

# Annex C

### Statement of Work (SoW)

## Civilian Armoured Vehicle (CAV) Urgent Capability Requirement (UCR)

### **DISMOUNTED CLOSE COMBAT (DCC) MOBILITY PROJECT TEAM**

September 2019

Project Number Ref DCC MOBILITY \_SSP/CAV-UCR September 2019 Version 1.1



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Version	Date	Affected Pages	Description of change	Amendment incorporated
No				by
(a)	(b)	(c)	(d)	(e)
1.1	01/08/19	All	1 <sup>st</sup> issue	STSP, DCC-Leth-PM

#### REFERENCE DOCUMENTATION

DEFSTAN 00-600	Integrated Logistic Support, Requirements for MoD Projects
0100-P-005-010	
Defence Technical	AESP – Specification for Army Equipment Support Publications
Documentation Guidance	
DEFSTAN 00-56	Safety Management Requirements for Defence Systems
POSMS	Project Orientated Safety Management Systems
POEMS	Project Orientated Environmental Management Systems

#### **PREFACE**

#### **AIM**

- 1. The aim of this SoW is to detail the Authority's Project Management, Integrated Logistics Support (ILS) and Safety requirements. This SoW is therefore a contractual document. Deliverables and timings are identified in the Contract Data Requirements List (CDRL).
- 2. The Contractor shall ensure Programme/Prime Contractor activities are co-ordinated and coherent, enabling successful delivery of the Civilian Armoured Vehicle (CAV) Urgent Capacity Requirement (UCR) project to Performance, Time and Cost parameters.
- 3. The ILS sections describe the ILS requirements that need to be met throughout the project to ensure the ILS objectives are met. The Contractor shall provide ILS for the CAV UCR project as detailed in this SoR and the CDRL's.
- 4. The Contractor shall ensure that the design and selection of equipment is supportable, on the grounds of delivering an optimum Through Life Cost (TLC).

#### 1. SECTION 1 – PROJECT MANAGEMENT

- 1.1 The Contractor shall:
  - a. Plan, manage, co-ordinate, and administer all aspects of the contract, including the administration of any subcontractors.
  - b. Establish effective controls for the delivery of the Design and Deliverables.
  - c. Provide early indication to the Authority of problems encountered and their resolution activities to reduce risk to Performance, Time and Cost parameters.
- 1.2 The Contractor shall provide a detailed, resourced Project Schedule Gantt Chart in accordance with CDRL-09 in a MS Project 2010 compatible format that indicates all the activities, interdependencies, key milestones and all supporting activities necessary to deliver the project against the delivery schedule from the commencement date until completion of the contract. The schedule shall be issued with the tender return and re-issued with any changes to the schedule following Project reviews with the Authority.
- 1.3 The Contractor shall provide and keep updated a list identifying the contractors Project Management Team who shall have the appropriate qualifications, competencies and any necessary security clearances to discharge effectively their obligations in this Contract.
- 1.4 The Contractor shall clearly identify where an individual undertakes more than one of the Contractors Project Management Team roles.

#### 2. SECTION 2 - PROJECT REVIEWS AND PROJECT PROGRESS REPORTS

- 2.1 The contractor shall invite Authority representation to project reviews giving not less than seven days calendar notice. Project review meetings shall be held at a UK venue agreed with the Authority, initially on a 4-weekly basis. The frequency of these project review meetings will vary as the contract progresses, or when design reviews are required and will cover as minimum the following topics:
  - a. Project Schedule
  - b. Design Review
  - c. System Acceptance
  - d. Safety and Environmental
  - e. Contract Performance Review
  - f. Risk Register
  - g. Quality Management Issues
  - h. ILS Review (Supply Chain Support Plans, Technical Documents, Training, ST&E).
- 2.2 Project review meeting minutes shall be produced by the Contractor and submitted to the Authority for review within 1 week of each meeting and shall be agreed as a standing agenda item during the next meeting.
- 2.3 The Contractor shall support the Authority in delivering the project by attending other relevant meetings as required by the Authority. The Authority will provide a minimum of seven calendar days' notice where such attendance is required.

- 2.4 The Contractor shall provide electronic schedule and progress reports to the CAV UCR Project Manager every 4 weeks in accordance with CDRL-09. These will be at the midpoint between formal Project Reviews to ensure that there is a reporting point every 2 weeks.
- 2.5 The progress reports shall detail the Contractors progress and planned activity against each of the contract deliverable elements as listed below:
  - a. System Design
  - b. Equipment Procurement and Modification
  - c. Technical Documentation
  - d. Safety Documentation
  - e. ILS (Supply Chain Support Plans, Technical Documents, Training, ST&E).

#### 3. SECTION 3 – RISK AND OPPORTUNITY MANAGEMENT

- 3.1 The Contractor shall plan and manage risks.
- 3.2 The Contractor shall provide and maintain the Project Risks, Issues and Opportunities Register in accordance with CDRL-10. The Register shall describe how the Contractor will identify, record and manage risks, issues and opportunities in a structured and timely manner to ensure risks are mitigated to ALARP, issues are addressed and agreed opportunities are delivered.
- 3.3 The project risks, issues and opportunities register shall contain the following as a minimum for each risk and opportunity:
  - a. **ID Number** A unique identifier.
  - b. **Owner** Person responsible for the risk or opportunity once it has been identified.
  - c. **Description** The cause and impact of the risk or the nature of the opportunity.
  - d. **Risk assessment** level of risk by probability and impact (including an assessment of the pre and post mitigation levels).
  - e. **Actions** Actions or actions that must be or have taken place to mitigate the risk or take advantage of the opportunity.
  - f. **Status** Open/Closed and last updated comments.

#### 4. SECTION 4 - QUALITY

- 4.1 The Contractor shall hold Quality Management System (QMS) certification to ISO9001:2015 or equivalent approved by the Authority, with the appropriate scope to deliver the contract requirements, issued by a National Accredited Certification Body.
- 4.2 The Contractor shall provide a copy of their QMS certification and shall immediately inform the Authority of any amendments or if it is revoked or suspended with immediate effect.
- 4.3 The Contractor shall ensure that all Articles undertaken in support of this requirement are carried out in accordance with the Quality Standards detailed in the Terms and Conditions to the contract.

#### 5. SECTION 5 - SYSTEM ACCEPTANCE

5.1 The Authority requires assurance through a System acceptance process that the system has met all technical, quality, safety and build standards in accordance with the contract.

- 5.2 The system acceptance will be conducted in 4 stages:
  - a. Preliminary Design Review (PDR)
  - b. Critical Design Review (CDR)
  - c. Final Design Acceptance (FDA)
  - d. Factory Acceptance Testing (FAT) Production
- 5.3 The Contractor shall define within their response, how the following design and acceptance activities will be conducted.
- 5.4 **Preliminary Design Review (PDR).** The Contractor shall include Authority representation to review the proposed design to ensure the specifications will meet the requirements within the SRD.
- 5.5 **Critical Design Review (CDR).** The Contractor shall include Authority representation to agree the proposed design to ensure the specifications will meet the requirements within the SRD prior to production.
- 5.6 **Final Design Acceptance (FDA).** The Contractor shall include Authority representation throughout the design process. To achieve FDA, the contractor shall present the following documents for approval by the Authority, and the Contractor shall have received confirmation of the Authority's approval.
  - a. Design Document (final)
  - b. Equipment Breakdown List
  - c. Updated compliance matrix
- 5.7 **Factory Acceptance Testing (FAT).** During acceptance the Contractor shall demonstrate that the units are built in accordance with the FDA and are compliant against the contracted System Requirements (SRs).
- 5.8 The contractor shall support all FAT's with comprehensive test reports that support the claimed compliance.
- 5.9 The Authority reserves the right to be present for all FAT activities and the Contractor shall provide not less than seven calendar days' notice of such testing.
- 5.10 The Authority may undertake acceptance testing against the FDA and all SR's prior to units being delivered to the customer.

#### 6. SECTION 6 - ENGINEERING & SAFETY

- 6.1 The contractor shall provide a Safety and Environmental Management Plan (SEMP) in accordance with CDRL-06, which shall define and demonstrate how the contractor will implement a coherent approach to the management of all safety and environment related activities throughout the life of the contract.
- 6.2 The contractor shall provide a Part 2 Safety and Environmental Case Report (SECR) in accordance with CDRL-07.
- 6.3 The part 2 (Design) SECR shall be produced in accordance with DEFSTAN 00-56, to demonstrate that the product offered is safe by design, compliant to UK Health and Safety, and environmental legislation as required by MOD policy.

- 6.4 The contractor shall support and attend project Safety and Environmental Panels when requested by the authority throughout the life of the project. These would be expected to be annually following delivery and continue for the life of the vehicles. Expected OSD is 10years from entry into service.
- 6.5 The contractor shall, as part of the Invitation To Tender (ITT) response, provide in accordance with, CDRL-08, a Failure Modes Effects & Criticality Analysis (FMECA) Report, detailing likely failures that may occur as a result of upgrades/modifications to the COTS platform during normal use, its impact, likely occurrence rate, and possible failure mitigation. The Authority will use this information to conduct a systematic review of safety and environmental implications of every failure mode and develop a strategy for preventing failure modes which can affect safety or the environment, and for the action to be taken if a suitable preventive task cannot be found.

#### 7. SECTION 7 - INTEGRATED LOGISTICS SUPPORT ACTIVITIES

- 7.1 The contractor shall produce an Integrated Support Plan (ISP), in accordance with CDRL-01, incorporating the Authorities ILS requirements and activities as identified in this Statement of Work (SoW) and further detailed through the relevant CDRL. It should include time lines and milestone dates. ILS requirements should include (but not be limited too).
  - a. Technical Documentation (CDRL-02)
  - b. User Familiarisation Documentation (CDRL-03)
  - c. Supply Chain Support Plans (CDRL-04)
  - d. Special Tools and Equipment (ST&E) (CDRL-05)
- 7.2 The contractor shall identify in their ISP the major equipment suppliers and any subcontractors.
- 7.3 The contractor shall detail who in the project delivery team is responsible for the ILS elements of the project.
- 7.4 The contractor shall incorporate ILS Reviews as part of the Project Review Meetings (PRM) stated in Section 2 of this document.

#### 8. SECTION 8 – ILS ASSURANCE and LOGISTIC DEMONSTRATION

- 8.1 The Authority requires assurance that the Contractor has identified all the necessary ILS processes and is able to successfully present them to the Authority within the Logistic Demonstration (LD).
- 8.2 Development of the LD should be reflected in the project schedule (CDRL-09).
- 8.3 The Contractor shall ensure the LD will include but is not limited to:
  - a. Review schedule (CDRL-01)
  - b. Presentation of CAV UCR complete in its final build standard
  - c. Provide Complete Equipment Schedule (CES) items and identify their subsequent stowed locations on vehicle.
  - d. Provide all required Special Tools & Equipment (ST&E) (CDRL-05)
  - e. Presentation of all completed Technical Documentation (CDRL-02)
  - f. Demonstration of Training (CDRL-03)
  - g. Maintainability demonstration to prove effectiveness of ILS elements.
  - h. Supply Chain Support Plans (CDRL-04)

#### 9. SECTION 9 – TECHNICAL DOCUMENTATION

- 9.1 The Authority needs to be able to ensure that the Contractor has identified all the required Technical Documentation and is able to produce and deliver it within the agreed timescales.
- 9.2 Development of technical documentation (CDRL-02) shall be reflected in the project schedule (CDRL-09).
- 9.3 In accordance with CDRL-02 the Contractor will provide the technical information, in Army Equipment Support Publication (AESP) format, to be incorporated into the extant CAV "Operating Information" publication (2310-J-128-201). The technical information should include the following categories:
  - a. Warnings and Cautions
  - b. User Manual Operating Instructions
- 9.4 In accordance with CDRL-02 the contractor will provide the technical information, in AESP format, to be incorporated into the extant CAV "Maintenance Schedule" publication (2310-J-128-601). The technical information should include the following categories:
  - a. Fuels, Lubricants and Associated Products
  - b. Equipment Technical Data
  - c. Action on Receipt
  - d. Out of Phase Maintenance
  - e. Driver/Operator Maintenance
  - f. Time/Usage Maintenance
  - g. Out of Use Maintenance
  - h. Fuels, Lubricants and Associated Products
- 9.5 In accordance with CDRL-02 the contractor will provide the technical information, in AESP format, to be incorporated into the extant CAV "Commercial Parts List" publication (2310-J-128-721). The technical information should include the following category:
  - a. Spares List

#### 10. SECTION 10 - HANDLING AND TRANSPORTATION

- 10.1 The Contractor shall be responsible for arranging suitable packaging and transportation of all Contractor supplied platforms and equipment throughout the project (CDRL-04) and will maintain responsibility and ownership of the equipment until the point of delivery to Authorities inspection and acceptance location.
- 10.2 Platform delivery should be reflected in the project schedule (CDRL-09).

#### 11. SECTION 11 – AUTHORITY FLEET MANAGEMENT

- 11.1 The Contractor shall fit a manufacturers data plate to the vehicle (location on vehicle TBA).
- 11.2 The Manufacturers data plate shall be complete with the following information:
  - a. Vehicle serial/chassis numbers supplied by Contractor
  - b. ASSET Code Supplied by Authority

- c. NSN details Supplied by the Authority
- d. Vehicle Registration Number (VRN) Supplied by the Authority
- e. Designation
- f. Contract number

#### 12. SECTION 12 – TECHNICAL REQUIREMENTS

12.1 The Contractor shall meet all the required System Requirements (SRs), as detailed in the System Requirement Document (SRD) to meet platform acceptance.

#### Appendix A to Annex C to 700028309

#### **CONTRACT DATA REQUIREMENTS LIST**

1. Table 1 states the Contract Data Requirements List (CDRLs) that shall be provided by the contractor, as evidence that they have met their project management and ILS obligations. It shall be read in conjunction with the Project SoR.

CDRL No	Data Category
01	Integrated Support Plan
02	Technical Documentation
03	Training Documents and Material
04	Supply Support Plan
05	STTE Documentation
06	Safety and Environmental Management Plan (SEMP)
07	Safety and Environmental Case Report – Pt2 (SECR)
08	Failure Modes Effects & Criticality Analysis (FMECA) Report
09	Project Schedule
10	Risk Register

Table 1 – Contract Data Requirements List

Project No:	CDRL No: 01	Data Category	Contract Delivery Date:	
700028309		Integrated Support Plan (ISP)	Supplied with Tender	
Equipment / Equipment Subsystem Description:		General Description of Data Deliverable:		
CAV UCR		The Contractor shall generate and produce Integrated Support Plan (ISP) comprising the following data requirements:		
		Demonstrate the Contractors compliance with ILS requirements		
		2. Incorporate any ILS element plans as defined in this SoW.		
		Outline any related d	eliverables & key milestones.	

#### Purpose for which data is required:

This will provide confidence to the Authority that the contractor has correctly planned and resourced the tasks associated with the delivery of the CAV UCR project.

#### **Update/Further Submission Requirements:**

Where any updates are made to the ISP after contract award, revised copies as per the below shall be issued.

Medium of Delivery:	Number of copies:
<ol> <li>Documentation is to be delivered in hard copy &amp; CD ROM electronic format.</li> <li>All documents shall use UK English.</li> <li>Documentation shall be provided in a format compatible with Microsoft Office 2010.</li> </ol>	Tender Submission - As specified in the ITT

Project No:	CDRL No: 02	Data Category:	Contract Delivery Date:
700028309		Technical Documentation	Draft 20 Business Days post FDA Final 40 Calendar days post FDA
Equipment / Equipment Description:  CAV UCR	nt Subsystem	•	ovide the technical documentation to nt CAV AESPs. To include:  ation edule eatalogue
Purpose for which data is required:			

The Authority requires to be able to provide the User and Maintainer of the platform with all the necessary information on how to safely Operate, Maintain and Train the equipment correctly. The Technical documentation will form the primary source of information in conjunction with the training package.

#### **Update/Further Submission Requirements:**

Medium of Delivery:	Number of copies:
Documentation is to be delivered in Word and PDF format, CD ROM electronic	Issue –
format and hard copy  2. All documents shall use UK English	1 x electronic copy
<ol> <li>Documentation shall be provided in a format compatible with Microsoft Office 2010</li> <li>Hard copies should be submitted 2 sided where possible, in colour where photos are included.</li> </ol>	1 x hard copy

Project No:	CDRL No: 03	Data Category:	Contract Delivery Date:
700028309		Training Documents and Material	30 Calendar days post FDA
Equipment / Equipmen	nt Subsystem Description:	General Description of Da	ta Deliverable:
CAV UCR		The Contractor shall identify any User training deficiencies within the extant CAV training package in relation to the new capability. This will focus on the systems bespoke to this particular CAV.  The Contractor shall provide the documentation to enable familiarisation on any bespoke sub-systems to the UCR CAV.	
Purpose for which data	a is required:		
The Authority needs to a safe and efficient ma	ensure that the Users have the kanner.	nowledge and understandir	ng to use the capability in
Update/Further Submi	ssion Requirements:		
Medium of Delivery:		Number of copies:	
electronic format 2. All documents s	is to be delivered in CD ROM shall use UK English Il be provided in a format	Minimum number to be iss  1x Hard Copy1 x Soft Cop  Copies to User shall be ag	ру
Companible with Micros	Soft Office 2010	Copies to Oser strail be at	grood as project develops

Project No:	CDRL No: 04	Data Category:	Contract Delivery Date:		
700028309		Supply Support Plan	20 Calendar days post FDA		
Equipment / Equip	oment Subsystem Description:	General Description of D	General Description of Data Deliverable:		
Equipment / Equipment Subsystem Description: CAV UCR		The Contractor shall generate and produce a Supply Support Plan (SSP) comprising the following data requirements:  1. Confirm support for the life of the equipment.  2. A recommended list of spares to support the CAV UCR, both operational and training variants. Reliability data and techniques shall be employed as necessary.  3. Incorporate Codification plan.  4. Confirm level of packaging for spares.  5. Confirm Obsolescence Management.  6. Confirm Warranty Provision			
Purpose for which	data is required:	<del>-</del>			
	is document is to outline how spare		•		

The purpose of this document is to outline how spares support shall be managed for the CAV UCR Project both at introduction and through life. The Supply Support Plan demonstrates how the contractor provides spare parts for the required level of repair and maintenance, information and support requirements during the assessment, demonstration and manufacturing stages.

#### **Update/Further Submission Requirements:**

Spares Supply to be delivered on completion and delivery of the vehicles

Medium of Delivery:	Number of copies:	
<ol> <li>Documentation is to be delivered in CD ROM electronic format and hard copy.</li> <li>All documents shall use UK English.</li> <li>Documents shall be provided in a format compatible with Microsoft Office 2010</li> </ol>	Minimum number to be issued to the Authority  1x Hard Copy 1x Soft Copy	

Projec	t No:	CDRL No: 05	Data Category:	Contract Delivery Date:	
70002	8309		ST&E Documentation	Submission with tender	
Equipr	ment / Equipmen	t Subsystem Description:	General Description of Da	ta Deliverable:	
CAV UCR		The Contractor shall generate and produce definitive Special Tools & Equipment (ST&E) listings with recommended quantities and prices.			
			The contractor shall produ of ST&E to be incorporate		
Purpos	se for which data	a is required:			
	This will provide confidence to the Authority that the contractor has correctly planned and resourced the ST&E requirement associated with the delivery of the CAV UCR project.				
Updat	Update/Further Submission Requirements:				
Agree	Agreed ST&E to be delivered on completion and delivery of the vehicles				
Mediu	m of Delivery:		Number of copies:		
1.		is to be delivered in CD ROM t and hard copy.	Minimum number to be iss	sued to the Authority	
	All documents s	hall use UK English. I be provided in a format	1x Hard Copy1 x Soft C	ору	

Contract No:	CDRL No: 06	Data Category:	Contract Delivery Date:	
700028309		Safety and Environmental Management Plan (SEMP)	Issue with Tender	
Equipment / Equipmen	nt Subsystem Description:	General Description of Da	ta Deliverable:	
CAV UCR		Safety and Environmental Management Plan (SEMP)		
Purpose for which data	a is required:			
contractor is aware of	The Safety and Environmental Management Plan (SEMP) will give the Authority confidence that the contractor is aware of their Safety & Environmental responsibilities and will be able to deliver a Part 2 Safe & Environmental Case Report [DEF STAN 00-56] required under the contractual deliverables.			
Update/Further Submi	ssion Requirements:			
Medium of Delivery:		Number of copies:		
Documentation electronic format.	is to be delivered in CD ROM	1 x Hard Copy		
compatible with Micros	be provided in a format soft Office 2010. hall use UK English	1 x Soft Copy		

Contract No:	CDRL No: 07	Data Category:	Contract Delivery Date:
700028309		Safety and Environmental Case Report – Part 2 (SECR)	2 weeks prior to Factory Acceptance Test
Equipment / Equipme	nt Subsystem Description:	General Description of Data Deliverable:	
CAV UCR		Safety and Environmenta to include:	
		<ol> <li>Safety and Environ</li> <li>Hazard log.</li> <li>Environmental Imp</li> </ol>	mental Case Report Part act Assessment
Purpose for which data is required:			
The Safety and Environmental documentation shall form part of the structured argument, supported by a body of evidence, which provides a compelling, comprehensive and valid case that the risks associated with the use of CAV UCR are "As Low as Reasonably Practicable" (ALARP) for the given platform in the given environment.  Update/Further Submission Requirements:			
•	<del> </del>		
Medium of Delivery:		Number of copies:	
Documentation is to be delivered in CD ROM electronic format.		1 x Hard Copy	
<ol> <li>A Hard copy of the SECR – Part 2 will be presented for the Dismounted Close Combat (DCC) Team Leader (TL) signature.</li> <li>All documents shall use UK English.</li> <li>The SECR shall be provided in a format compatible with Microsoft Office 2010</li> <li>The Hazard Log is to be developed and delivered in MS Excel</li> </ol>		1 x Soft Copy	

Contract No:	CDRL No: 08	Data Category	Contract Delivery Date:
700028309		FMECA Report	Supplied with Tender
Equipment / Equipment Subsystem Description:		General Description of Data Deliverable:  The Contractor shall generate a Failure Modes Effect 8	
CAV UCR		The Contractor shall generate a Failure Modes Effect & Critical Analysis (FMECA) report to identify potential failure modes for CAV, focusing on the modifications, components and sub-components.	
		The contractor will also ider will prevent early life failure	ntify maintenance activities that s.
Purpose for which data is required:			

This will provide confidence to the Authority that the contractor has analysed and identified components that are suitable for CAV given the activities expected of that vehicle and the environment it will operate within.

#### **Update/Further Submission Requirements:**

Where any updates are made to the FMECA report after contract award, revised copies as per the below shall be issued.

Medium of Delivery:	Number of copies:
<ol> <li>Documentation is to be delivered in CD ROM electronic format.</li> <li>All documents shall use UK English.</li> <li>Documentation shall be provided in a format compatible with Microsoft Office 2010</li> </ol>	1 x Hard Copy 1 x Soft Copy

Contract No:	CDRL No: 09	Data Category:	Contract Delivery Date:
700028309		Project Schedule	First Issue with Tender
			Every 4 weeks post contract award
Equipment / Equipmer	nt Subsystem	General Description of Da	ata Deliverable:
Description:		The contractor shall produ	ice and maintain a project
CAV UCR		The contractor shall produce and maintain a project schedule to include but not limited to:	
		<ol> <li>Task</li> <li>Duration</li> <li>Resource</li> <li>Predecessors and</li> <li>% Complete</li> </ol>	nd Successors
		6. Milestones	
		The contractor shall produbut not limited to:	uce progress reports to include
		<ol> <li>Safety Document</li> <li>Risk and Opportu</li> </ol>	inity Management. n Support Plans, Technical

#### Purpose for which data is required:

The Authority requires the ability to monitor progress and identify milestones, resources and dependencies as described in the SoR Section 1

#### <u>Update/Further Submission Requirements:</u>

Updated project schedules to be included in each electronic progress report with monthly Project meetings to discuss in more detail.

Medium of Delivery:	Number of copies:
<ol> <li>Documentation is to be delivered in CD ROM electronic format.</li> <li>All documents shall use UK English.</li> <li>Documentation shall be provided in both:         <ul> <li>a. Microsoft Project 2010 compatible format.</li> <li>b. PDF</li> </ul> </li> </ol>	Contractor to maintain post contract award and supply soft copies as requested.

Contract No:	CDRL No: 10	Data Category	Contract Delivery Date:
700028309		Risk and Issues Register	Issue 1: With Tender
			Every 4 weeks from contract award
Equipment / Equipment Subsystem  Description:  CAV UCR		General Description of Data Deliverable:  A Risk and Issues register to record, score and monitor project risks and issues.	
Dispense for subjets date in required			

#### Purpose for which data is required:

A maintained Risk and Issue Register is a key document in delivering successful projects. The Authority requires visibility of all project risks and issues and their progress throughout the project

#### **Update/Further Submission Requirements:**

Risks shall be updated and submitted on a fortnightly basis with the project schedule.

Any issues that arise are to be updated and notified to the project team within 24 hours of realisation.

Medium of Delivery:	Number of copies:
<ol> <li>Documentation is to be delivered in either a CD ROM electronic format.</li> <li>All documents shall use UK English.</li> <li>Documentation shall be provided in a format compatible with Microsoft Office 2010.</li> </ol>	Contractor to maintain post contract and supply soft copies fortnightly.