BUSINESS MANAGEMENT

Purpose of Requirement

This SOR Section is to read in conjunction with the Introduction.

This Service Requirement aims to ensure that:

- The Contractor has a suitable and sustainable management organisation;
- The DBS checks and JSP 893 - Policy on Safeguarding Vulnerable Groups requirements are met as appropriate to their task;
- Appropriate, accurate and timely Management Information and reports are:
  - Generated to allow the Contractor and the Authority to assure the delivery of the Training Services under this Contract;
  - Provided to support Authority budgeting processes and to enable the Contractor and the Authority to monitor and track expenditure in delivering the Training Service;
  - Provided to enable the Authority to monitor and review the Contractor's performance against the standards and performance management requirements defined in this Contract;
  - Provided to enable the effective operation of contract management and the joint management of wider technical training, to enable the proactive identification and remedy of risks and issues, the exploitation of opportunities and the operation of robust and timely evidence-based decision-making;
- Appropriate, accurate and timely Management Information, plans and reports are generated to enable the Contractor and Authority to identify Continuous Improvement opportunities, review and assure activities to realise such opportunities, and track performance against the defined Continuous Improvement Plan, to ensure Continuous Improvement of the Training Services represents VfM and contributes to the delivery of operational capability in an effective and efficient manner; and
- The Authority is provided with the Management Information and analysis related to the Training Service it requires to help meet its obligations regarding transparency and Parliamentary accountability in a timely manner.

STATEMENT OF REQUIREMENT

SoR Ref	Requirement	Additional Information	Volume	Service Standards	Performance Guidelines
Sub Sect 01 – Management Interfaces					
C.02.01.01	Operate an effective management organisation able to interface with the Designated Officer (DO) in the management, administration and control of all areas of work specified in the Statement of Requirement.	The Contractors management organisation shall be structured so that it can respond effectively to the requirements of the DO (at the appropriate level).	Contractor determined.	All contract staff to comply with the Authority's Standing Orders and Procedures, and other Contract terms.	No failure to operate. No failure to comply.
C.02.01.02	Provide a Contract Single Point of Contact (SPOC) at each school. The Contract SPOC should be a manager who has independent executive authority for delivery of training services at that school and, is able to interface effectively with the Authority's DO and his Representatives.	The Contract SPOC shall be a suitably empowered manager to be normally located at the school and available during normal working hours. The Contract SPOC shall have the executive authority to ensure that advice, assistance and resources are made available to meet the contractual requirements for that school.			No failure to provide a Contract SPOC and to be available during normal working hours.
C.02.01.03	Manage and operate a process to undertake the administration of Disclosure and Barring Service (DBS) checks for Contractor employees who are identified as having unsupervised contact with Service Personnel under the age of 18 years and other vulnerable adults. Take the administrative steps necessary to undertake employee CRB/DBS checks. Maintain an accurate register of Contractor Staff employed to deliver the contract and record the agreed level of DBS check (if any) on each member of staff. It will also provide confirmation to the Authority DBS focal point of the DBS	The process shall have a managerial interface with the Authority's DBS focal point manager, to determine and agree the requirement for DBS checks. The process shall include a review of the DBS status if the work associated with a post or the incumbent changes. The register shall include the following: Post Title Staff/Pay Number Rank/Title Surname DBS Check Status	Contractor determined in agreement with the Authority.	JSP 893 AGAI 119, Vol 3, Ch 119 Rehabilitation of Offenders Act 1974 (ROA).	No failure to comply with Authority regulations and relevant legislation. No failure to review the status on any changes associated with a post. No failure to maintain an accurate register and provide DBS status confirmations. No unsupervised contact with under 18 year old trainees.

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	status of Contractor employees as required.				
C.02.01.04	The Contractor is to support visits, inspections and audits and co-operate with all military and MOD civilian personnel by allowing access to data managed and maintained by the Contractor on behalf of the Authority.	Access, support and information provided for all visits and reports.	Annex A refers to visits, inspections and audits.		No failure to provide access and accurate and timely information. No more than 1 justified complaint per month.
C.02.01.05	The Contractor will appoint an Arms Control Point of Contact (ACPOC) who is to assist the Authority during Arms Control visits by facilitating the inspection of accommodation, equipment and materiel at 36 hours-notice.	Inspections can occur at weekends and on public holidays and last for up to 48 hours. HMS SULTAN do not require an ACPOC at this time but shall be provided with one should the requirement arise.	As required but historically, on average, one visit p.a. on each site. One ACPOC per site.	Comply with the Authority's Standing Orders and any Routine Orders.	No failure to assist Arms Control inspections. No failure of an ACPOC being available when required and within 1-hour notice during Arms Control Visit. The Benchmark shall be no justified complaints.
C.02.01.06	The Contractor is to comply with the Authority's Energy Management Policies, promote and maintain an agreed positive energy and conservation policy to avoid waste conserve energy and reduce emissions.		Contractor determined.	Compliant with MOD and Establishment Energy Management Policies. JSP 418, Pt 2, leaflet 01.	No failure to comply. No failure to comply with the Authority's Regulations. No more than 1 justified complaint per month.
C.02.01.07	1. The Contractor shall be responsible for all Government Furnished Equipment (GFE) issued to them, whether it be single items or a Sub Unit Materiel Account, to deliver the outputs under this Contract, including:	Full Details of GFE will be made available on SCD. (Supply Responsibilities are listed at Annex B.) On SCD the necessary GFE will be issued to the Contractor to enable	Authority / Contractor determined.	Iaw Defence Stan 05 99, JSP 315, JSP 319, JSP 375, JSP 440, JSP 464, Defence Logistics Framework, AGAIs and Land Forces Standing Orders.	1. No failure to comply with Authority's Regulations.

SoR Ref	Requirement	Additional Information	Volume	Service Standards	Performance Guidelines
	a. Checking and agreeing all the items are present on any transfer between users. b. When items are not in use, practicing good equipment husbandry and ensuring that, where practicable, items are secured as appropriate. c. Checking items are present and serviceable at the frequency required by the mandated cyclic stock checks and as directed by the Representative of the Authority. d. Reporting any items deficient immediately in that working day; or if unserviceable, as soon as possible once detected, to the issuing department. e. Ensuring items are not tampered with or their configuration altered, without the approval of the Authority. f. Only using the equipment to deliver the requirements of the contract and in compliance with the MOD/Manufacturer's user instructions. g. Informing the issuing department of any moves and if items need transferring to a new primary user or location. h. Not removing items from the work area without permission from the issuing department. i. IT only - in addition to sub-paras a to h listed above, operating the system in	him to deliver the outputs under this contract. Individual staff may be required to accept 'Responsibility' for equipment and items, whether it be single items or a Sub Unit Materiel Account, to deliver the requirements of the contract. (See Annex B to Section C1.)			c. No instance of failure to undertake or preventing either the Authority or the Representative of the Authority from completing cyclic stock checks. No failure to inform the Representative of the Authority of any losses or discrepancies.

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	compliance with the MOD SYSOPS and SSPs. j. Sub Unit Materiel Account only - in addition to sub-paras a to h listed above: 1. Checking that the materiel described on the Sub Unit Materiel Account to be taken on charge matches the Supply Dept main ledgers in terms of quantity, serviceability and is correct to CES and serial number registers held. 2. Complying, where practicable, with instructions issued by the Main Account holder to prepare for third party independent stock checks and ease the task of checking materiel to ensure the checking process is as short as possible.				

Sub Section 02 – Management Plans					
C.02.02.01	Provide a Quality Management Plan (QMP) and a Risk Management Plan for the delivery of the Contract. Plans are to be reviewed with the Authority annually at the Level 1 meeting. Amendments are to be incorporated within 3 weeks of agreement. The Contractor shall manage Risk Management Plan as a 'live' document.	The QMP should provide the Authority with evidence of bench marking and planning for best practise. See Annex C for further information.	Annually. One QMP to cover all sites. One Risk Management Plan to cover all sites.	JSP 101 , JSP 892 AQAP 2105, DEFCON 602A, JSP 822, JSP 940, AQAP 2110, AQAP 2310. .	No failure to provide a Risk Management Plan and a QMP. Plans to be re-issued within 2 weeks incorporating agreed amendments following a joint review.
C.02.02.02	Maintain a Contract Business Continuity Plan (CBCP), including Risk Register, for the resilience and the prioritised recovery of the required services,	Schedule 8 (Contractor Business Continuity Plan) refers. Also see Annex C for further information.	The CBCP is to cover all sites, will be cognitive of site specific risks and reviewed biannually.	JSP 101 JSP 440 JSP 892	No failure to provide a CBCP. CBCP to be re-issued within 2 weeks of review, incorporating agreed

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					amendments following a joint review.
C.02.02.03	The Contractor is to develop and implement a plan for the transfer of service delivery to a new contractor at the end of the Contract term. The service should include: a. Service Exit Plan (SEP) detailing the work stages of handing over the full range of tasks to the next Contractor b. Contractor manning by area and function. c. Hand-over of Authority Data Bank. d. Job Descriptions.	See Annex C for further information.	One Service Exit Plan.		A comprehensive plan covering all DLODs and J1 – J9 functions no later than 6 months prior to contract end.

Sub Section 03 – Information Provision					
C.02.03.01	The Contractor shall interrogate, manipulate and draw together data drawn from Authority and contractor legacy, current and future Management Information Systems to respond to Authority management reporting and analysis requirements at site, school and HQ DCTT level.	The Contractor may use: • TAFMIS: Training Administration and Financial Management Information System. • JAMES: Joint Asset Management and Engineering Solutions information system for the management of all vehicles and other designated equipments. • RN/Fleet systems.	As minimum information will be required for: monthly school management boards; quarterly and 6 monthly senior management boards and; Level 1, 2 and 3 contract review meetings.	Meet demands of management boards and review meetings within agreed timescales. Other management information will be provided within five working days of a request being received unless otherwise agreed.	No failure to provide information. A minimum 98% of data input and output information to be correct. Errors identified to be corrected within 2 working days.

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		• Authority Office Administration system, typically Microsoft Office. • A Contract Monitoring Tool (CMT) and related Database.			
C.02.03.02	The Contractor shall provide information to aid the Authority in responding to Parliamentary Questions (PQs), financial reports in support of annual financial rounds and requests for information under the Freedom of Information Act.	Timelines may be out of the control of the Authority to meet PQ and legal requirements. This may occur with little or no prior warning.	Not more than 2 reports per week averaged over a year.		No failure to provide information to enable responses on time to PQs and legal requirements. 100% accuracy and timeliness of information at initial provision.
C.02.03.03	See Schedule 3 and 12				
C.02.03.04	See Schedule 3 and 12				

Sub Section 04 – Quality Management					
C.02.04.01	1. The contractor is to provide, implement and maintain a Quality Assurance (QA) System and provide a deliverable Quality Management Plan to: a. Implementation. b. Development. c. Maintenance. d. Continuous review. 2. The QA System shall include: a. Exam marking and Instructor performance.	A deliverable Quality Management Plan is a supplier's document that specifies which procedures and associated resources shall be applied by whom and when to a specific project, product, process or contract requirement. See Annex C for further information.	One plan.	Quality Management Plan to be iaw AQAP 2105, 2110 & 2310. DEFCON 602A JSP 822 JSP 940 HMS SULTAN TSOPS DSEME SOP's 2. Recognised and certified quality system. DSAT and JSP822 compliant.	1. No failure to provide a Quality Management Plan within 3 months of Contract award. 2. No failure to maintain a recognised and certified quality system.

SoR Ref	Requirement	Additional Information	Volume	Service Standards	Performance Guidelines
	b. Course Design. c. Training Modernisation. d. Statistical Evidence. e. Supply and delivery of offsite training. f. Engineering practices. g. Equipment and facilities management and use. h. Achievement of bench marked processes, best practises and best value for money.			Land Equipment Engineering Standards (LEES) where applicable. BRd766 compliant for management of Aircraft and associated equipment within RNAESS. e. REME Corps Instruction E9 (Distributed Training) and BR3000 series and Equipment BRs. h. Benchmarking standards, practises and processes to match will be identified by the Contractor.	
Sub Section 05 – Specific Requirements					
C.02.05.01	1. Cover the responsibilities of Deputy Radiation Safety Officer (RSO) who is responsible for advising the Authority on all matters pertaining to radiation safety within the Schools. 2. Responsible advisor to attend School H&S meetings.	Duties of the Deputy RSO include the monitoring of the Radiation Protection Supervisors, both Contractor and Authority appointed, in the discharge of their duties. Details of the holdings of equipment subject to checks are held within the UET.	As required. Authority determined.	1.JSP 392, Pt 2, Leaflet 7 – Radiation Protection Advisor Consultation and Advisory Visits.	1. No failure to comply with Authority Regulations. 2. No failure to send a Deputy RSO to School H&S meetings.
C.02.05.02	Cover the responsibilities of Radiation Protection Supervisors (RPS), as appropriate, within areas of contractor responsibility in respect of a radiation	Details of the holdings of equipment subject to checks are held within the UET.	As required. Authority determined.	JSP 392, Pt 2, Leaflet 7 – Radiation Protection Advisor Consultation and Advisory Visits.	No failure to comply with Authority Regulations.

SoR Ref	Requirement	Additional Information	Volume	Service Standards	Performance Guidelines
	process or series of radiation processes carried out within the Schools.				
C.02.05.03	1. Cover the responsibilities of Laser Safety Officer, whose duties will include: a. Booking eye appointments for all regular laser users. b. Classifying and controlling all laser equipment. c. Maintaining a laser register and record of firings. d. Collation and dissemination of laser information. e. Inspection and managing the maintenance of laser firing bays and protective equipment. f. Attendance at School H&S meetings.	Details of the holdings of equipment subject to checks are held with the UET.	As required Authority determined.	1.JSP 392 – Pt 2 Leaflet 34- Laser Safety DSA 03-OME Part 5 (JSP 390) – DCOP and Guidance Notes for Lasers.	1. No failure to comply with Authority Regulations. No justified complaints. f. No failure to attend School H&S meetings.

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C.02.05.04	The Contractor shall produce and maintain a Business Continuity Plan to be implemented to ensure the continued output from the college. In drafting the plan consideration should be given to increased use of distance and on-line learning, distributed training and other alternative means of ensuring the continuation of training. The Contractor shall work with the Authorities SME to produce the Authority Business Continuity Plan to ensure that there are no overlaps, errors or omissions in either the Contractors or the Authorities BCPs and to ensure that all potential interruptions of business are appropriately covered.	The contractor should engage with DCTT Continuous improvement activities and Working groups e.g. DCTT TEL WG.		Air Publication 3085A Volume 1 Standard Operating Procedures for AIR's Business Continuity Management. Level 1 governance.	
C.02.05.05	The Contractor shall establish, implement and deliver a programme of measures which are designed to secure continuous improvement throughout the life of the contract. • The Contractor is to work with the Authority to produce and agree an annual Continuous Improvement Plan (CIP).	Using the resources made available by Authority, ie. tooling, materials, facilities, and the hand skills, inherent SQEP capacity/availability within Contractor's EMTC Contract team, support continuous improvement of certain training aids and other supporting apparatus associated with EMTC training activities as agreed. These activities will be limited to production/adaptation of items that do not require additional testing/certification, quality assurance, warranty, insurance or third party design/involvement.			

SoR Ref	Requirement	Additional Information	Volume	Service Standards	Performance Guidelines
C.02.05.06	The Contractor is to identify and share with the Authority best practice from other defence training organisations, further education, industry and any other relevant organisation which may improve the output of DCTT, the learning experience of trainees or teaching experience of trainers. • The Contractor shall maintain a Continuous Improvement Register, shared with the Authority, recording all CI and modernisation initiatives, whether approved or not, when implemented and completed, the benefits anticipated and realised. • Programme those continuous improvement initiatives which it has been agreed should be implemented. • The Contractor shall submit substantive and deliverable proposals and recommendations in accordance with schedule. • The Contractor shall provide SMEs to engage with the Authority in gaining endorsement for change and in managing its implementation.			JSP822 DCTT HQ MTS TQP (Defence College of Technical Training Headquarters Management of Training System Training Quality Procedure) Schedule 14 - Continuous Improvement	

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C.02.05.07	The contractor shall work with the Authority to seek improvements in the training pipeline which will improve the throughput and output of DCTT and to assist the Authority in obtaining the endorsement and approval of Stakeholders for any realisable changes.	The Authority does not require a full end-to-end training pipeline investigation. However the analysis of management information by the Contractor may highlight advantages where changes to the training pipeline within or out with the EMTC training delivery area might be advantageous to improving throughput or efficiency.			
C.02.05.08	Propose and deliver approved changes to Training Services. Raise Business Cases in the format at Annex D in support of the proposals.	Improvements may include, cost savings, quality, training effectiveness, training duration and, enhanced student experience or access. Where improvements require no investment the rationale, savings or other benefits should be detailed in a similar but simplified form of Annex B. The Contractor may find the guidance at: https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-governent valuable when compiling Business Cases		Business Cases for investment by the Authority in accordance with Annex D.	Deliver all changes in accordance with timescale approved by the Authority in the Business Case.

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C.02.05.09	Provide a service that is sufficiently agile to deliver changes in Training Services that emerge from Authority developments in Equipment, Platforms and concept of support.		The volume of work and occurrence of changes in part derive from operational imperatives and may be at short notice and in response to Urgent Operational Requirements.	Revised or new training iaw JSP 822 and JSP 898.	Changes are implemented as agreed during development.