

MARSHALL INFRASTRUCTURE PRINCIPAL SUPPORT PROVIDER ('Marshall PSP') - Marshall/002**SCHEDULE OF REQUIREMENTS (inc Statement of Work)****BACKGROUND**

1. On 28 October 2014 the MOD signed a 22 year contract with Aquila Air Traffic Management Services (AQUILA ATMS) Ltd¹, a joint venture of Thales UK Ltd and NATS (Services) Ltd, for the provision of Terminal Air Traffic Management (ATM) capability at MOD-owned airfields and associated sites.
2. AQUILA became responsible for maintenance of existing Air Traffic Management (ATM) capability at approximately 70 sites (UK and overseas) from "Vesting Day" on 1 April 2015. From that date Aquila commenced a 6-year change programme that will ensure regulatory compliance and will enable the provision of assured Military Terminal ATM capability until 2037.
3. In order to support ATM provision and the equipment required for this task, Aquila are responsible for interfacing with existing infrastructure and in some cases the provision of new infrastructure as part of a 'Transition' phase.
4. The Defence Infrastructure Organisation (DIO) require that the Marshall Delivery Team have access to infrastructure related specialist expertise in order that interfacing with existing infrastructure and provision of new infrastructure is carried out by AQUILA in accordance with DIO procedures and standards. The Principal Support Provider performs this role by providing technical skills to review designs and proposals relating to structures, electrical installations, town planning & environmental as well as providing advice, assurance and recommendations on infrastructure matters.

PROJECT MARSHALL PHASES AND TIMEFRAME

5. The Marshall Implementation Plan has three phases:
 - a. Mobilisation (preparation for Vesting Day) COMPLETE
 - b. Aquila responsible for Service Delivery ONGOING
 - c. Transition (asset provision and change programme) ONGOING
 - d. Steady state (operation service delivery phase) FUTURE

MOBILISATION PHASE – Contract Award to Vesting Day (28 Oct 14 – 1 Apr 15)

6. The Mobilisation Phase, which ran from Contract Award until Vesting Day, enabled AQUILA to prepare for transition and included formal TUPE consultation for transfer of assigned civilian staff that support Terminal ATM equipment. This phase is now complete.

TRANSITION PHASE – Vesting Day to Full Operating Capability (FOC) (1 Apr 15 – 31 Mar 21)

7. The Transition Phase commenced on Vesting Day, albeit preparations started at Contract Award, and will run for 6 years. During the Transition Phase AQUILA will implement a comprehensive region by region programme to transform service delivery and ensure sustainment of ATM services to meet output requirements. The programme will also embrace regulatory standards and availability targets and will deliver through-life efficiency savings. This transformation will be enabled by replacement of obsolescent and non-compliant ATM equipment by introducing the following:

¹ www.aquila-atms.com

- a. A new voice communication system (Jotron / Frequentis) that will meet the 8.33 KHz VHF channel spacing regulatory mandate and will utilise a VOIP²-based approach in the supporting ground-based networks.
- b. A UK-wide co-operative surveillance solution that will meet the Mode S regulatory mandate, comprising a blend of Wide Area Multilateration (WAM) technology and Monopulse Secondary Surveillance Radars (MSSR). MSSR will be the solution for overseas sites and sites where it is not geographically possible to install a WAM system.
- c. Replacement of Primary Surveillance Radars (Thales STAR for the majority of locations; upgraded Watchman for Royal Navy Air Stations in the South West).
- d. Integrated tower, support information systems and data networks that will enable increased automation.
- e. High fidelity synthetic training simulators at The School of Airspace Operations and Control, RAF Shawbury (NATS Ace), and MASIM at the airfields.
- f. New Deployed Static and Deployed Tactical (Temporary Landing Zone) ATM equipment.

8. All solutions are based on Commercial Off The Shelf (COTS) ATM equipment which has been primarily developed to internationally recognised ATM equipment standards. The equipment is often already in service at airports around the world. However, equipment and integrated system solutions need to be demonstrably compliant with contracted MOD Output Based Specification (OBS) & safety requirements as well as MAA and other applicable standards & regulations. AQUILA is responsible for providing and building compliance, assurance and acceptance evidence throughout the programme and for implementing and assuring planned increments of capability across the MoD airfield and airfield support estate in accordance with the MAA Release into Service Process (MAA RA 3134).

9. Asset Provision Programme: During the 6-year transition programme each unit will receive replacement or upgraded ATM equipment in an incremental manner in accordance with agreed Transition Plans which are designed to minimise impact to flying operations while installation, assurance and acceptance of new equipment and decommissioning of replaced equipment is underway. Interfacing with existing infrastructure and installation of limited new infrastructure to support this equipment is also underway.

Steady State – Full Operating Capability (FOC) to 31 Mar 37

10. In the steady-state phase (post FOC), AQUILA will sustain and deliver the capability in accordance with contractually defined service levels until 31 March 2037. MOD will review the performance of Aquila regularly, and the contract will be formally re-priced at the 7, 12, and 17 year points to ensure on-going value for money. This phase is out of scope for the Infrastructure PSP contract.

INFRASTRUCTURE PRINCIPAL SUPPORT PROVIDER STATEMENT OF REQUIREMENT

Key Requirement

11. The Marshall Delivery Team require expert specialist infrastructure related support to DE&S Delivery Team staff with the ability to provide recommendations to Front Line Command Duty Holder Facing staff and Project Marshall Governance bodies during the Transition phase: -

- a. Technical & safety assurance of new infrastructure design, installation and acceptance provided to support ATM capability,
- b. Opinion on sustainability matters relating to infrastructure supporting ATM equipment,

² VOIP Voice over Internet Protocol

- c. Advice and support to Town Planning and Safeguarding related activities required for infrastructure installation and adaptation within scope of Marshall,
- d. Recommendations to Infrastructure Defence Line of Development (DLOD) for infrastructure supporting effective and safe delivery of ATM services and
- e. Planning and implementation of infrastructure related review and reporting processes in support of the Marshall DT.

Detailed Requirements

12. Detailed requirements for Tasks and Deliverables are included in the Statement of Work (SOW) at Appendix 1 to this Annex.

Flexibility Requirement

13. This work exists to support the Marshall DT in discharging its responsibilities to oversee Aquila's design, installation, assurance and acceptance work in accordance with DIO standards. Schedule, priorities and the depth of scrutiny necessary for confidence and due diligence will vary with Aquila's programme and progress with Transition. The support contract must be flexible to adjust where Aquila designs and installations have not reached the necessary maturity. Hence, the level 1 schedule provided at Reference 2 will be subject to change, however the scope of the activities, in terms of locations and broad equipment types, show the large scale of the Marshall Transition programme.

14. As the programme progresses, it is envisaged that Lessons learned and identification of improved ways of working shall help to streamline planning. However this cannot be forecast with certainty, moreover it is to be expected that technical and safety issues will be identified during transition and the precise scope and complexity of such issues cannot be known until they are discovered. When this happens it is crucial that contracted technical support arrangements provide the agility to respond to such issues with pace.

15. The Contractor shall manage the Project safety activities, including the provision of a suitably qualified person to attend Safety Panel Meetings, in accordance with the Statement of Work at Appendix 1 .

Suitably Qualified & Experienced Personnel (SQEP) Requirement

16. The primary purpose of this support contract is for expert specialist technical support to Authority staff and Project Marshall Governance bodies. It is expected that support contractor staff will work alongside authority staff, provide recommendations to some of the same Governance forums and liaise with DIO stakeholders where opinions need to be sought and conclusions and recommendations relating to Infrastructure need to be reached.

17. Access to the following SQEP resources for the duration of the contract is a KPI for this contract. SQEP may be experienced in more than one discipline. The Authority requires demonstration of availability of SQEP with named CVs for key tasks and written evidence of how all the specified SQEP requirement and experience will be met for the duration of the contract. If the Contractor intends to replace any SQEP with an alternative SQEP during the contract – this must be highlighted to the Authority for agreement before any change is implemented. Personnel who are capable of carrying out more than one of the SQEP roles and /or multiple staff to cover all of the SQEP requirements for particular roles are acceptable.

18. SQEP resources must possess the following: -

- Extensive relevant Defence Infrastructure Organisation (ex Defence Estates) experience, with knowledge of the MOD Infrastructure related Policies, Processes, Procedures, Systems and structure.
- Extensive experience of ways of working, maintenance and management of the DIO/MOD estate.

- Extensive experience of Town Planning, Sustainability and Environmental Impact Assessments/Appraisals with respect to the MOD estate; knowledge of MOD Safeguarding protection is essential.(5 years +)
- Experienced professionally qualified Structural Engineer (Chartered Engineer – MICE or MStructE)
- Experienced and qualified with knowledge of H&S in the construction industry, CDM Regulations and applicability to design and construction on the MOD estate.
- Experienced professionally qualified Electrical Engineer (Chartered Engineer – MIEE) (electrical design reviews & experience of MOD estate power provision)

NB There will infrastructure related designs for each new radar, each radar upgrade, each WAM structure, each TACAN installation, each other Infra change etc. So, the PSP will be conducting multiple reviews of the structural & electrical designs proposed by Aquila.

- Professionally qualified Quantity Surveyor/Cost Engineer.

Continuity Requirements

19. The Marshall contract has been running since 28 October 2014 and eleven Marshall Equipment types are planned to be released into Service during Transition with varied supporting infrastructure requirements. Current PSP support is in place and has been provided under former arrangements.

20. The technical support from former arrangements is expected to have conducted initial infrastructure acceptance overview and recommendations for a radar tower modification and a number of Wide Area Multilateration tower installations. New tasking under this SOW needs to continue from where this previous support work finishes, applying all agreements, assurances, lessons learned and pursuing outstanding issues as documented in the available Project documentation.

21. The Marshall schedule is subject to change and is aggressive, with some equipment changes driven by regulatory deadlines. There will be no hiatus between the end of the current technical support arrangements and the start of Tasks within this Statement of Work as the Project continues at pace. Marshall DT has contractual obligations to Aquila to complete reviews of documentation within the scope of this SOW within tight deadlines to enable the programme to continue at pace and to minimise the impact of any assurance issues. It is therefore essential that on day one of the support contract the support contractor is in a position to provide the advice and recommendations, with SQEP staff, within the periods specified in this SOW. There is limited capacity in the Marshall Programme for Authority briefing and coaching of support staff so the support contractor must be able to rapidly assemble a core team compliant with SQEP requirements and then manage growth and continuity throughout the term.

DURATION

22. The duration of this requirement is for the remainder of FY 17/18 from Infrastructure PSP contract award (exact dates to be confirmed) and for the full year FY 18/19, with further extensions available up to three years, subject to continued satisfactory performance and value for money. The Authority's decision will be final.

SCOPE

23. Specified support requirements are scoped across the whole Marshall Programme with application to potentially any infrastructure that supports ATM equipment types within Aquila's solution. The remainder of this Section is offered to help scope key areas of assurance expected during the duration of this support requirement.

24. The Marshall Level 1 Transition schedule reference 2 reflects the current scope of work to deliver the Transition phase of the programme. The infrastructure supporting this varies considerably but it is expected that the majority of Infrastructure PSP activity will be in connection with WAM, Radar and TACAN modification and installation. Some change in the order and priority is expected.

25. Infrastructure modification and installation will comprise a mix of items to be accepted by DIO in accordance with their policies and processes and a further set of items to be accepted by DE&S in accordance with DIO requirements. It is envisaged that the Infrastructure PSP review, opinion and recommendation will be key to acceptance in both cases.

Task Order Process and invoicing

26. When work is required for any location, a Task Order will be completed per template at Annex E

27. Supplier to respond to requests for quotes within 10 working days.

28. Payment will only be made following satisfactory completion of each Task Order as confirmed with completion of PTF Pt4 of the Task Order Form.

29. Each invoice should contain an elemental breakdown of work completed along with confirmation of resources applied to complete each Task Order. This must correlate with TPF Pt2 in the Task Order Form unless otherwise agreed with the Authority,

Contract Management

30. Please refer to Appendix 2.

Key Performance Indicators (KPIs)

31. At the outset of the contracting period the Authority will require an initial meeting to review the expectation detailed in the Schedule Requirements/Statement of Works.

32. During the period of the engagement the Authority intends to measure on a regular basis the effectiveness of the contractor's performance in meeting the agreed programme outputs and the overall value of the relationship.

33. Please refer to Appendix 3

34. Scoring of performance in the contract will be done as per Appendices 3 & 4

Appendices

Appendix 1. Statement of Work - Task Descriptions

Appendix 2 Contract Management Plan

Appendix 3 -Key Performance Indicators

Appendix 4 - KPI Project Manager Satisfaction Survey

Appendix 5 – Draft Quarterly Progress Meeting Agenda

Annex E Task Order form (TAF)

References:

1. Infrastructure Standards, Policies & Procedures

2. Marshall Level 1 Transition Schedule (Re-alignment) Version 1.3.10 dated 22 May 2017 (For the purpose of scope but subject to change).

3. Schedule 22 Part A Independent Assurance

4. Example Detailed Design Document, Electrical Design & Structural Design.

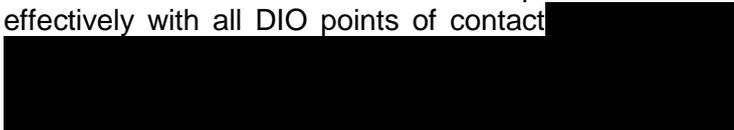
ANNEX B
To Marshall/002
Dated: November 2017

STATEMENT OF WORK (SOW)

The Infrastructure Principal Support Provider contract term covers the period from contract award FY17/18, plus the full FY 18/19. Additional information provides guidance on the estimated number of activities for each task which are current assumptions and are to be used by Tenderers for costing their financial submission. It is anticipated that additional quantities are likely.

1.0 Transition and Acceptance	
Requirement	Additional Information
<p>1.1 <u>Specifically for Radar Towers</u> - The PSP Contractor shall act as the Project Marshall point of contact for interaction with the SP-appointed Independent Assurer (IA)</p> <p>(Reference Schedule 22 part A for the role of the assurer)</p> <p>The contractor will be expected to provide subject matter expertise in the interpretation of information provided by the SP Appointed Independent Assurer.</p>	<p>Refer to Schedule 22 provided as part of this ITT.</p> <p>Subject to design & installation of Radar Towers – the 'Level 1' Schedule is subject to change.</p> <p>Quantity 5x radar towers in Y1 & Y2 + preparation for 2x in Year 3 (Y5 of Transition)</p> <p>(Please note this is an estimate of volume only)</p>
<p>1.2 The PSP Contractor shall provide Critical Design Review of detailed infrastructure designs from the SP. (This may apply to Radar Towers, WAM, TACAN and required infrastructure change)</p> <p>(Refer to example Design documents provided as part of the ITT)</p>	<p>Refer to Reference 4 zip file</p>
<p>1.3 The PSP Contractor shall review the infrastructure elements of Detailed Design Documents to support equipment installation & provide feedback/comment to DT.</p>	<p>Refer to Reference 4 zip file</p>
<p>1.4 The PSP Contractor shall prepare & provide Acceptance recommendations to DIO or DE&S Marshall DT in respect of completed Infrastructure works.</p> <p><u>Please note this is an important aspect of the contract.</u></p>	<p>Nil</p>

<p>1.5 If requested, the PSP Contractor must provide a professional (Infrastructure) view to support the Infrastructure Defence Line of Development (DLoD) for the Site Specific Acceptance and Commissioning Board (SSACB).</p> <p>The Contractor will <u>not</u> normally be expected to attend the Board.</p>	<p>Nil</p>
<p>1.6 The PSP Contractor shall report Infrastructure and Acceptance Risk if identified, to DT and DIO.</p>	<p>Nil</p>
<p>1.7 Prior to Acceptance, the PSP Contractor shall check the agreement of demarcation of maintenance responsibility (junction of maintenance); recording of new assets; power provision agreement authorisation (from DIO Authorised Person) in respect of equipment installation; If requested, there may be limited inspection of selected construction activity</p>	<p>There are two possible routes to acceptance both of which may require recommendations fielded by the Contractor: -</p> <ul style="list-style-type: none"> • New infrastructure will generally be accepted by DE&S upon recommendations provided by the PSP Contractor; or • Minor adaptation of existing infrastructure or interfacing to existing infrastructure will generally be accepted by DIO, (e.g. strengthening of existing mast). This may require recommendations provided by the PSP Contractor. <p>Some minor adaptations of infrastructure may, by agreement between DIO and DE&S, be accepted by DE&S (taking account of the recommendations submitted by the PSP Contractor), for example, extension of redundant lighting tower; utilisation of redundant Met Mast). Estimated quantities:</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

<p>1.8 There are requirements with regards the provision of mandatory and statutory inspections and certification. The PSP Contractor is required to verify that certification is current and compliant with all mandatory and statutory requirements as part of their Acceptance recommendations. This may include checking that the Marshall SP has suitable plans for future support, maintenance and Mandatory & Statutory Inspections and Certification of infrastructure. The PSP Contractor shall oversee agreement of reporting format for DT Service Delivery Phase.</p>	<p>Please refer to Reference 1 - Standards, Policies & Processes</p>
<p>1.9 The PSP Contractor shall provide assistance to Planning Permissions process in support of DIO Chief Planning Officer (CPO) including Provision of Town Planning advice on MOD Estate and Scrutiny of draft Service Provider Planning Applications prior to submission (Providing confirmation if planning application is suitable for DT issue of Letter of Authority. The PSP Contractor shall maintain a record of planning submissions, advice given & report to the DT (potential to include in monthly reporting).</p>	<p>Refer to Ref 4 - Planning Permission sample document</p>
<p>1.10 Although not expected to be frequent, the PSP Contractor is to provide advice and SME support to assist the Marshall Service Provider where external Planning applications are notified within protected 'Lines of Sight' or where Safeguarded zones require a formal objection to be registered.</p> <p>Record/report Safeguarding advice provided - (if advice has been requested)</p>	<p>Nil</p>
<p>1.11 The PSP Contractor may on occasion be expected to provide Siting and Acceptance Board & Safeguarding liaison, providing expert infrastructure view, Siting Board attendance and DIO process advice provision. The PSP Contractor may on occasion be required to attend the Siting Board or supporting meeting.</p>	<p>Nil</p>
<p>1.12 The PSP Contractor is to record advice provided on questions that relate to Sustainable Development & Environmental Impact Assessments, DREAM, SEAT, Habitats Regulation Assessment - (if advice has been requested)</p> <p>Record/report advice provided - (if advice has been requested)</p>	<p>Nil</p>
<p>1.13 The PSP Contractor will be expected to work effectively with all DIO points of contact</p> 	<p>Nil</p>

<p>Therefore, effective Stakeholder Management is essential for the contract.</p> <p>Record/report advice provided - (if advice has been requested)</p> <p>The PSP Contractor shall:</p> <ul style="list-style-type: none"> a. Maintain list of DIO points of contact; b. Provide Marshall progress report to DIO points of contact quarterly; c. Follow up & monitor requests for DIO action; d. Provide advice/liaison on obtaining permits to work, climb and dig in accordance with MOD policy; e. Liaise with DIO to resolve issues and queries encountered during transition, 	
<p>1.14 The PSP Contractor is expected to agree a general handback process with DIO & Marshall SP, (e.g. cabins, rooms, towers) and advise on and Record safe & secure 'Handback' of infrastructure.</p> <p>Record/report advice provided - (if advice has been requested)</p>	Nil
<p>1.15 Acceptance Recommendations</p> <p>The PSP will need to conduct a review of the Aquila Infrastructure submission to be able to provide recommendations, this will include design review but will also require the review of a number of key infrastructure documents, certificates and approvals to enable a comprehensive recommendation to be reached.</p>	Nil
<p>2. Reporting & Project Management</p>	
<p>2.1 The PSP Contractor shall provide advice and expertise on general Infrastructure related policies, processes, standards and queries summarising advice provided, progress, ongoing issues plus options, advice and recommendations in a monthly report.</p> <p>Note: Where an issue is identified as urgent, the DT Infrastructure or Transition Lead should be notified immediately.</p>	<p>Please refer to Reference 1 - Standards, Policies & Processes.</p> <p>Sample Reporting format is required as part of the bid submission</p>
<p>2.2 The PSP Contractor may be required to review and provide professional opinion regarding the Marshall SP's</p>	Nil

<p>on-site pre-Transition surveys giving expert advice and opinion on Infrastructure related issues/identifying improvements and risks.</p> <p>Record/report advice provided - (if advice has been requested)</p>	
<p>2.3 The PSP Contractor may be required to attend ad-hoc site visits in an advisory capacity (Approx. 10x Site visits per year FY17/18 & FY 18/19)</p> <p>Record/report advice provided - (if advice has been requested)</p>	Nil
<p>2.4 The PSP Contractor is expected to be able to identify threats/opportunities & support the analysis and mitigation of Infrastructure risk during Transition, providing input to the Infrastructure Lead.</p> <p>Note: Where a risk is identified as urgent, the DT Infrastructure or Transition Lead should be notified immediately.</p> <p>Record/report advice provided - (if advice has been requested)</p>	Nil
<p>2.5 Where hazards are apparent in the vicinity of Marshall planned infrastructure works, the PSP Contractor shall notify DT, liaise with relevant on-site DIO, Industry Partners (IP) & SP contacts and provide recommendations for dealing with or avoiding the hazard.</p> <p>Record/report advice provided - (if advice has been requested)</p>	Nil
3.0 Support to Marshall DT	
<p>3.1 The PSP Contractor shall advise the DT on matters relating to CDM regulations including required documentation and advice to CDM Duty Holders. The PSP Contractor shall suggest a monitoring/reporting mechanism for checking compliance with CDM Regulations by Marshall SP.</p> <p>Record/report advice provided - (if advice has been requested)</p>	Nil
4.0 Knowledge Transfer	
	Nil

<p>4.1 The PSP must structure responses in such a way that a searchable record of advice provided at the Siting Boards can be searched, re-used and learned.</p> <p>This enables consistent advice to be given and increases DE&S knowledge of infrastructure issues as well as Aquila knowledge of infrastructure.</p>	
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Behaviours

The commercial relationship between the Contractor and the Authority is critical to the achievement of the programme objectives. The Authority therefore expects the contractor to comply with the spirit of the following key commercial principles above and beyond their expression in the contract terms.

Commercial Principle	Implementation and achievement
Transparency where appropriate	Sharing information and intentions so that each party in the relationship is clear what each wants from the other and exactly where each stands financially and operationally
Predictability	Building mutual trust by consistently meeting obligations
Delivering the Programme Goals	Sharing responsibility for meeting the programme objectives. Not optimising the financial and technical performance of individual components at the expense of overall performance.
Driving whole programme value	Making sure that all parties are focussed on the value of the Programme as a whole.
Being responsive to change	Being proactive in finding new approaches and business features, and responding to enhance the overall value of the Programme.
Prioritising value over cost	Focussing on the value of outputs rather than the cost of inputs
Cooperation	Expecting everyone to cooperate in order to bring about the success of the Programme
Industry Best Practice	Setting the minimum level of performance that the authority expects from the contractor as "Industry Best Practice". Commercial arrangements will use this as a benchmark. In return, the contractor should expect the Authority to be clear about what they require and be consistent in their dealings.
Payment by results	<p>Paying the contractor for pre-defined results which deliver value for the Programme.</p> <p>Payment to the contractor will be made in arrears following satisfactory completion of each task order.</p>

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Reference 1: Infrastructure related Policies, Processes & Standards

Document Category	Doc Ref	Document Title
DE Practitioner Guides	DE PG02/2007	Management of Asbestos Containing Materials (ACMs)
DE Practitioner Guides	DE PG02/2009	Designing for Access and Disability
DE Practitioner Guides	DE PG03/2007	Procuring Sustainably - A user friendly guide
DE Practitioner Guides	DE PG03/2008	Application of CDM Regulations 2007
DE Practitioner Guides	DE PG03/2010	Fixed Access Systems
DE Practitioner Guides	DE PG06/2008	Town and Country Planning Acts (England)
DE Practitioner Guides	DE PG07/2008	Town and Country Planning Acts (Wales)

DE Practitioner Guides	DE PG08/2008	Town and Country Planning Acts (Scotland)
DE Practitioner Guides	DE PG09/2008	Masts and Towers - Design and Appraisal
DE Practitioner Guides	DE PG10/2008	Masts and Towers - Condition Inspection
DE Practitioner Guides	DE PG01/11	Sustainable development Minimum Standards: Core Works
DE Practitioner Guides	DE PG07/12	Land Contamination Management – Land Quality Assessment (LQA)
DE Policy Instructions	DE PI02/2010	MOD Building Regulations Compliance System (updated January 2014)
DE Policy Instructions	DE PI02/2011	Environmental Incident and Near Miss Reporting within DE
DE Policy Instructions	DE PI03/2010	Implementation of Eurocodes on the MOD Estate
DE Policy Instructions	DE PI06/2011	Environmental Performance Assessments - DREAM
DE Policy Instructions	DE PI11/2010	Accident/Incident Reporting Procedure for Defence Estates
DE Policy Instructions	DE PI13/2011	Amendments to Town and Country Planning (EIA) Regulations 1999

DE Technical Bulletins	DE TB27/2000	Acceptance procedures for completed project works
DE Functional Standards	FS (CTM)	Functional Standard Counter Terrorist Measures (CTM)
Joint Service Publications	JSP362	Defence Lands Handbook
Joint Service Publications	JSP375	MOD Health and Safety Handbook
Joint Service Publications	JSP418	MOD Sustainable Development and Environment Manual
Joint Service Publications	JSP426	MOD Fire Risk Management
Joint Service Publications	JSP434	Defence Construction in the Built Environment
Joint Service Publications	JSP435	Defence Estate Management
Joint Service Publications	JSP440	Defence Manual of Security
Joint Service Publications	JSP480	Defence Co-ordinating Installation Design Authority Manual
Joint Service Publications	JSP815	Defence Environment and Safety Management
Other Publications	N/A	Achieving Excellence in Construction (AEC)
MOD Specific Docs	N/A	Climate Impact Risk Assessment Methodology (CIRAM)
Other Publications	N/A	CMS for the Procurement of public sector Built Environment

Other Publications	N/A	Crown Fire Standards 1997/8 including 1999 amendments
MOD Specific Docs	N/A	Design Excellence Evaluation Project (DEEP)
Other Publications	N/A	DIO Hard FM Standards and Tasks
MOD Specific Docs	N/A	DREAM web site
Other Publications	N/A	Fire Precautions for Crown Works contractors
DE EBMS Enablers	N/A	Manual of Aerodrome Design and Safeguarding
MOD Specific Docs	N/A	Sustainability and Environmental Appraisal Tools Handbook
Legislation	N/A	T&CP (Safeguard airfield, tech sites, explosive areas) Direction 2002
DE Specifications	SPEC 005	Property management of the defence estate
DE Specifications	SPEC 39 Fuse Pillars	DE Specification SPEC 39 Fuse Pillars Jan 1997
Air Publications	AP600	Information and CIS Policy
DE Information Notes	DE IN02/2014	Energy Performance of Buildings
DE Information Notes	DE IN07/2007	RADON
DIO Information Note	DE IN 02/14	Energy Performance of Buildings Directive

DE Practitioner Guides	DE PG03/09	Low Voltage Electrical Installations on MOD Property
DE Practitioner Guides	DE PG04/09	Inspection, Testing, & Certification of LV Electrical Installations on MOD Property
DE Practitioner Guides	DE PG05/09	Low voltage electrical switchgear and control gear assemblies
Joint Service Publications	JSP375	Leaflet 18 – Permit to Work
Joint Service Publications	JSP375	Leaflet 33 – Safety in Excavation
Joint Service Publications	JSP392	Radiation Safety Handbook
Joint Service Publications	JSP482	MOD Explosive regulations
Joint Service Publications	JSP602	CIS Policy and Assurance (Leaflets)
Joint Service Publications	JSP604	Network Rules
Joint Service Publications	JSP800	Defence Movement and Transport Regulations
Joint Service Publications	JSP846	MOD Radio Site Clearance and Protection
Joint Service Publications	JSP886	Defence Logistics Support Chain Manual (in respect of comms infrastructure)
Other Publications	MMA01	Military Aviation Authority Regulatory Policy
MOD Specific Docs	N/A	DREAM Handbook V3.2

Chemicals (Hazard Information and packaging for supply) Regulations 2009		Chemicals (Hazard Information and packaging for supply) Regulations 2009
Confined Spaces Regulations 1997	HSE	Confined Spaces Regulations 1997
Construction (Design and Management) Regulations 2007	HSE	Construction (Design and Management) Regulations 2007
Control of Asbestos Regulations 2012	HSE	Control of Asbestos Regulations 2012
Control of Noise at Work Regulations 2005	HSE	Control of Noise at Work Regulations 2005
Control of Substances Hazardous to Health (Amendment) Regulations 2003	Statutory Legislation	Control of Substances Hazardous to Health (Amendment) Regulations 2003
Control of Substances Hazardous to Health (Amendment) Regulations 2004	Statutory Legislation	Control of Substances Hazardous to Health (Amendment) Regulations 2004
Control of Substances Hazardous to Health Regulations 2002	Statutory Legislation	Control of Substances Hazardous to Health Regulations 2002
Dangerous Substances (Notification and Marking of Sites) Regulations 1990	HSE	Dangerous Substances (Notification and Marking of Sites) Regulations 1990

Electricity at Work Regulations 1989	HSE	Electricity at Work Regulations 1989
Health and Safety (Consultation with Employees) Regulations 1996	Statutory Legislation	Health and Safety (Consultation with Employees) Regulations 1996
Health and Safety (Display Screen Equipment) Regulations 1992	HSE	Health and Safety (Display Screen Equipment) Regulations 1992
Health and Safety (First- Aid) Regulations 1981	HSE	Health and Safety (First- Aid) Regulations 1981
Health and Safety (Safety Signs and Signals) Regulations 1996	HSE	Health and Safety (Safety Signs and Signals) Regulations 1996
Health and Safety (Training for Employment) Regulations 1990	HSE	Health and Safety (Training for Employment) Regulations 1990
Health and Safety at Work etc. Act 1974	HSE	Health and Safety at Work etc. Act 1974
Health and Safety Information for Employees Regulations 1989	HSE	Health and Safety Information for Employees Regulations 1989
Ionising Radiations Regulations 1999	Statutory Legislation	Ionising Radiations Regulations 1999
Lifting Operations and Lifting Equipment Regulations 1998	HSE	Lifting Operations and Lifting Equipment Regulations 1998

Management of Health and Safety at Work Regulations 1999	HSE	Management of Health and Safety at Work Regulations 1999
Manual Handling Operations Regulations 1992	HSE	Manual Handling Operations Regulations 1992
Offices, Shops and Railway Premises Act 1963	Statutory Legislation	Offices, Shops and Railway Premises Act 1963
Personal Protective Equipment at Work Regulations 1992	HSE	Personal Protective Equipment at Work Regulations 1992
Provision and Use of Work Equipment Regulations 1998	HSE	Provision and Use of Work Equipment Regulations 1998
Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013	HSE	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013
Safety Representatives and Safety Committees Regulations 1977	HSE	Safety Representatives and Safety Committees Regulations 1977
Work at Height Regulations 2005	HSE	Work at Height Regulations 2005
Workplace (Health, Safety and Welfare) Regulations 1992	Statutory Legislation	Workplace (Health, Safety and Welfare) Regulations 1992

Construction (Design and Management) Regulations 2007	HSE	Construction (Design and Management) Regulations 2007
Health and Safety Executive (HSE) Approved Code of Practice "Managing Health and Safety in Construction";	HSE	Health and Safety Executive (HSE) Approved Code of Practice "Managing Health and Safety in Construction";
JSP 375 Leaflet 20 "Health and Safety in Construction and the Management of Construction on the Defence Estate".	JSP 375	JSP 375 Leaflet 20 "Health and Safety in Construction and the Management of Construction on the Defence Estate".

Reference 2 (email attached document):

Reference 2 20170413 Level 1 Deterministic Transition Schedule As-Is v2 0

Reference 3 (email attached document):

Schedule 22 Part A Independent Assurance

Reference 4 (email attached document)

Samples of Work i.e Critical Design documents etc.

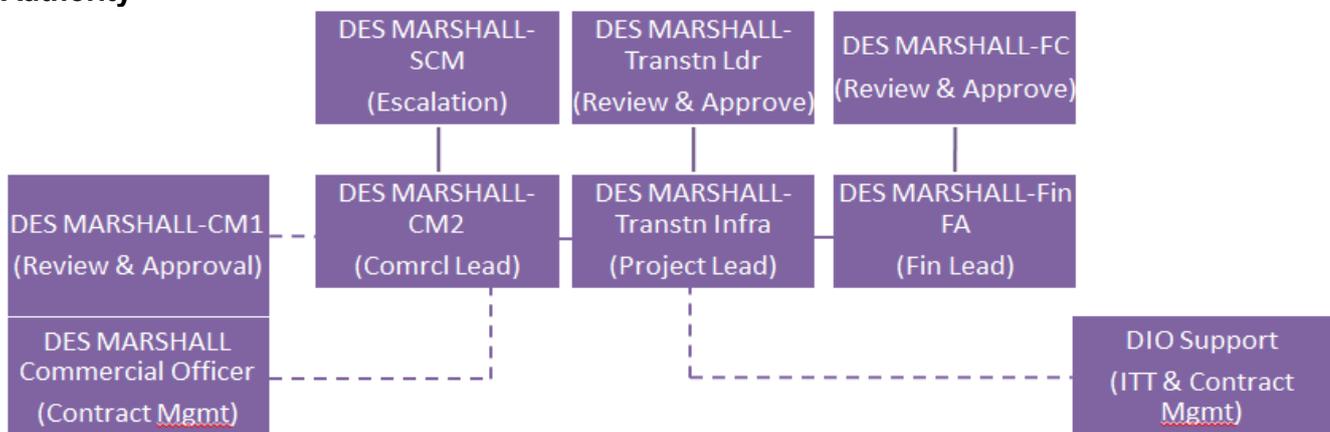
MARSHALL/002 CONTRACT MANAGEMENT PLAN

Introduction

1. The MPISP contract is a MARSHALL enabling contract put in place to deliver detailed knowledge and understanding of DIO procedures and standards to provide Infrastructure acceptance, advice, guidance and assurance to the Transition Phase of Project MARSHALL.
2. The contract structure is 2 years with 3 option years (2+1+1+1) in order to potentially provide support until the end of the Transition Phase.
3. This contract has been designed to include a fundamental dependency - the outputs/objectives of this contract are completely dependent on the programme of work in the MARSHALL Transition Schedule.

Organisation and governance structures

Authority



3. Commercially, the contract will be placed and managed by the Commercial Lead with support from the Commercial Officer. For delegation purposes, DES MARSHALL-CM1 will review and approve documents where appropriate. The Senior Commercial Manager will be used as an escalation route for unresolved issues.
4. From a Project perspective, the contract will be placed and managed by the Project Lead with input from DIO. The Transition Leader will be used as an escalation route for unresolved issues.
5. Finance will also be involved for advice, guidance and approval via the Finance Lead. Any finance-related unresolved issues will be escalated to the Financial Controller.

Risks, opportunities and benefits

6. Post implementation, risks will be discussed and reviewed at the QPM. The biggest risk identifiable at the outset is shifts in the MARSHALL Transition Schedule as the contract will need to adapt and flexibly resource this.
7. The Supplier will be responsible for maintaining a Risk Register which will be reviewed at the Quarterly Progress Meeting.

Contract management reviews and reporting

8. Upon contract award, a Kick Off meeting will be held with the Supplier to review all governance outlined in the contract and the Obligations Matrix.

9. Following this, Progress Meetings will be held on a Quarterly basis in accordance with the draft Standing Agenda (Quarterly Progress Meeting Agenda) at Appendix 5 . The Supplier will be required to submit a Quarterly Report (including risk register) 10 days prior to the QPM to be reviewed at the meeting.

Key dates, milestones and decision points

10. (Populate with obligations matrix pre contract award.)

Delivery, performance and compliance monitoring

11. The KPIs to be used on this contract are detailed in Appendix 2 to Annex B. To incentivise delivery and performance, a further firm price reduction of 2%, in addition to that proposed in the bid, will be imposed on all delivered in a quarter where the Supplier scores less than 65% in the KPI assessment.

12. The Obligations Matrix will be reviewed at QPMs to ensure compliance of both Parties.

Contract change and amendment

14. DEFCON 503 (Edn 12/14) – Formal Amendments to Contract will be included in the contract enforcing that all contract amendments must be in writing. Therefore, all Offers of Amendment will be issued via a DEFFORM119 and accepted via a DEFFORM10B prior to the contract being physically amended and ASPECT/CPandF updated.

15. **NB** If the Contractor intends to replace any SQEP with an alternative SQEP during the contract – this must be highlighted to the Authority for agreement before any change is implemented. Personnel who are capable of carrying out more than one of the SQEP roles and /or multiple staff to cover all of the SQEP requirements for particular roles are acceptable.

Stakeholder management, liaison and contact

16. Stakeholder management, liaison and contact will be dealt with on a task-by-task basis and outlined in the Tasking Process Form. This aspect of the contract will be reviewed and assessed via the Project Manager Satisfaction Survey, which feeds into the KPIs.

Relationships and behaviour management

17. The Kick Off meeting will be utilised to encourage collaborative working at the outset.

18. Innovative behaviours will be encouraged by having Learning from Experience (LFE) as an item on the Standing Agenda for the QPM.

Administration of the Contract

19. The day-to-day administration of the contract will entail the review and signature of Tasking Process Forms, updating and maintaining a Spend Tracker and Task Tracker; whilst maintaining a contract file with appropriate enclosures and file minutes.

20. Further administration will be incurred if option years are taken up and the contract requires amending.

Knowledge management and LFE

21. LFE is a standing item on the agenda to encourage improvements to process and contract management.

Appendix 3 to Annex B

Key Performance Indicators

To be assessed at Quarterly Progress Meetings (QPMs).

Submission Date: _____

1. PERFORMANCE – DELIVERY				
	Criteria	Score	Max Score (25)	
	Delivery of contract deliverables In Full On Time (with the delivery date agreed in advance by both parties via Tasking Process).	Percentage of planned deliverables delivered on time in the quarter.	≥95% = 25 ≥90% = 20 ≥80% = 15 ≥70% = 10 ≥65% = 5 <60% = 0	/25
2. PERFORMANCE - SERVICE				
	Criteria	Score	Max Score (20)	
	Requests for Quote	Supplier to respond to requests for quotes within 10 working days.	No incidents (of delay) = 20 1 incidents (of delay) = 15 2 incidents (of delay) = 10 3-4 incidents (of delay) = 5 ≥5 incidents (of delay) = 0	/20
3. PERFORMANCE - QUALITY				
	Criteria	Score	Max Score (25)	
	Supplier is consistent in supplying quality contract deliverables.	Number of re-drafts required by PMs in quarter.	No re-drafts requested = 25 1 re-draft requested = 20 2 re-drafts requested = 15 3 re-drafts requested = 10 4 re-drafts requested = 5 ≥5 re-drafts requested = 0	/25
4. CLIENT SATISFACTION				
	Criteria	Score	Max Score (20)	
	Performance relating to <ul style="list-style-type: none"> • Management; • overall communications; 	Surveys of MOD Project Managers – average score Five questions marked on 0-5 scale. Max score = 25. Min score = 0	Very Satisfactory (score >20) = 20 Satisfactory (score 15-20) = 10 Unsatisfactory (score <15) = 0	/20

	<ul style="list-style-type: none"> • speed for starting new work; • attendance and; • resolution of issues raised. 			
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5. Reporting				
	Criteria	Score	Max Score (10)	
	Quarterly Reporting	The Supplier should submit a Quarterly Progress Report ten (10) working days prior to the Quarterly Progress Meeting (QPM). This should include the activities of the previous Contract Quarter. Format to be agreed at first QPM with Authority's Project Manager and Commercial Officer.	On time = 10 1-3 days late = 5 >3 days late = 0	/10
TOTAL				/100

KPI Project Manager Satisfaction Survey

Name:
Task Number:
Task Name:
Date:

This questionnaire will be provided to each Project Manager who has raised a task within a given Quarter of the Contract. The information provided as part of this survey will be used to assess the Supplier's performance on a quarterly basis through the use of Key Performance Indicators (KPIs). Space is provided to allow the Project Manager to provide additional comments that will be used to provide feedback to the Supplier.

Task Information

1	Was the task delivered In Full On Time (with the delivery date agreed in advance by both parties)?	No/Yes
2	Did you have to request a re-draft of any of the deliverables?	No/Yes (If yes, specify number)

Satisfaction Survey

1	Communication How well has the Supplier communicated with the Project Manager throughout the duration of the task?		Excellent = 5 Very Good = 4 Good = 3 Satisfactory = 1 Poor = 0	<u>Score = / 5</u>
2	Speed of starting new work How prompt was the Supplier when starting new work, and was this within the timescales agreed within the Tasking Form?		Excellent = 5 Very Good = 4 Good = 3 Satisfactory = 1 Poor = 0	<u>Score = / 5</u>
3	Attendance How easy has it been to arrange necessary meetings with the Supplier during the Task?		Excellent = 5 Very Good = 4 Good = 3 Satisfactory = 1 Poor = 0	<u>Score = / 5</u>
4	Resolution of issues How responsive has the Supplier been to resolving any issues that have arisen?		Excellent = 5 Very Good = 4 Good = 3 Satisfactory = 1 Poor = 0	<u>Score = / 5</u>
5	Management Overall, how well has the Supplier performed throughout the duration of the Task?		Excellent = 5 Very Good = 4 Good = 3 Satisfactory = 1 Poor = 0	<u>Score = / 5</u>

End

TITLE:	MPISP Quarterly Progress Meeting
DATE:	
LOCATION:	Abbey Wood, North Bristol, BS34 8JH
START TIME:	
ATTENDEES:	MARSHALL Commercial Lead (Chair) MARSHALL Project Lead MARSHALL Finance (if req'd) Supplier Project Lead Supplier Commercial Lead

Appendix 5 to Annex B

MARSHALL/002 Quarterly Progress Meeting Agenda

Outstanding/Completed Actions

1. Review of action items from last meeting minutes

Programme Overview

2. Quarterly Progress Report – presented by Supplier
3. Review of Risk Register

Tasking Items

4. Progress/Issues with live Tasks:
5. Review of outstanding Tasking Proposal Forms

Invoicing and Payment

6. Invoicing queries/discrepancies
7. Payment issues

Issues and Priorities

8. Dealing with the prioritisation of resources and conflicting priorities
9. Considering and resolving low level disputes

Forward Planning

10. Task forecasting
11. Spend analysis

Performance Management

- 12. Review and agreement on Key Performance Indicators Assessment
- 13. Review of Authority/Contractor Obligations
- 14. Learning from experience

Any Other Business

Next Meeting Date(s)

END