EA) Plan
  - Safety
- Safety
- Emergency procedures
  - Supervision and authorisation
- Safety
  - Emergency Response Plans
  - Flight safety
    - Roles and responsibilities
    - Meetings
    - Occurrence Report (OR) – responsibilities and management
- Information management
  - Frequency allocations
  - Callsign
    - Allocations
    - Approvals
- BC and Disaster Recovery
  - Off-site storage
  - Backup periodicity
  - Emergency contingency
  - Restore/reinstatement periodicity
  - Audit programme

Mission Execution:

- Flight Operations
  - Safety
  - Compliance with Regulations
    - List of regulations required.
  - Crash Cat Requirements
  - Flight crew information folders
  - Survival equipment
  - Diversions
  - Aircraft incidents
  - Aircraft accidents
  - Carriage of military personnel
    - Passengers
    - Supernumerary crew
  - Operating instructions at Main Operating Base (MOB)

- o Operating Instructions away from MOB
  - UK military airfields
  - UK civil airfields
  - NATO military airfields
  - Non-NATO military airfields
- o Low flying
- o Formation and close formation flying
- o Emergency procedures
- o Operation Security (OPSEC), Emission Security (EMSEC) and Communications Security (COMSEC) procedures
- o EW employment
- o Spoofing
- o Use of Radio Frequency (RF) countermeasures
- o Use of IR Countermeasures
- o Air to air gunnery SOPs
- o Surface to air gunnery SOPs
- o Sortie aborts
- o Voice procedures
- o Night operations
- o TTPs

Mission Debriefing & Analysis:

- Post task administration
  - o Task completion criteria (DCO, DPCO, DNCO)
  - o Analysis (format and provision to User)
  - o Provision of data to the User
- Mission de-briefing
  - o Facilities
    - VTC, telephone.
    - Classification
  - o Format
    - Location
    - Timing
    - Attendance
  - o Content
    - Mission data review
    - Safety
- Mission analysis
  - o Mission data review
  - o Lessons management
    - Internal lessons
    - Lessons to be shared with the Authority for the Authority to action
  - o Evaluate training activity
  - o Review user feedback
- Record completion – flying hours for:
  - o Platforms
  - o Equipment
  - o personnel

DID 18 - Airworthiness Strategy

1. The purpose of Airworthiness Strategies - as well as satisfying the regulatory requirements, Airworthiness strategies fulfil the following broader set of functions:
    a. To explain how Airworthiness will be established and maintained.
    b. To explain the approach to Air System Certification as defined in RA 1120.
    c. To explain the principles that will ensure that the Aircraft type will remain airworthy.
    d. To confirm the viability (fitness for purpose and deliverability) of arrangements for compliance with the MRP (where an Air System is appropriate for Military Registration).
    e. To form a foundation, against which the ASDOT DT develops all its Airworthiness policies, processes, procedures, people, products.
    f. To describe the tools and activities required to populate the ESA.
2. A Template Airworthiness Strategy can be found in the ASDOT ITN Data Room or by contacting the ASDOT Type Airworthiness Authority (TAA).

3. The Airworthiness Strategy shall include, as a minimum, the detail listed below:

Principles for Type Establishment / Certification.
    a. Competent Organisations / People (Including but not limited to the following):
        i. A broad statement of policy for Design Organisation approvals and oversight, T&E Flying and records management.
        ii. An outline of end-to-end processes and procedures, proposed team structure, roles and responsibilities, key documents.
    b. Recognised Standards (Including but not limited to the following):
        i. A clear statement on the standard set(s) against which each Air System and sub-system will be certified. A proposed Type Certification Basis (MCRI A-03) is to be proffered for each proposed air-system for which a template/example is available in the ASDOT ITN Data Room or by contacting the ASDOT TAA.
        ii. If applicable to the bid, consideration for the use of RPAS must be included by reference to MRP RA 1600.
        iii. Consideration for ordnance, explosives and munitions must also be captured.
        iv. MRP compliance, including intent for approval of Acceptable Means of Compliance (AMC)/Waivers/Exemptions (and justification) where applicable (see separate MRP Compliance Matrix requirement).
    c. Management Systems (Including but not limited to the following):
        i. How major modifications are to be managed.
        ii. Airworthiness accountabilities for Certification and competence of relevant people & organisations to discharge them should be clearly articulated including:
            1. TAA
            2. Industry.
            3. Other Regulatory Bodies
        iii. Viability (i.e. statement on the sufficiency of resources)
    d. Independence
        i. Arrangements for Independent Oversight (i.e. Independent Safety Auditor (ISA) and Independent Technical Evaluator (ITE).

Principles for Type Airworthiness Management
    e. Competent Organisations / People (Including but not limited to the following):
        i. An outline of end-to-end processes and procedures, proposed team structure, roles and responsibilities, key documents such as SMP or Type Airworthiness Management Expositions etc.
    f. Recognised Standards (Including but not limited to the following):
        i. MRP compliance, including intent for approval of AMC/Waivers/Exemptions (and justification) where applicable. (See separate MRP Compliance Matrix requirement).
    g. Management Systems (Including but not limited to the following):

i. A broad statement of policy for ongoing Design Organisation oversight, integrity management (structures, systems and propulsion integrity management), configuration management, maintenance of the Aircraft Document Set (ADS), and fault and OR and correction, highlighting any plans to exploit Third Party Airworthiness solutions.

h. Airworthiness accountabilities for Design Management and competence of relevant people & organisations to deliver them, including but not limited to the following:

i. Industry (including Post Design Service (PDS) arrangements)

ii. Other Regulatory Bodies

iii. Viability (i.e. statement on the sufficiency of resources).

i. Independence

i. Arrangements for Independent Oversight (i.e. ISA, ITE and DQAG-FF).

ii. First, Second and Third Party audits

Principles for Production & Supply Management

j. Competent Organisations / People (Including but not limited to the following):

i. At broad statement of policy for Production Organisation (PO) oversight, product conformity assurance, and records management, highlighting any plans to exploit Third Party Airworthiness solution.

ii. An outline of end-to-end processes and procedures, proposed team structure, roles and responsibilities, key documents such as SMP or Production & Supply Management Expositions etc.

k. Recognised Standards (Including but not limited to the following):

i. MRP compliance, including intent for approval of AMC/Waivers/Exemptions (and justification) where applicable. (See separate MRP Compliance Matrix requirement).

l. Management Systems (Including but not limited to the following):

i. Airworthiness accountabilities for Production and Supply Management and competence of relevant people & organisations to deliver them, including but not limited to the following:

1. Concessions and deviations
2. Industry
3. Other Regulatory Bodies
4. DQAG-FF

m. Viability (i.e. statement on the sufficiency of resources).

Principles for Continuing Airworthiness Management

n. Competent Organisations / People (Including but not limited to the following):

i. A broad statement of policy for Maintenance Organization (MO) approvals and oversight with reference to key documents such as Civil or Military Continuing Airworthiness Management Exposition (CAME) etc. where they exist.

ii. Plans for appointment of CAM and establishment of Continuing Airworthiness Management Organisation (CAMO).

Principles for Safety Management

o. Principles for establishing satisfactory Safety Management System including but not limited to the following:

i. Safety Management System and associated Plan (both equipment safety and Air Safety (RA 1200 and RA 1120 series refer)).

ii. Principle safety products such as Hazard Log and Loss Model.

iii. MRP compliance, including intent for approval of AMC/Waivers/Exemptions (and justification) where applicable.

iv. Accountabilities for Safety Management and overlap with Airworthiness tasks:

1. CAM
2. Front Line Command (FLC)
3. Industry
4. Other Regulatory Bodies

v. Relationship to DE&S Safety Management System.

vi. Relationship to FLC and Military or Civil Duty Holder/Accountable Manager Safety Management System.

vii. Assurance

1. Arrangements for Independent Oversight (i.e. ISA and ITE).
2. Intent for MAA and ISA Audit, Internal DT audit, other Third Party reviews.

Periodicity of Update

p.   The Airworthiness Strategy shall be reviewed during the ITN phase with updates provided as requested by the TAA. Following Effective Date, the strategy is to be kept under review by the Contractor, with a formal review being conducted on at least an annual basis. Where the Parties agree that changes are to be made to the plan, the Contractor shall deliver updates to the Authority no later than 10 (ten) Business Days after incorporation of those changes. However, it is likely to need to be refreshed (and approved) in any of the following circumstances:

    i.Changes in approach to the delivery of Airworthiness, perhaps because the assumptions that were made in the original Airworthiness strategy proved to be incorrect.

    ii.Changes in commercial arrangements.

    iii.Major modification to the Aircraft type.

    iv.Planning the delivery of Airworthiness in a new stage of the CADMID/T cycle.

    v.Changes in MAA regulation or policy.

DID 19 - Air Safety Management System (ASMS) & Air System Safety Case (ASSC)

1. The Contractor shall deliver an initial draft of the ASMS as detailed in DEF STAN 00-056, part 1, issue 7 and DEF STAN 00-056, part 2, issue 5 and an ASSC (MRPs RA 1200/1, issue 4 and RA 1205, issue 5 refer) as part of the ITN response and the final version no later than three(3) Calendar Months from the Effective Date.

Note: The Contractor is made aware that MAA/RN/2018/03 was released by the MAA on 20 Mar 18 and is advanced notice of the re-categorisation of aviation activities within the DEA and implementation of Niteworks ASSC (MAA01, RA 1120 Series and RA 1205). The impact of this Regulation Article upon the ASDOT project will need to be accommodated.

2. Air Safety Management System (ASMS)
   a. All organizations directly or indirectly involved in Defence Air Environment (DAE) shall establish and maintain an effective ASMS. In compliance with MRP 1200(1), the organization's ASMS should address the auditable facets listed below:
      i. Safety Policy and Objectives:
         1. Leadership, commitment, accountabilities and responsibilities.
         2. Engaged air safety culture.
         3. Air safety priority, objectives and targets.
         4. Organization, key safety personnel, air safety competencies.
         5. Defined interfaces with adjacent SMS2.
         6. Emergency response planning.
         7. ASMS documentation.
      ii. Safety Risk Management:
         1. Reporting and investigation.
         2. Hazard identification.
         3. Safety risk assessment and mitigation.
      iii. Safety Assurance
         1. Safety performance measurement and compliance monitoring.
         2. Management of change.
         3. Continuous improvement of the ASMS.
         4. Retention, evaluation and feedback of information.
      iv. Safety Promotion:
         1. Training and education.
         2. Safety communication.
3. Air System Safety Case (ASSC) -;
   a. The Contractor is to produce an ASSC in accordance with MRP RA 1205 issue 5 as a through-life body of evidence that presents a coherent safety argument demonstrating that all credible RTL associated with an Air System have been identified, assessed and mitigated satisfactorily.
   b. The ASSC will need to give consideration across all Defence Lines of Development (DLODs) with the associated arguments being proportionate to the specific needs of the activity and the level of risk.

4. Periodicity of update - The suite of Contractor owned safety documents shall be kept under review by the Contractor, they shall be approved by a suitable authorised Representative of the Contractor in accordance with the roles and responsibilities defined in the relevant management plan and endorsed by the Safety Committee. Preliminary versions of the documents may be required as the maturity of the products, services and systems (PSS) develops. The timing and scope of preliminary versions should be agreed with the customer and defined within the SMP.

DID 20 – Safety Assessment and Equipment Safety Assessment Report

1. The Contractor shall provide Equipment Safety Assessment (ESA) Report(s) and Safety Assessment (SA)Report(s) in accordance with RA 1220(3) issue 4. A combined ESA and SA Report is acceptable. The approach to safety reporting shall comply with that defined within DEF STAN 00-056 part 1, issue 7 and DEF STAN 00-056 part 2, issue 5. The terms ESA, SA and ASSC are used in MAA Regulatory publications in the Defence Air Environment (DAE).

2. Both the ESA and SA Report(s) should clearly set down the evidence and arguments used to justify the safety of the item such that it can be used to support the host Air System's ESA and the ASSC the ESA/SAs shall be maintained and routinely kept up-to-date throughout the life of the Air System or equipment.

3. The Contractor shall confirm that ESA/SA Reports:
    a. Shall be kept under review by the Contractor and approved by a suitable authorised representative of the Contractor in accordance with the roles and responsibilities defined in the relevant management plan and endorsed by the Safety Committee.
    b. Shall be subject to audit and that full rights to audit is granted to the customer.
    c. Timing and scope shall be agreed with the customer and defined within the SMP.

DID 21 - Human Factors Integration (HFI)

1) The Contractor shall establish and manage a HFI Management System in accordance DEF STAN 00-251 HFI for Defence Systems, Parts 0,1,2,3, issue 1
2) In accordance with DEF STAN 00-251 the Contractor shall deliver:
   a) An HFI Plan
   b) An Early Human Factors Analysis (EHFA), with associated HFI RAIDO Register
   c) A Target Audience Description (TAD)
3) The HFI Plan shall include, but is not limited to;
   a) An explanation of how the Contractors proposal will minimise Human Factors risks in all areas, in order to promote safe, efficient and reliable operation.
   b) An explanation of the Contractor's proposed HFI processes and their impacts
   c) On Human Factors engineering, manpower, personnel, training, safety, Health Hazard Assessment (HHA) and social/organisational elements of the proposed solution.
   d) Identification of existing knowledge, skill and experience capabilities in all the HFI domains identified at point b) above.
   e) To include biographies of the main SQEP HFI personnel to be employed during the bidding phase and Contract Period.
   f) An explanation of how the Contractor intends to involve 'End Users' in the design, development and assessment of their solution.
   g) An explanation of how the Contractor intends to integrate HFI activities with the Integrated Test, Evaluation and Acceptance Plan (ITEAP).
4) The HFI Plan shall relate to and support all the following itemised goals throughout the project life cycle:
   a) People-Related RAIDO shall be identified and managed throughout the project life cycle.
   b) Human Factors Integration Process Requirements (HFIPRs), as defined in DEF STAN 00-251, shall be followed, ensuring that HFI processes are properly and adequately undertaken.
   c) Human Factors related system requirements and elicited sub system requirements shall be identified, ensuring that the HFI technical aspects of the solution are properly and sufficiently addressed.
   d) A human-centred design approach that involves the 'End Users', in system and equipment design and evaluation shall be adopted.
   e) Established HFI principles, accepted best practice, and suitable methods, tools and techniques and data shall be used.
   f) People-Related considerations of the Contractors proposal shall undergo formal scrutiny, assessment and acceptance.
5) All the above shall be applicable to operators and maintainers of the Contractors proposal and others who support its operation and maintenance.

DID 22 - Electromagnetic Control Plan (EMCP)

1. The Contractor shall deliver an EMCP which defines the requirements necessary to implement an effective EM control strategy in line with the Contractor's proposal. It serves to demonstrate an understanding of EM risks, expose any inadequate specifications, assess required resources, permit detailed progress monitoring and define responsibilities. In addition, they serve to co-ordinate the documentation, integration and testing necessary to achieve EMC in line with DEF STAN 59-411, part 1, issue 2.

2. The EMCP shall include, as a minimum, the sections listed below:
   - Technical Description;
   - Applicability;
   - Requirements;
   - Management and Organisation;
   - Documentation;
   - Design Policy;
   - EM Verification;
   - QA Programme.

DID 23 – Environmental Management Plan

1. All MOD (DE&S) projects are mandated to use the Acquisition Safety and Environmental Management System (ASEMS) to manage environmental risk. This stipulates that all projects shall meet the objectives set out in the Project Oriented Environmental Management System (POEMS). POEMS provides MOD guidance on delivery of MOD safety management and safety engineering and should be used by contractors, and suppliers. The Contractor shall confirm adherence to this policy.

Note: ASEMS website may be accessed via: **{** HYPERLINK "http://www.asems.mod.uk/" \h **}**

2. The Contractor shall comply with the environmental management requirements defined within DEF STAN 00-051, part 1, issue 1 (Environmental Management Requirements for Defence Systems - Requirements). The Contractor shall deliver all documents that are referenced at Appendix B of DEF STAN 00-051, part 2, issue 1 (Environmental Management Requirements for Defence Systems - Guidance). This includes the delivery of:

   a. Environmental Management Plan

   b. Register of Environmental Standards

   c. Environmental impact screening and scoping report

   d. Environmental impact management report

   e. Environmental case report including:

      (1). Design for Environmental impact report annex

      (2). Information set environmental summary annex

DID 24 – Safety Management Plan

1. All MoD DE&S projects are mandated to use the ASEMS to manage safety risk. This stipulates that all projects shall meet the objectives set out in the Project Oriented Safety Management System (POSMS). POSMS provides MOD guidance on delivery of MOD safety management and safety engineering and should be used by Contractors, and suppliers. The Contractor shall confirm adherence to this policy.

Note: ASEMS website may be accessed via: { HYPERLINK "http://www.asems.mod.uk" \h }

2. The Contractor shall comply with the safety management requirements defined within DEF STAN 00-056, part 1, issue 7 (Safety Management Requirements for Defence Systems - Requirements). The Contractor shall deliver all documents that are referenced at Appendix 7 to Annex C of DEF STAN 00-056, part 2, issue 5 (Safety Management Requirements for Defence Systems – Guidance on Establishing a Means of Complying with Part 1). This includes the delivery of:

      a. Command summary;

      b) Information safety summary;

      c) Safety audit plan;

      d) Safety audit report;

      e) Safety Case/Assessment Report;

      f) Hazard Log Report

      g) SMP

      h) Safety progress reports

3. All DEF STAN 00-056 requirements shall be considered mandatory except for those requirements identified as 'tailorable' in the generic tailoring and compliance matrix at Appendix 1 to Annex B of DEF STAN 00-056, part 2, issue 5. The Contractor shall define the means of demonstration and level of compliance for all requirements of DEF STAN 00—056, Part 1, issue 7. The Contractor shall fully justify how requirement clauses identified as 'tailorable' are to be addressed or how they may be considered as not relevant.

4. The Contractor shall comply with the safety management requirements defined within DEF STAN 00-055, part 1, issue 4 (Requirements for Safety of PE in Defence Systems Part 1: Requirements and Guidance). The Contractor shall deliver all documents that are referenced at Appendix 1 and 2, Annex D of DEF STAN 00-055, part 1, issue 4. This includes the delivery of;
a. PE Safety Summary Report (including a PE Failure Assessment)
b. PE SMP

Contract Data Requirements (CDR)

Ministry of Defence

CONTRACT DATA REQUIREMENT

1. ITN/Contract Number	2. CDR Number	3. Data Category	4. Contract Delivery Date
UKMFTS/2017/03	01	Operation	TBD

5. Equipment/Equipment Subsystem Description	6. General Description of Data Deliverable
Provision of ASDOT Service	SOP for provision of ASDOT Service

7. Purpose for which data is required	8. IPR
Competitive Tendering for future supply of the ASDOT Service	a. Applicable DEFCONs DEFCON 15 (Design Rights and Rights to use Design Information) DEFCON 21 (Retention of Records) b. Special IP Conditions None

9. Update/Further Submission Requirements

10. Medium of Delivery	11. Number of Copies
Paper (Via ITN Process)	As advised in ITN

Meetings

1. **Introduction**

This Annex 3 to Schedule 7 (*Meetings*) identifies and defines the Terms of Reference for the Project meetings and their frequency required under the Contract. In addition to the Project meetings at paragraph 8 below, the Contractor shall be required to support ad-hoc meetings and visits when these are required as part of the ASDOT Service. These ad-hoc meetings will normally be held at the location where the work in question is being performed.

These meetings do not have the authority to change the requirements as expressed in the Contract. Any change to the Contract Requirements can only be authorised by the issue of an official Contract Amendment in accordance with DEFCON 503 (Formal Amendments to Contract).

2. **Records of Meetings**

The Contractor is responsible for producing the meeting minutes in accordance with DEFCON 642 *(Progress Meetings)* for the meetings described at Appendix 1 to 7 to this Annex 3*)* to Schedule 7 (Meetings)as follows;

2.1 **Agendas, Minutes and Action Plans**

a. The same format shall be used to produce agendas, minutes and action plans wherever practical and the secretary of a meeting should aim to follow the following guidelines.

Agenda

b. The secretary to the meeting is responsible for writing and issuing the agenda and shall agree with the chairman the topics to be discussed. The aim is to issue the agenda in time for people to prepare, especially where briefs may have to be agreed and issued in advance. The minimum period of notice shall be 2 (two) Business Days in advance.

c. The agenda's subject heading shall state the general purpose of the meeting, together with the location, room, time and date.

d. The body of the agenda shall contain a list of the items for discussion arranged in a logical order. Each item may have a summary of the topic, or show who (if not the chairman) will lead the discussion. The time given for discussion of each item shall also be provided in each item summary.

e. When the meeting is one of a regular series, the first 2 (two) items shall be 'Minutes of the Last Meeting' and 'Matters Arising from the Last Meeting'. The last 2 (two) items are often 'Any Other Business' (AOB) and 'Arrangements for Next Meeting'.

2.2 **Minutes**

a. The secretary to the meeting is responsible for writing and issuing the minutes of a meeting as a record of the business at a meeting. The minutes summarise the discussion, show any decisions and specify who will take the action. Once the minutes have been approved by the chairman they shall be distributed without delay.

b. The subject heading shall state the name (or general purpose) of the meeting, its location and date, but not the details of the room and time.

c. The subject heading is followed by a list showing the people at the meeting by name and job title. The list shall be prefaced by the word 'Present' with the chairman listed first and the Secretary

last regardless of their ranks or grades. Others should be identified along with their job title and listed in alphabetical order or in descending order of rank or grade.

d.　　　For those invited to meetings to give specialist advice or to represent a higher authority. Their details should be added to the list of attendees after those 'Present', prefaced by the entry 'In attendance'.

e. For those due to attend a meeting but cannot send a suitable representative. The list of attendees should record the representative's details in the list of those 'Present', and also show the name and job title of the person they represented. If there is no representative, list their details prefaced by 'Apologies'.

f. If attendees do not attend the whole meeting, record the items for which they were present, in one of the following ways:
By exclusion. '(Not for Item 1)'.
By inclusion. '(Items 2 and 3 only)'.

g. The chairman normally deals with the items in the order given on the agenda. Record each item under a group heading, copied directly from the agenda. Below the item heading, separate paragraphs shall be used to summarize the statement of the issue, the relevant discussion and the decisions.

h. Where there is a need for protective marking it will be as directed by the chairman. If all items need an equal protective marking, it shall be shown only at the top and bottom of each page.   The marking shall be repeated on the reverse of the final page of a hard-copy document. If the markings for items vary, they shall show the protective marking of individual Items [in brackets] on the same line as the item heading. The highest protective marking shall be used as the overall marking for the minutes. No protective marking shall indicate that individual items, or the minutes are unclassified.

i. Minutes shall be accurate, brief and logically arranged, and shall be written using an impersonal style in reported speech. All significant events shall be recorded. Only record the amount of detail necessary for a reader who was not at the meeting to understand the reasons for the decisions.

j. Each item is reported as 'a minute' and should be written in three(3) parts, as follows:

    i)　State the issue. The first part outlines the issue to be resolved.

    ii)　Record the discussion.

    iii) Detail the decision(s). The discussion of each item should lead to at least one decision, which a secretary must express in clear and precise terms. Each decision needs to show who will do *what* (by *when*, *where* and *how*). To avoid ambiguity, word each decision as a single sentence. The action needs to be placed on an individual or individuals, using their job title, both in the text and in the Action column. The chairman should summarize the discussion and state the decision(s) agreed.

k. The distribution list shall be compiled using the following conventions:

    i)　The action addressees are all those who were at the meeting in any capacity, including the secretary.

    ii)　When someone is represented at a meeting, both that person and the representative are action addressees.

    iii) When someone sends apologies, list the person as a copy addressee.

iv) Use primary job titles in the distribution (which may differ from the capacity in which people attended the meeting).

2.3 Record of Decisions

a.   The chairman of a meeting may decide that a record of decisions should replace full minutes. To produce a record of decisions, change the subject heading to read 'Record of Decisions…' Then use the item headings from the agenda; state the issue; leave out the discussion; and just record the decisions.

2.4 Action Plans

a.   Action plans, or grids, are used to summarize the way forward on a subject and to set out actions and timetables for lead personnel. The need for an action plan may result from a meeting or series of meetings. An action plan may also be used to support complex processes, such as project management. An action plan often forms an annex to a covering document, with the information presented in a table:

Ser No	Item (or Subject)	Action	Due Date	Action lead
1	As required	Sets out what must be done. May also contain a summary of the background or discussion	dd mm yyyy	Job title of person leading the action

3. Timing of Meetings

Meetings should be scheduled to minimise the travel commitments of all personnel whenever possible.

4. Combining Meetings

The Contractor is free to propose that meetings can be combined if this will benefit the Project. The Authority shall have the final decision.

5. Meeting Terms of Reference

The Terms of Reference for the major meetings are defined at Appendices 1 to 7 to this Annex 3) to Schedule 7 *(Meetings),* This list is not exhaustive and the Authority may identify the requirement for other meetings as the project progresses. The Terms of Reference for these other meetings shall be agreed between the Authority and the Contractor.

6. Project Start-up Meeting

There shall be a Project Start-up Meeting to introduce personnel and to provide an opportunity to ensure there is common understanding among all Parties. This Meeting is not included in the listing and shall take place within a month post Effective Date.

7. Attendees

The Authority attendees identified in the Terms of Reference are for guidance. The Authority will send what it considers to be an appropriate team to each meeting given the state of the project. The Contractor will be given a minimum of two (2) weeks' notice of the Authority's intended attendees. The Contractor shall field appropriate representatives at all meetings to present on and respond to all topics raised by the Authority.

8. List of Meetings

    a.   Main Project Meetings.

A hierarchy of the Main Project Meetings are shown in the diagram below:

```
                        Annual Performance
                          Review Meeting
                        ┌───────────────────┐
                        │      Annual       │
                        └───────────────────┘
            ┌──────────────────────┴──────────────────────────────┐
   Quarterly Progress                              Capability
   Review Meeting                              Management Group
   ┌──────────────┐                            ┌──────────────────┐
   │  Quarterly   │                            │  6 (Six) mthly   │
   └──────────────┘                            └──────────────────┘
         │              ┌──────────────┬──────────────┬──────────────┐
  Monthly Performance   Capability      ASDOT Acceptance  Project Environmental  Security Working
  Meeting               Development      & Assurance       and Safety Working     Group
                        Working Group    Working Group     Group
  ┌──────────────┐  ┌──────────────────┐┌────────────────┐┌──────────────┐   ┌──────────────┐
  │   Monthly    │  │Every 6 (Six)     ││iaw Capability  ││  Quarterly   │   │  Quarterly   │
  └──────────────┘  │months from FOC   ││Milestones      ││ Review at FOC│   │ Review at FOC│
                    └──────────────────┘│Review at FOC   │└──────────────┘   └──────────────┘
                                        └────────────────┘
```

Meeting Title	Periodicity	Contractor Attendees	Terms of Reference
Quarterly Progress Meeting (QPM)	Every 3 (three) Calendar Months	See Terms of Reference	Appendix 1 (QPM) to Schedule 7 Annex 3 (Meetings)
Annual Performance Review Meeting (APRM)	Every 12 (twelve) Calendar Months – Will replace every fourth QPM	See Terms of Reference	Appendix 2 (ARPM) to Schedule 7 Annex 3 (Meetings)
Capability Management Group	Every 6 (six) Calendar Months from IOC until Contract completion		Appendix 5 (Capability Management Group) to Schedule 7 Annex 3 (Meetings)
ASDOT Acceptance & Assurance Working Group (A3WG)	Following demonstration of Each Capability Milestone	See Terms of Reference	Appendix 7 (A3WG) to Schedule 7 Annex 3 (Meetings)
Capability Development Working Group	Every 6 (six) Calendar Months from FOC	See Terms of Reference	Appendix 6 (Capability Development Working Group) to Schedule 7 Annex 3 (Meetings)
Project Environmental and Safety Working Group (PESWG**)**	Nominally every 3 (three) Calendar Months until FOC then twice yearly.	See Terms of Reference	Appendix 3 (PESWG) to Schedule 7 Annex 3 (Meetings)
Security Working Group (SWG)	Quarterly	See Terms of Reference	Appendix 4 (SWG) to Schedule 7 Annex 3 (Meetings)
Air Safety Steering Group (ASSGs)	Annual	Relevant Subject Matter Experts and access to platform risk registers.	Chaired by respective ODHs to evaluate Air Safety risks across their Area of Responsibilities (AoRs).
Functional Safety Steering Group (FSSG)	Annual	Relevant Subject Matter Experts.	Review of functional safety RTL activities across respective AoRs, prioritising the resourcing of safety initiatives and providing direction on control measures to be pursued.
Airfield / Airspace User Working Group Meetings	Bi-annually	Nominated SQEP who are informed and authorised to act on behalf of the Contractor and who can meet the outcomes required by the Authority.	Lead Organisation: All applicable military bases. Attendance at all meetings initiated by all military airfields to which Contractor regularly deploys Aircraft, defined as more than 2 (two) planned or actual movements per Calendar Day (averaged over 1 (one) year) (single Aircraft or multiple Aircraft departing on the same mission (within a 5 (five) minute departure window) would count as a single movement). Furthermore, attendance at the periodic CAA Airspace User Forums is required. This can be limited to the areas where ASDOT activity is most prevalent.
FOST Flight Safety Meetings	Quarterly	Nominated SQEP who are informed and authorised to act on behalf of the Contractor and who can meet the outcomes required by the Authority.	Lead Organisation: FOST Attendance required. Direct input/presentations as requested by FOST.
Crash and Incident Response Planning Meetings	Minimum of annually but as directed by the Authority	Nominated SQEP who are informed and authorised to act on behalf of the Contractor and who can meet the outcomes required by the Authority.	Lead Organisation: Operating Unit Participation in planning and rehearsal of any Authority Establishment crash & Disaster/Major Incident Plan as directed by the Station Commander of base. May apply regardless of basing solution as training serial scenario may involve Contractor Aircraft and an ASDOT mission (e.g. response to MAC event).

Ad-hoc Operations Meetings	As required	Nominated SQEP who are informed and authorised to act on behalf of the Contractor and who can meet the outcomes required by the Authority.	Lead Organisation: ASTA Meetings as required to resolve tasking issues.
Initial, Main and Final Planning Conferences (IPC/MPCs) Meetings	As required	Nominated SQEP who are informed and authorised to act on behalf of the Contractor and who can meet the outcomes required by the Authority.	Lead Organisation: Lead Command for exercise meetings as required to support exercise planning. Number of meetings will be dependent upon the number of exercises the Contractor is tasked to support. Attendance at each to be agreed in advance with the ASTA
FOST Fixed Wing Working Group (FWWG) Meetings	Bi-annually	Nominated SQEP who are informed and authorised to act on behalf of the Contractor and who can meet the outcomes required by the Authority.	Lead Organisation: FOST As required by FOST to review, alongside Hawk TMk1 operators, SOPs for FOST activity.
Procedures for the Control of Non-Operational Jamming PCNOJ Meetings	As required	Nominated SQEP who are informed and authorised to act on behalf of the Contractor and who can meet the outcomes required by the Authority.	Lead Organisation: CAA HQ Air ASACS SO2 is the MoD lead regarding PCNOJ and will subsequently direct input required.
Standardisation Procedures Meeting	As required	Nominated SQEP who are informed and authorised to act on behalf of the Contractor and who can meet the outcomes required by the Authority.	Lead Organisation: 1Gp Standardisation meetings as required with Typh FHQ with respect to Hawk TMk1 and Typhoon Tr1 operations
TTP review Meeting	As required	Nominated SQEP who are informed and authorised to act on behalf of the Contractor and who can meet the outcomes required by the Authority.	Lead Organisation: AWCs The provider shall regularly engage with the Air, Maritime and Land Warfare Centres to ensure that TTPs remain representative of the threat.

QUARTERLY PROGRESS MEETING (QPM)

PURPOSE:	To monitor progress in achieving the objectives of the Contract, and review the Quarterly Progress Report. This meeting, together with the Monthly Report, is the principle forum for managing the programme.
OUTCOME:	The Authority is informed of the current progress to date and understands what is to be completed in the following quarter. The Authority is made aware of risks and issues which may impact delivery.
FREQUENCY:	Every three (3) Calendar Months from three(3) Calendar Months after Effective Date until Expiry Date of Contract. Every 4th (fourth) QPM shall be replaced by the Annual Performance Review Meeting.
DURATION:	Nominally 1 (one) Business Day, however duration will be determined by the needs of the project at the time of the meeting.
VENUE:	Unless otherwise agreed the meetings shall be held initially at the Contractor's UK Facility.
ATTENDEES:	Contractor s Project Manager, Commercial manager and Subject Matter Experts (SME) as appropriate
	Authority Project Manager and/or Authority Project Staff, Authority Commercial Staff, and/or Authority customer representatives, SMEs as appropriate.
CHAIR:	Authority Representative.
SECRETARY:	To be provided by the Contractor.

PROPOSED AGENDA (TBD Post Effective Date)

Review and Approval of Minutes of Previous Meeting.

Review of Actions from Previous Meetings.

Project Management
Schedule and milestone review.
Risk management review.
EV analysis review.
KPI review.
PI review.
SQEP review.
Plans and supporting documents review.
Change Register review.
Detailed programme of activities for the following quarter.
Brief programme of activities to completion.
Continuous improvement and efficiency savings

Technical
Overview of technical progress and achievements.
Hardware review.
Software review.
Safety & environmental review.
Security review.
Integration review.

Support services review.
Support publications review.

Commercial
Milestone payments review.
Accruals evidence review.

Any other business.

Date of next meeting.

ANNUAL PERFORMANCE REVIEW MEETING (APRM)

PURPOSE:	To review and agree the in-year performance of the Contractor against the objectives of the Contract and the KPI as detailed within the Annual Performance Report
OUTCOME:	Agreement between the Contractor and the Authority on the performance achieved during the previous year and the plan for managing performance in the following year.
FREQUENCY:	Once a Year, starting 1 (one) year after Effective Date and at the end of each contracted year thereafter, until the Expiry Date. To replace the last QPM of each year.
DURATION:	Nominally 1 (one) Business day, however duration will be determined by the needs of the project at the time of the meeting.
VENUE:	Unless otherwise agreed the meetings shall be held initially at the Contractor's UK Facility.
ATTENDEES:	Contractors Managing Director, Commercial Director, Project Manager and SMEs as appropriate.
	Authority Programme Manager, Authority Project Manager and/or Authority Project Staff, Authority Commercial Staff, and/or Authority customer representatives, SMEs as appropriate.
CHAIR:	Authority Representative.
SECRETARY:	To be provided by the Contractor.

PROPOSED AGENDA (TBD Post Effective Date)

Programme Review:
Current position including changes from the last QPM.
Project management update
Technical update
Commercial update

Performance Review:
Key achievements and successes.
Milestone delivery review.
Performance against the management baseline review.
KPI review.
Risk management review
Learning from experience

Any other business.

Date of next meeting.

PROJECT ENVIRONMENTAL AND SAFETY WORKING GROUP (PESWG)

PURPOSE:	To monitor and report on the execution of the project safety and environmental programme.
OUTCOME:	The Authority is informed of the current safety position and the Hazard Log is updated.
FREQUENCY:	Nominally every 3 (three) Calendar Months until FOC then twice yearly or as required to meet the needs of the project.
DURATION:	Nominally ½ (Half) Business day, however duration will be determined by the needs of the project at the time of the meeting.
VENUE:	Unless otherwise agreed the meetings shall be held initially at the Contractor's UK Facility.
ATTENDEES:	ASDOT Contractor, Project Safety Engineer, ASDOT Contractor Project Environmental Engineer, ISA, Authority Project Manager, Authority Project Staff, and SMEs as appropriate.
CHAIR:	Authority Representative
SECRETARY:	ASDOT Contractor.

STANDING AGENDA

The Agenda for a PESWG should include the following information as a minimum.

The Location, date and time at which the PESWG will convene:

Introduction – The chair will ensure that all persons present are known to the other participants and their sphere of influence. Any new members are to be asked to complete the SQEP form.

Apologies – Apologies from those unable to attend will be recorded for the minutes.

Minutes - Record any changes to the previous minutes and, having noted any such changes, accept as a true record.

Review of Safety Hazards – Discuss the hazards contained in the Hazard Log; such discussion should ensure the following points are adequately covered and recorded:

Open. Discuss all open hazards and progress towards their mitigation and record any changes to be made to the Hazard Form and Log.
Managed (As Low as Reasonably Practical (ALARP)). Discussion on hazards that are currently managed ALARP, reporting when they are liable to be presented to an appropriate Letter of Authority
(LoA) holder to move them to Tolerable and ALARP/Broadly Acceptable.
Managed (Closed). Discussion on hazards that are currently managed closed reporting when they are liable to be presented to an appropriate LoA holder to move them to closed
Tolerable and ALARP/broadly acceptable. Discuss any Hazard that is subject to review.
Action points relating to Hazards. Any action points relating to Hazards on the Log from previous meeting not already covered.

Review of environmental hazards - Discuss any environmental impacts identified within the Environmental Impact Statement (EIS) or Environmental Impact Assessment (EIA)

Review of Air Safety Occurrence Reports (ASOR). (Note generic training equipment PESWGs do not need to include this agenda item.) Discuss any ASOR raised against the platform or Synthetic Training Equipment (STE) and:

Their likely effect on training.
Any actions necessary to address the issue raised.

Change Management - Review any up and coming change/modification to the STE and its effect on safety & environment. Ensure any affected Hazards are updated in the appropriate safety or environmental documentation and the residual risks presented amended as required.

Changes to or new legislation applicable to the STE or Training System/Service (TS). Discuss any changes to or introduction of Legislation that will affect the STE or TS. Minute how the changes are to be incorporated into the legislation index. Details of all changes to regulation or Legislation identified at the meeting are to be passed to the ASDOT Delivery Team Safety & Environmental Manager (SEM).

Audits - Discuss all up and coming audits and the discrepancies, observations and recommendations from previous audits. Minute progress taken to address all the above. (You may wish to include a summary of all outstanding audit recommendations as an annex to the minutes.)

PSEM Plan Development - Review identified safety and environmental legislation for applicability.

Update on progress; general discussion.
Amend the plan to reflect outcome of discussions.

Safety & Environmental Assessment Management - the committee should:

Discuss the project SA, and environmental assessment. Record any amendments that are agreed, including the changes made to the STE and their effect on the residual risk presented by any hazards affected by the change;
Discuss any discrepancies and/or observations and the progress made in addressing them; and
Discuss and assumptions identified and their validity.

Programme of work - review and discuss the programme of work.

Actions from the previous meeting not covered elsewhere – discuss and minute the progress on actions in the previous minutes not covered elsewhere; an agenda item that may or may not be required.

Actions/Issues to be raised to a higher forum – any issue that requires the attention of an alternative or higher level forum, such as the SEMC, should be recorded here. A PESWG committee member is to be given the specific action of reporting the issue to the secretary of the higher forum for inclusion in that meeting's agenda.

Any other business – an opportunity for committee members to raise concerns not already covered. The date for the next meeting should also be set whenever possible.

Date of the next meeting

BRIEFING REQUIREMENTS

The Contractor shall provide a briefing input to the Authority at least three (3) Calendar Weeks prior to the PSC. The briefing input shall detail the status of the project and follow the above agenda.

SECURITY WORKING GROUP (SWG)

PURPOSE:	The SWG provides the forum in which all ASDOT security risks, issues and matters are identified, discussed and appropriately managed. The SWG is responsible for all aspects of security within the project or system. It reports to the project sponsor, Accreditor and project board, and is to meet at frequent intervals, as determined by the project sponsor and Accreditor throughout the whole lifespan of the project or system.
	The SWG's function is to provide support to the project and Accreditor; so that the Accreditor is in a position to grant security Accreditation within the timelines agreed with Defence Assurance and Information Security (DAIS). In particular, the SWG is to:
	a. ensure that risk appetite for the system is clearly articulated.
	b. ensure that the impact of loss of confidentiality, integrity or availability of information and associated impact on reputation has been considered.
	c. identify both general and particular vulnerabilities of assets making up the system, which could be exploited by threat actors.
	d. identify both general and particular threat actors that might exploit project vulnerabilities.
	e. assess appropriate countermeasures to reduce the consequent security risk to the project to an acceptable level in accordance with MOD policy, risk appetite and business requirements.
	f. arrange for the production, approval and promulgation of security documentation. The documentation is to be agreed by the sponsor, the project office and the Accreditor, e.g. where risks have been identified that are outside the stated risk appetite, ensure appropriate escalation
OUTCOME:	To ensure that all systems in the scope of ASDOT meet MOD mandated security standards and attain and maintain accreditation throughout their operational life.
FREQUENCY:	In-Service – Quarterly SWG Meetings.
DURATION:	Nominally 1 (one) Business Day, however duration will be determined by the needs of the Project at the time of the SWG Meeting.
VENUE:	The SWG Meetings shall be held at the Contractor's UK Facility.
ATTENDEES:	ASDOT Contractor, Authority Project Staff, platform STE Original Equipment Manufacturer (OEM), and SMEs as appropriate.
CHAIR:	Authority Representative
SECRETARY:	ASDOT Contractor.

STANDING AGENDA

Minutes of previous meeting.

Review of actions from previous meetings.

Project update.

Cyber security.

Any other business.

Date of next meeting.

BRIEFING REQUIREMENTS

The Contractor shall provide an overview of any updates relating to topics including, but not limited to, existing risks, threats and potential vulnerabilities regarding security to the Authority at least three (3) Calendar weeks prior to the SWG Meetings. The briefing input shall detail the status of security and follow the above agenda.

CAPABILITY MANAGEMENT GROUP

PURPOSE:	To identify, prioritise and review proposed changes to the ASDOT System or Support Services and to review progress of the embodiment of approved changes.
OUTCOME:	Approve or reject proposed changes to the ASDOT system or support services. Escalate complex or high value changes to the management board for approval. The Authority is informed with regards to the progress of change implementation.
FREQUENCY:	Every 6 (six) Calendar Months from the Effective Date until the Expiry Date.
DURATION:	Nominally ½ (half) a Business Day, however duration will be determined by the needs of the project at the time of the meeting.
VENUE:	TBD
ATTENDEES:	ASDOT Contractor, Authority staff and SMEs as appropriate.
	All attendees should be empowered to make informed decisions about Change Requests (CR).
CHAIR:	Authority Representative
SECRETARY:	Authority Representative

STANDING AGENDA

Minutes of previous meeting.

Review of actions from previous meetings.

New proposed changes:
Scope of change.
Review of implications.
Key risks, issues & dependencies.
Schedule.
Approve / reject / escalate

In Progress changes
Progress to plan.
Issues & risks, including mitigation effectiveness monitoring.
Testing, trials & acceptance results (where applicable).
Actions to resolve issues.

Any other business.

Date of next meeting.

BRIEFING REQUIREMENTS

The Contractor shall provide a briefing input to the Authority at least three (3) Calendar Weeks prior to the Capability Management Group. The briefing input shall detail the status of the changes and follow the above agenda.

CAPABILITY DEVELOPMENT WORKING GROUP (CDWG)

PURPOSE:	To review and discus technology opportunities and take consideration of the proposed benefits that the introduction of new technology will have upon the capability.
	The CDWG should be able to maintain an effective programme of research and development within the scope of the ASDOT system boundary.
OUTCOME:	The CDWG will feed concise recommendations to the Annual Performance Review Meeting to allow the meeting to discuss and evaluate the merits and benefits of the proposed integration of new technology or conduct of research. The CDWG will also provide information to support updates to the ASDOT Capability Road Map.
	The Annual Review shall have the overall authority over research and integration of new technology. The Annual Review will be required to endorse the recommendations and findings of CDWG prior to the implementation of upgrades or commencement of research programs.
	Additionally, the driver for the proposed enhancements shall be considered and categorised:
	Baseline enhancement within the Contract scope
	Enhancement opportunity under a contract change (i.e new Authority Establishment)
	Enhancement opportunity proposed by Contractor under continuous improvement at no cost to the Authority
	Enhancement opportunity identified by Authority or Contractor requiring a contract change
FREQUENCY:	Every 6 (six) Calendar Months from FOC until the Expiry Date.
DURATION:	Nominally 1 (one) Business Day, however duration will be determined by the needs of the project at the time of the meeting.
VENUE:	TBD
ATTENDEES:	ASDOT Contractor, Authority Project Staff, SMEs as appropriate. The Membership and construct of the CDWG will evolve as the capability reaches maturity.
CHAIR:	Authority Representative.
SECRETARY:	ASDOT Contractor.

STANDING AGENDA

Minutes of previous meeting.

Review of actions from previous meetings.

Capability Road Map review

Capability change proposals

HIGH PRIORITY- Technology or research that will bring immediate benefits.

MED PRIORITY - Technology that is worthy of monitoring as it could be of benefit to in the near future or is considered appropriate for commencement of a targeted research activity.

LOW PRIORITY- Technology that is at an early stage and of low maturity that may in the future benefit from us researching ways to develop and progress it.

Research Proposals

HIGH PRIORITY

MED PRIORITY

LOW PRIORITY

Other opportunities for change

Capability discussion
Horizon scanning of new and emerging capabilities
Potential disruptive technology

Any other business.

Date of next meeting.

ASDOT ACCEPTANCE & ASSURANCE WORKING GROUP (A3WG)

PURPOSE:	This meeting will consider the acceptance of ASDOT capabilities.
FREQUENCY:	Following demonstration of each Capability Milestone. Frequency to be reviewed at FOC.
DURATION:	Nominally 1 (one) Business Day, however duration will be determined by the needs of the project at the time of the meeting.
VENUE:	TBD
ATTENDEES:	ASDOT Contractor Project Manager, Authority Project Manager, Authority Project Staff, Authority Commercial Staff, Authority customer representative(s), SMEs as appropriate.
CHAIR:	Authority representative (Requirements Manager).
SECRETARY:	Authority Representative.

AGENDA

Welcome and Introduction

Acceptance Issues

Contractor presentation of changes to Acceptance Report and Certificate of Design and Performance (if required).

Technical presentations including: detailed overview of the final design, results of testing, accreditation, verification and validation status:

ASDOT Systems

Safety.

Security.

Software.

Capability Statement

What the capability delivers.

Limitations of the capability.

Review of Contract Deliverables

Acceptance decision

Assurance Issues

To be developed.

Date of Next Meeting (if meeting is adjourned)

BRIEFING REQUIREMENTS

The Contractor shall provide Acceptance Case Reports where these are necessary for the A3WG to propose a declaration of acceptance by the SRO. The Acceptance Report shall confirm and detail how

each requirement has been satisfied, and the results of the testing undertaken to confirm this. The Acceptance Report shall include a traceability matrix back to all the contractual requirements.