

ANNEX E TO CONTRACT NUMBER
COMMUNICATIONS AND MEETINGS PLAN

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1. Introduction

a. The Air Commodities Support Integrated Project Team (AC IPT) is responsible for the acquisition and management of a wide range of services, including the output from the Authority's Surface Finish Facilities (SFF). The SFF are located around the country and overseas and their primary objective is to maintain the integrity of the Royal Air Force's aircraft surface finish, through both Scheduled Maintenance and Random Rectification's (RR). The secondary roll of the SFF is to undertake SF work in support of the stations. The Contractor will be expected to provide SF output for an initial period of 3 years with delivery of technical support, advice and management information to the CMT, while being flexible in approach to the changes that are inevitable to a contract of this length.

b. In order to ensure the success of this initiative, the Authority and the Contractor needs to have a clear and effective understanding of the levels, types and timeliness of transmissions of information between both parties necessary to ensure the success of this project. Many activities will require joint working amongst a widely distributed stakeholder base to ensure the high levels of performance that are called upon within this contract are achieved and maintained.

c. The purpose of this document is to formalise a communications strategy between all parties that is structured, workable and captures the requirements of this output-based contract.

2. Prime Objectives of the SF Contract.

a. The success of this project will be determined by measuring how effectively the following objectives are met: -

- i. Provide and maintain a SF output delivery solution that meets the operational requirements of the UK Military Air Environment and maintains aircraft availability at the required levels thereby reducing the operational impact of the SF on the effectiveness of the Armed Forces of the UK. This is to be achieved by delivering output that conforms to the requirement of the incentivisation model described at Annex C.

- ii. All aircraft SF Scheduled Maintenance and Unit engineering support SF tasks are completed within the agreed timescales throughout the life of the contract.
- iii. All SF maintenance tasks are completed in accordance with the appropriate Technical Documentation and to the operational requirements of the relevant Platform/equipment IPT, Annex A refers.
- iv. Provide and maintain suitably trained personnel to enable the SF output delivery requirements to be met throughout the life of the contract.
- v. Provide a solution that is sufficiently flexible to meet the changing needs of the Armed Forces of the UK.
- vi. All required management reports and requests for CMT task approval are provided in writing (via e-mail) within the required timescales to meet the SF output delivery schedule.
- vii. Improve management information flows to enable both the Authority and the Contractor to be more responsive.

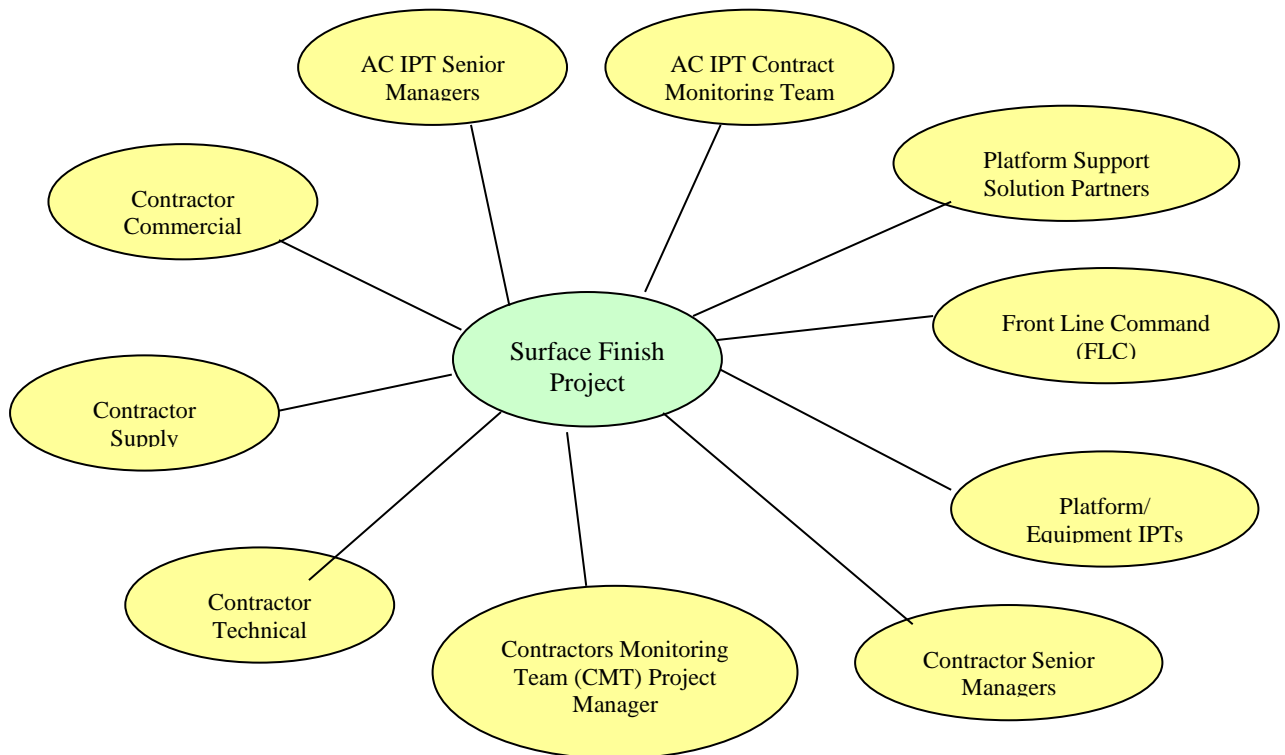
3. Principles of Communication between the Parties

- a. To ensure effective communications, all communication between the parties associated with the SF Project will follow the principles as defined below.
 - i. **Openness and Honesty** - All communications activity must be open and honest to enable the user community and stakeholders to feel part of the Project and fully understand the issues.
 - ii. **Timeliness** - It is important that information is disseminated in a timely, effective manner between the parties and written records kept of the information flows.
 - iii. **Consistency of Message** - It is essential that consistent communications are delivered between the parties.
 - iv. **Effective Communications** - Key personnel are identified and communications are channelled to the appropriate personnel with a view to ensuring that the desired outcome is achieved in the most efficient manner.
 - v. **Feedback** - All communications will allow feedback and comment. Lessons learnt will shape changes to the communication procedures between the parties.

4. Communication Procedures

- a. A key part of the Communication Plan is to get the right messages to the right people at the right time. This avoids stakeholders being overloaded with information, much of which may not be relevant to them, and also enables expectations to be better managed. Communications will need to be developed around the messages for groups of stakeholders, in a way that addresses the differing levels of concerns and issues that each will have.
- b. Feedback will be sought from stakeholders and used to tailor and refine the communications plan and the messages that need to be conveyed. The Stakeholder Map below shows key players that need to be engaged on this project to secure its success.

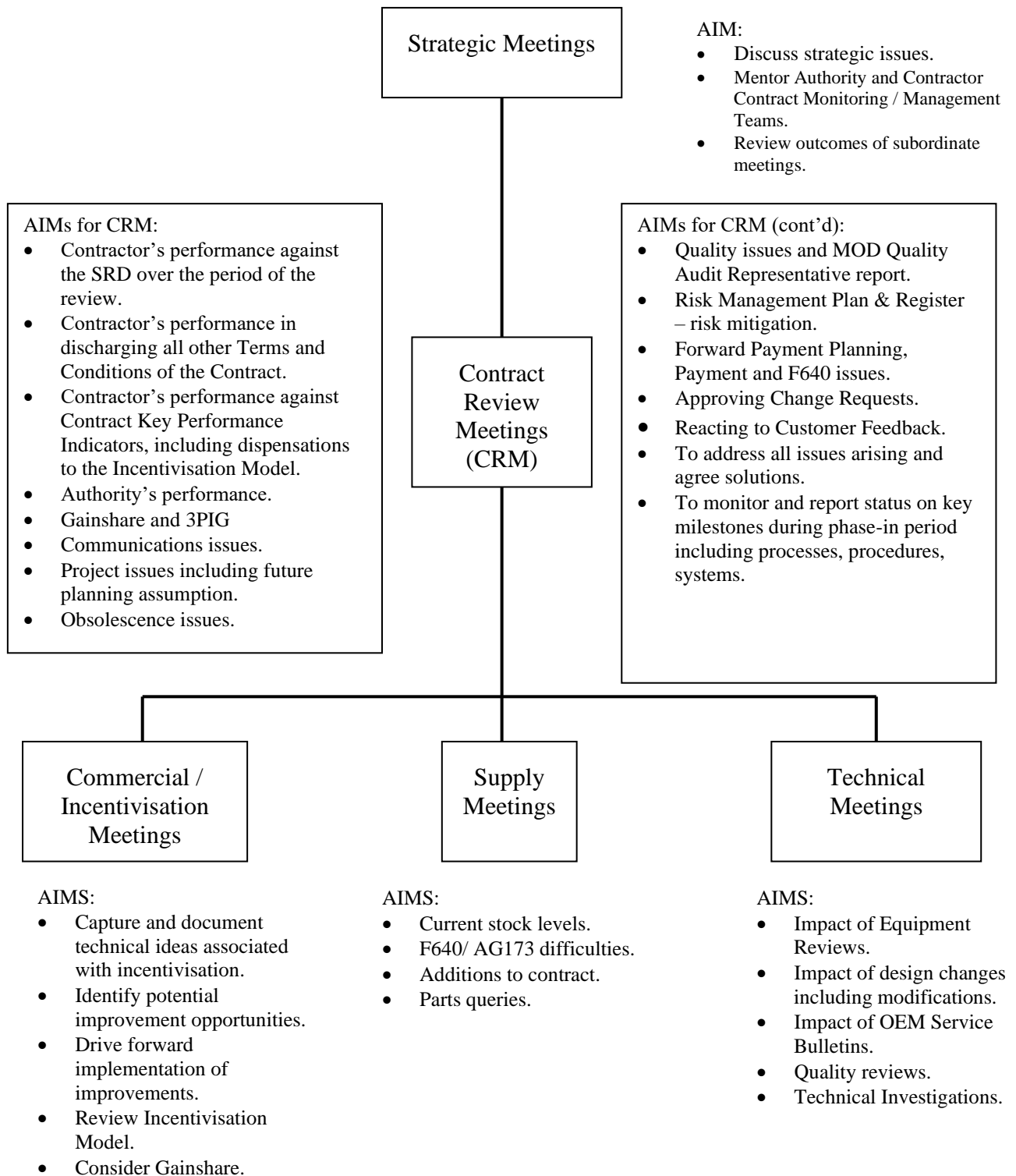
Stakeholder Map



- c. In addition to these stakeholders, other parties such as, but not limited to, specialist Authority personnel and suppliers to the Contractor may be called upon subject to the agreement of the Contractor and the Authority to attend meetings.

5. Meeting Structures

The diagram below and table overleaf depict the formal meeting structure, stakeholder involvement, disciplines and locations of meetings, which will support the communications process both during the phase-in period post contract award and in the longer term. In addition, the aims of each meeting are listed.



MEETINGS AND ATTENDEES

Meeting	Project/Contract Acceptance Meeting	Meetings during and soon after completion of phase in plans.	Contract Review Meetings
Frequency	Within 2 weeks of award of Contract	As Required	Quarterly (If called by the Project Manager)
Location	Company Premises	As Required	As Required
Stakeholders			
AC AFS Head of Branch	<input type="checkbox"/> ●	<input type="checkbox"/>	<input type="checkbox"/>
CMT Team Leader	<input type="checkbox"/> ●	<input type="checkbox"/> ●	<input type="checkbox"/> ●
Senior AC IPT Commercial Manager or Deputy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AC IPT Supplier	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AC IPT QA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SME Reps	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Additional Members of the CMT as required	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Key: ● Chair / Co-chair ☐ Always in Attendance ☐ Attendance by exception

Note

The Authority's intent is to rotate the venue for meetings between the Contractor's premises and the Authority's present location at MOD Abbeywood Bristol, taking account of associated travel costs, though occasionally the Authority may suggest meetings be held at an Alternative Authority establishment, where appropriate. In circumstances where the preponderance of attendees is either from the Authority or the Contractor, then to reduce costs, the meeting will be held at the location that offers the least requirement for travel for the majority of attendees.

6. Contact Maps**Contractor:** Serco Defence, Serco Limited

APPOINTMENT	NAME	TELEPHONE f	E-MAIL ✉
Operations Director, Integrated Support to Operations			
Contract Manager			
Finance Director			
Senior Finance and Commercial Director			
Technical Manager			

The Contractor's ADDRESS 🏠 is:-

Authority: Table 2 CMT Members

APPOINTMENT	NAME	TELEPHONE f	FAX f	
AC TL				
AC Support				
AC SF (CMT Team Leader)				
AC SF4				
ACFin				
AC Fin2				
AC Comrc11a				
QA Officer				

Address:**7. ROLL AND FUNCTION OF THE CONTRACTS MONITORING TEAM (CMT)**

The CMT is the Authority's Hub that will monitor the Contracts performance and make in consultation with the Contractor the necessary decisions to ensure the required outputs defined within this contract are completed to a high standard on time.