Maritime Command and Staff Trainer (MCAST)
Appendix F to SoW - Project Meetings & Working Groups
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Defence Equipment & Support

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3.0	08 Dec 2023	████████████████████████ ██████████████	Consolidation post Negotiation Phase.

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Guidance

1. The Contractor shall provision to attend or host all meetings that will be required in execution of the Contract. The Contractor shall provide Suitably Qualified and Experienced Persons (SQEP) relevant to the subject matter and who are suitably empowered to take appropriate decisions in accordance with the Contractor's Stakeholder Management Plan.

2. Proposed Project meetings shall be held in accordance with Table 1, or as amended through contract negotiation.

3. Engineering functions within the Service Delivery and other technical fora / meetings shall be held in accordance with Tables 2 to 4, or as amended through contract negotiation.

4. Unless determined otherwise by the Authority, the Authority shall chair, and the Contractor shall conduct Secretariat services as detailed in section 8 below.

5. The Parties shall attend all project meetings and working groups at the Authority's premises in Bristol and Portsmouth, unless the Authority requests that the meeting is held at the Contractor's premises. Where appropriate and agreed by the Authority provision will be made for remote attendance at all such meetings over Microsoft Teams. The Authority's Premises are, unless otherwise specified;

6. MOD, Abbey Wood, Bristol, BS34 8JH

7. RN Warfighting Centre, Old Iron Foundry, PNB, PO1 3HH

8. The Secretary shall have responsibility for the following Secretariat services:

9. Sending invites in advance to enable attendees to deconflict other commitments.

10. Issuing of Agenda, Attendee's list and Calling Notice at least ten (10) Business Days prior to the meeting.

11. Generation of minutes that, as a minimum, record decisions or actions (along with the agreed action owner (Authority/Contractor) as directed by the Authority and issuing of minutes no later than three (3) Business Days after the Meeting/Review/Working Group. The Authority will raise any changes required within five (5) Business Days once received, failure to respond by the deadline will be presumed as acceptance.

12. Any material, technical, contractual or external change identified within the meeting is to be minuted, placed as an action and closed out once the change has been raised via the MCAST Change Control Procedure in accordance with SoW Appendix H (Change Control Procedure) to the Contract.

13. The Contractor will provide prior written notification for any deviation from scheduled meetings as per section 10 of this document.

14. Additional meetings may be required by the Authority over and above those listed in the tables, but these shall be by exception and at no additional cost to the Authority.

15. Where the meeting takes place on an MOD site, the Contractor shall send the Authority a list of all their attendees, nationalities & UK security clearances (or International Visits Coordination Office (IVCO) approvals) in advance – a minimum of five (5) Business Days unless otherwise agreed – for approval in line with the timeframes and Authority's instructions for that site.

16. The durations and frequencies of meetings may be varied with Authority permission.

17. Disagreement between the Contractor and the Authority in relation to Change impacts, decisions, timescales, or parties involved in the process shall be raised in the first instance in the Project Progress Meeting then escalated, if required to, the Contract Management Board for Resolution and Sentencing.

18. The Contract Management Board shall comprise one authorised representative from each of the Authority and Contractor and, subject to agreement, one or more subject matter expert relevant to the dispute. If the agenda of a specific meeting includes a defect relating to an interface between the system and a system supported by other contractor(s) of the Authority, each of those contractors shall provide a representative to the Contract Management Board for discussion of the relevant agenda item.

19. Both Authority and Contractor shall recognise that the purpose of the Contract Management Board is to act as a body of impartial judicator expertise for the resolution of sentencing disputes.

20. In the event of a dispute, the Authority and the Contractor shall submit written documentary evidence to the Contract Management Board alongside any required supporting documentation. Where both the Authority and Contractor conclude more information is required to reach resolution, the dispute will be referred to a Sentencing Panel. The Sentencing Panel may request further evidence, information or clarification. The Authority and Contractor shall provide the information requested by the Sentencing Panel no later than five (5) Business Days following the request of further information. Both Authority and Contractor shall recognise that the purpose of the Sentencing Board is to act as a body of impartial judicator expertise for the resolution of sentencing disputes.

21. Upon receipt of the requested information the Authority and Contractor shall use all reasonable endeavors to determine its decision within ten (10) Business Days.

22. If the Sentencing Panel members fail to reach agreement on a dispute, the matter shall be dealt with in accordance with DEFCON 530 Dispute Resolution of the Contract.

23. The Authority will review the structure and duration of the meetings and working groups after Initial Operating Capability has been achieved. The Authority reserves the right to review and amend the structure and duration of the meetings and working group throughout the life of the project.
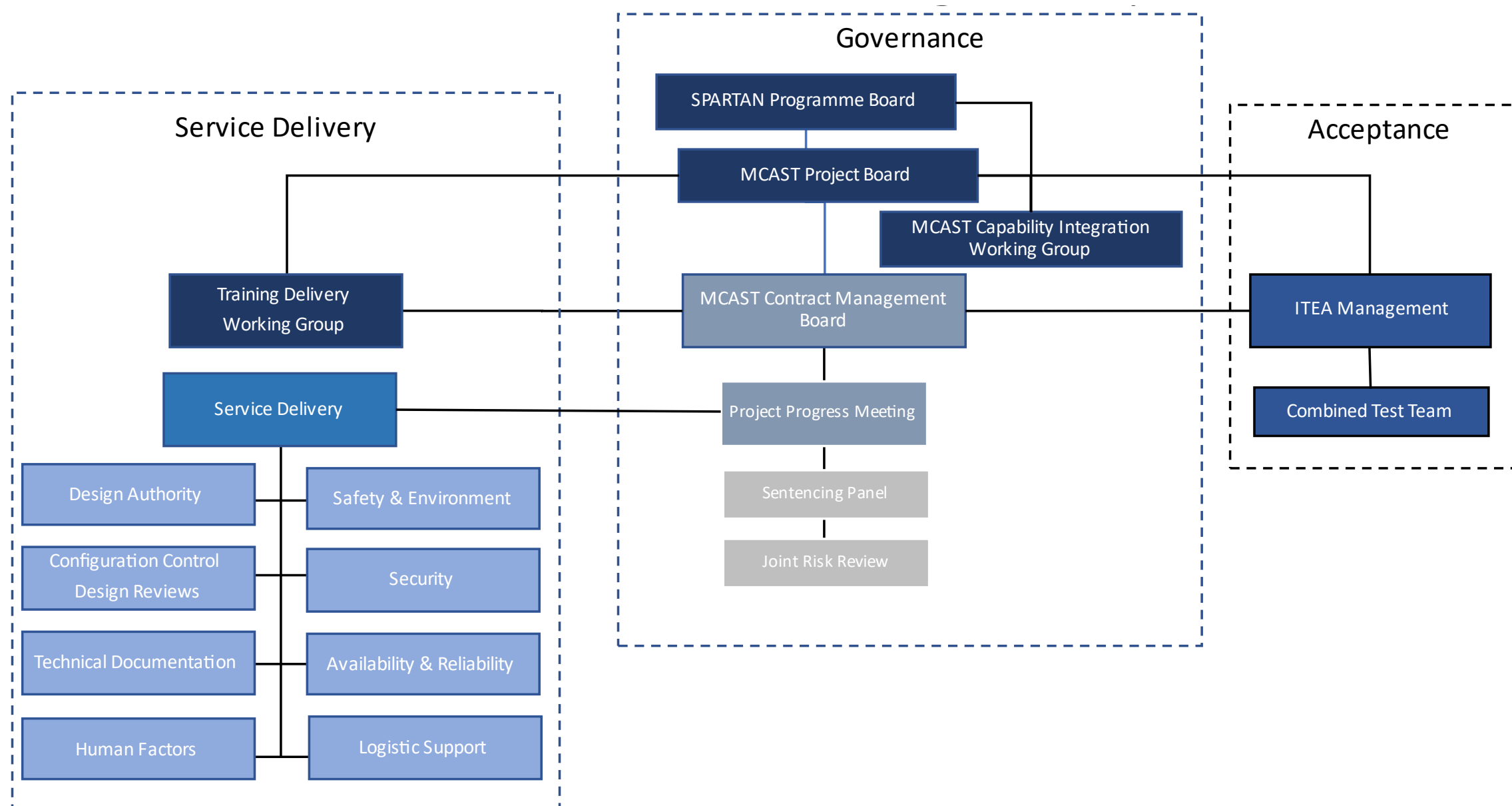
Figure 1: MCAST Project Meeting Hierarchy

Note: The diagram above details managerial and governance functions within 3 key areas, with the Contract Management Board providing the service governance function. The Combined Test Team will be responsible for the formulation and delivery of the capability acceptance. Service Delivery will be managed through the Training Delivery WG and Service Delivery (WG) informing at the monthly Project Progress Meetings.

Table 1: MCAST Governance Meetings and Working Groups

Item	Meeting Title	Location	Chair & Minutes	Duration (est.)	Frequency (est.)	Key Activities	Outcome	Phase of Contract
1	Initiation Meeting	The Authority's premises	The Authority (Chair) The Contractor (Secretary)	2hrs	Held Once – within five (5) Business Days of Contract Commencement	Including but not limited to: • Introduction of contacts within the Contract • Discussions and agreement of the Authority and Contractor obligations • Review of immediate deliverables • Discussion of upcoming meetings and attendees • Questions and clarifications including key issues and risks • Schedule Review • Earned Value Management requirements and re-baselining process	• Agreement of the Authority and Contractor obligations.	• Demonstration and Manufacture
2	MCAST Contract Management Board	Split to be circa 70% Contractor Premises circa 30% Authority's Premises Noting, where agreed, the use of Video Tele Conferencing (VTC) and Conference Call is to be used	The Authority (Chair) The Contractor (Secretary)	4hrs	Quarterly (To be held in place of the Project Progress Meeting each Quarter (Item 3))	Performance Based reviews of the MCAST Project based on the previous Quarterly Project Report & current performance including but not limited to: • Earned-Value Management (EVM) • Project Schedule • Decisions in response to key MCAST Project Risks/Issues/Dependencies/Opportunities • Continuous Improvement • Finance • Security • Safety • Supply Chain Risk • Key Performance Indicator reporting, to include Service Credit quarterly tracker. • Commercial • Obsolescence • Quality Assurance/Quality Management • Sub-Contractor performance • Open Architectures Behaviours and Benefits • Acceptance overview • Sentencing • Dispute resolution • Incident Reporting • Contract Performance Report	• Project delivered on time & within budget. • Effective Authority/Contractor relationship. • Risks are commonly understood and effectively managed. • Present the performance review from the Project Progress meeting, determine actions and way forward if required	• Demonstration and Manufacture • In-Service Support

Appendix F to SoW - Project Meetings & Working Groups

Item	Meeting Title	Location	Chair & Minutes	Duration (est.)	Frequency (est.)	Key Activities	Outcome	Phase of Contract
3	Project Progress Meeting	Split to be circa 70% Contractor Premises circa 30% Authority's Premises Noting, where agreed, the use of Video Tele Conferencing (VTC) and Conference Call is to be used	The Authority (Chair) The Contractor (Secretary)	3hrs	Monthly	Including but not limited to: • Contract Launch • Earned Value Management • Actions • Security • Health & Safety • Subcontractor issues/progress • Schedule/Cost • Review of top 10 risks • Information required • Obsolescence • Technical • Key Performance Indicator reporting • Dispute Discussions • Learning from Experience • Incident Reporting	• Performance monitored & reported upon. • EVM variances result in appropriate consequences.	• Demonstration and Manufacture
4	Joint Risk Review	Split to be circa 70% Contractor Premises circa 30% Authority's Premises Noting, where agreed, the use of Video Tele Conferencing (VTC) and Conference Call is to be used	The Authority (Chair) The Contractor (Secretary)	1/2hr	Quarterly (A reporting element to be held within the Contract Management Board)	Including but not limited to: • Management of Risks, Issues and Opportunities • Review of RIDO Register • Review of Risk Register • Emergent risk • Mitigation activities • Escalation of risk, issues or opportunities	• Effective allocation of risk. • Effective monitoring and management of risk. • Risks & issues escalated to appropriate bodies and individuals.	• Demonstration and Manufacture • In-Service Support
5	Sentencing Panel	Split to be circa 70% Contractor Premises circa 30% Authority's Premises Noting, where agreed, the use of Video Tele Conferencing (VTC) and Conference Call is to be used	The Authority (Chair) The Contractor (Secretary)	1hr	As and when required	This meeting will occur if there is a dispute which cannot be resolved during the initial Contract Management Board where the dispute was raised. Including but not limited to: • Key Performance Indicator sentencing • Dispute resolution	• Agreement of dispute raised.	• In-Service Support

Table 2: MCAST Service Delivery Working Groups

Item	Meeting Title	Location	Role	Duration (est.)	Frequency (est.)	Key Activities	Outcome	Phase of Contract
1	Training Delivery Working Group (TDWG)	100% Authority's Premises Noting, where agreed, the use of VTC is to be used	The Authority (Chair) (Secretary)	5hrs initially until Training Needs Analysis (TNA) acceptance and then 3hrs	Quarterly from Contract Award Fifteen (15) Business Days after completion of each TNA deliverable	Including but not limited to: • Development of MCAST Operating Manual. • Review of training artefact development. • Any risks to Training, including safety. • Training documentation, materials, scenarios, Equipment and services. • Training acceptance and evaluation • Training Schedule reviews.	• Trained trainers, operators, command staff, maintainers and support staff.	• Demonstration and Manufacture (Development) • In-Service Support
2	Service Delivery (Can be delivered as a Working Group or as a reporting element to be held within Project Progress Meetings)	Split to be 66% Contractor premises 33% Authority's premises Noting, where agreed, the use of VTC is to be used Additional EWG may be called by either party if necessary to address emergent technical issues or project intensity	The Authority (Chair) The Contractor (Secretary)	6hrs	Monthly (To be held within Project Progress Meeting as required)	Including but not limited to: • Plan and schedule for all engineering activities • Resources, assumptions, constraints and dependencies • Progress against Engineering Management Plan • Outstanding actions from previous meeting • Engineering Governance and assurance • Presentation of engineering deliverables • Government Furnished Assets requirements • Emergent issues • Configuration Management & Change Control • Quality Management • Engineering and Technical risks • Technology Management • Technical supply chain management • Solution Architecture & Design • Installation & Integration • Openness technical implementation • Software engineering	• Installation of Service • Service integration activities delivered on time • Safety Case • MCAST engineering practice is consistently good. • Consistently good results and high probability of technical success.	• Demonstration and Manufacture • In-Service Support

Table 3: MCAST Service Engineering Functions

Item	Engineering Function	Reporting	Key Activities	Outcome	Phase of Contract
2A	MCAST Design Authority (incorporates the change board)	Service Delivery reporting initially through Project Progress Meetings	Including but not limited to: • Impact analysis of changes • Nurture and sustain Openness • Flow down of Openness requirements to all sub-contractors • Change decision-making • Implement Navy Cmd priorities • Escalate matters for Navy Command attention	• Planned future SPARTAN and wider synthetic training development coherence deliverable. • Technical & commercial Openness achieved & maintained. • Changes delivered smoothly and cost effectively.	• Demonstration and Manufacture • In-Service Support
2B	Design Reviews	Service Delivery reporting initially through Project Progress Meetings Held at Review Events as defined in SOW Appendix G (Technical Reviews)	• As defined in SOW Appendix G (Technical Reviews)	• As defined in SOW Appendix G (Technical Reviews)	• Demonstration and Manufacture
2C	Technical Documentation	Service Delivery reporting initially through Project Progress Meetings	Including but not limited to: • Co-ordination of Technical Document delivery and review • Risks to technical documents quality and delivery date	• High quality documentation is ready on time and maintained through-life.	• Demonstration and Manufacture • Updated before Termination
2D	Human Factors Integration	To report at the first Project Progress Meeting Subsequently Service Delivery reporting through Project Progress Meetings Additional meetings may be called by either party if necessary to address emergent technical issues or project intensity.	First HFI meeting including, but not limited to: • Update and agree Contractor's HFI Plan. • Combine Authority and Contractor HFI RIO Registers. • Plan and schedule ongoing activities. Subsequent HFIWG meeting including, but not limited to: • Reviewing progress against the agreed HFI Plan. • The identification and management of HFI RIO. • Managing HFI Requirements, including any compliance issues. • Planning activities, including HFI analyses, user-engagement activities, trials, design reviews etc. • Reviewing HFI outputs and deliverables, agreeing any findings and design recommendations. • Providing a forum for the interchange of ideas and HF information. • Any HFI WG meetings recorded in HFI Log.	• MCAST addresses all HFI Requirements and HFI RIO.	• Demonstration and Manufacture • In-Service Support

2E	Safety & Environmental	Service Delivery reporting initially through Project Progress Meetings May require specific quarterly mtgs (PSEC)	Including but not limited to: • Safety Risks – Review and accept recommendations for mitigations • Review and accept Hazards, Hazard Contributions and Safety Requirements for Programmable Elements • Evaluate Safety and Environmental WG recommendations • Review of draft ALARP status	• Service is safe to operate, maintain, store, transport, deploy, recover and dispose. • Risk of harm to MOD personnel is actively managed and minimised through-life.	• Demonstration and Manufacture • In-Service Support
2F	Security	Service Delivery reporting initially through Project Progress Meetings May require specific quarterly mtgs when appropriate	Including but not limited to: • Address MCAST Project security matters and provide an update to stakeholders • Identify/manage security RIO • Collect, review & act upon information on security breaches & risks • Support Accreditation progress and maintenance of Accreditation • Act upon Accreditor guidance • Progress of formal and informal security activities including cyber security and penetration testing of security arrangements	• Key MCAST related information is protected through-life. • Risk of compromise is actively managed and minimised.	• Demonstration and Manufacture • In-Service Support
2G	Availability Reliability & Maintainability	Service Delivery reporting initially through Project Progress Meetings	Including but not limited to: • Define and develop Availability Reliability & Maintainability (AR&M) • Develop evidence for AR&M requirements • Emergent issues • Risks to AR&M • Learning From Experience from other systems/projects. • Other: AR&M and Supply Support-related or non-specific items	• System is made reliable and maintainable. System meets availability requirements.	• Demonstration and Manufacture • In-Service Support
2H	Logistics Support	Service Delivery reporting initially through Project Progress Meetings	Including but not limited to: • Co-ordination of delivery of goods and services related to MCAST Integrated Logistic Support & its element plans • Supportability Analysis guidance • Progress update for each ILS element • SMEs to provide status of subject areas • Emergent issues • Sentencing • Logistic Risks, Issues and Opportunities	• System performance is maintained through-life.	• Demonstration and Manufacture • In-Service Support

Table 3: MCAST Acceptance Working Group/Function

Item	Meeting Title	Location	Role	Duration (est.)	Frequency (est.)	Key Activities	Outcome	Phase of Contract
1	Integrated Test, Evaluation and Acceptance (ITEA) Management Working Group	Split to be circa 70% Contractor Premises circa 30% Authority's Premises Noting, where agreed, the use of VTC is to be used	The Authority (Chair) The Contractor (Secretary)	6hrs	Quarterly up to User Acceptance, with additional sessions as required to manage capability acceptance activity and any subsequent system developments/enhancements	Including but not limited to: • Management of Design Reviews • Plan and manage the integration and acceptance of each element of MCAST • Develop the plan for integration of the capabilities and co-ordinate the delivery of the other DLODs • Approve Contractor's Compliance Demonstration Plan • Review emerging issues relating to Acceptance and agree resolution plans. • Support responsibility's detailed in SOW Appendix C (ITEAP)	• MCAST accepted by RN & DE&S. • Period reports submitted to Contract management Board	• Demonstration and Manufacture
2	Combined Test Team (CTT)	Authority Premises	The Authority (Chair) The Contractor (Secretary)	3hrs	Quarterly starting from PDR (May be combined with ITEA WG when appropriate.)	Including but limited to: • Establish and agree the evidence to be returned against each requirement to support Evaluation and Acceptance • Deliver delegated acceptance activities • Review and refine Contractor Trials Plans • Return reports against each trials phase in accordance with the Acceptance Case • Provide explicit sentencing recommendations against each appropriate System Requirement (SR) • Present the draft Acceptance Case, with planning attributes populated, to the ITEA Management WG for endorsement • Participate in trials and testing with the Contractor(s) in a combined test team environment, providing independent oversight of Contractor(s) testing and conducting user trials • Review emerging issues relating to Test and Evaluation and agree resolution plans	• Representative Acceptance activity is planned and delivered.	• Demonstration and Manufacture