

**Purchase Order**

**PURCHASE ORDER**

**Contract No:** 700007818

**Contract Name:** Support to the Innovation JHub Expansion Team – Intelligence Innovation

**Dated:** 15 August 2019

Supply the Deliverables described in the Schedule to this Purchase Order, subject to the attached MOD Terms and Conditions for Less Complex Requirements (up to £118,133) (Edn 02/18)

<b>Contractor</b>	<b>Quality Assurance Requirement (Clause 8)</b>
Name: Intelligence Innovation Solutions Limited  Registered Address: Streets Chartered Accountants Lucy Tower Street Lincoln LN1 1XW	N/A

<b>Consignor (if different from Contractor's registered address)</b>	<b>Transport Instructions (Clause 10)</b>
Name:  Address:	Select method of transport of Deliverables  To be Delivered by the Contractor See Statement of Requirement Schedule 1

<b>Progress Meetings (Clause 13)</b>	<b>Progress Reports (Clause 13)</b>
The Contractor shall be required to attend the following meetings:  See Statement of Requirement Schedule 1	The Contractor is required to submit the following Reports:  See Statement of Requirement Schedule 1

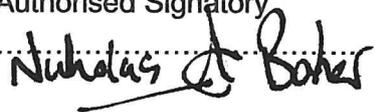
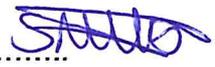
<b>Payment (Clause 14)</b>
Payment is to be enabled by CP&F.



Forms and Documentation	Supply of Hazardous Deliverables (Clause 9)
<p>Forms can be obtained from the following websites:</p> <p><a href="https://www.aof.mod.uk/aofcontent/tactical/toolkit">https://www.aof.mod.uk/aofcontent/tactical/toolkit</a> (Registration is required).</p> <p><a href="https://www.gov.uk/government/organisations/ministry-of-defence/about/procurement#invoice-processing">https://www.gov.uk/government/organisations/ministry-of-defence/about/procurement#invoice-processing</a></p> <p><a href="https://www.dstan.mod.uk/">https://www.dstan.mod.uk/</a> (Registration is required).</p> <p>The MOD Forms and Documentation referred to in the Conditions are available free of charge from:</p> <p>Ministry of Defence, Forms and Pubs Commodity Management PO Box 2, Building C16, C Site Lower Arcott Bicester, OX25 1LP (Tel. 01869 256197 Fax: 01869 256824)</p> <p>Applications via email: <a href="mailto:DESLCSLS-OpsFormsandPubs@mod.uk">DESLCSLS-OpsFormsandPubs@mod.uk</a></p> <p>If you require this document in a different format (i.e. in a larger font) please contact the Authority's Representative (Commercial Officer), detailed below.</p>	<p>A completed DEFFORM 68 and, if applicable, Safety Data Sheet(s) are to be provided by email with attachment(s) in Adobe PDF or MS WORD format to:</p> <p>a. The Commercial Officer detailed in the Purchase Order, and</p> <p>b. <a href="mailto:DSA-DLSR-MovTpt-DGHSIS@mod.uk">DSA-DLSR-MovTpt-DGHSIS@mod.uk</a></p> <p>by the following date:</p> <p>or if only hardcopy is available to the addresses below:</p> <p>Hazardous Stores Information System (HSIS) Defence Safety Authority (DSA) Movement Transport Safety Regulator (MTSR) Hazel Building Level 1, #H019 MOD Abbey Wood (North) Bristol BS34 8QW</p>



<b>Contractor Commercially Sensitive Information (Clause 5). Not to be published.</b>
<b>Description of Contractor's Commercially Sensitive Information:</b> There is no commercially sensitive information
<b>Cross reference to location of sensitive information:</b>
<b>Explanation of Sensitivity:</b>
<b>Details of potential harm resulting from disclosure:</b>
<b>Period of Confidence (if Applicable):</b>
<b>Contact Details for Transparency / Freedom of Information matters:</b> <b>Name: Nicholas Baker</b> <b>Position: Chairman/Founder</b> <b>Address: Great Mill House, 57 Aldreth Road, Haddenham, Ely, Cambs</b> <b>Telephone Number: 07769 676767</b> <b>E-mail Address: nicholas.baker425@gmail.com</b>

<b>Offer and Acceptance</b>	
<p>A) The Purchase Order constitutes an offer by the Contractor to supply the Deliverables. This is open for acceptance by the Authority for days from the date of signature. By signing the Purchase Order the Contractor agrees to be bound by the attached Terms and Conditions for Less Complex Requirements (Up to £118,133) (Edn 02/18).</p> <p>Name (Block Capitals): Nicholas Baker Position: Chairman/Founder For and on behalf of the Contractor Intelligence Innovation Solutions Limited Authorised Signatory  Date: 16 August 2019</p>	<p>B) Acceptance</p> <p>Name (Block Capitals): Position: <i>JFC-Comrc/C2-01</i> For and on behalf of the Authority Authorised Signatory  Date: <i>27/08/19</i></p>



C) Effective Date of Contract:	27 August 2019



**SCHEDULE OF REQUIREMENTS FOR THE SUPPORT TO THE INNOVATION JHUB EXPANSION TEAM – INTELLIGENCE INNOVATION**

All prices are inclusive of all material, delivery and inclusive of any associated travel and subsistence.

Item No.	Item Details (Specification/Deliverable)	Delivery Date	Total Qty	Price (£) Ex VAT	
				Per Item	Total Inc Delivery *
1	<p><b>Phase 1a</b></p> <p>Short Paper, provided to the Authority identifying 3 Courses of Action (COAs) to take jHub Expansion forward. The Paper will enable the Authority to 'down select' the most suitable COA to take forward in Phase 2.</p>	21 Aug 19	10	1000	10000
2	<p><b>Phase 1b</b></p> <p>There will also be a requirement for a verbal presentation to the Authority to confirm the COAs identified. Creation of a project risk register capturing all identified risk, to include risk mitigation. The Paper will enable the Authority to 'down select' the most suitable COA to take forward in Phase 2. <b>(Phase 1a and 1b not to exceed 15 days with both delivered on 21/08/19)</b></p>		5	1000	5000
3	<p><b>Phase 2 (not to exceed 25 days)</b></p> <p><b>Activation Orders</b> and draft CONOPS for the development and enhancement of the jHub. The Activation Orders will include an Organisational Diagrams and detailed Job Descriptions for the additional posts required; and will set out a credible timeline (for the implementation plan that expresses the different 'innovation expansion' growth options (the COAs)) for the activities required to expand the jHub. It should not be resource constrained but should highlight any key resource constraints and include an updated risk register.</p>	Ongoing delivery between 22/08/19 and 28/10/19	25	1000	25000



Item No.	Item Details (Specification/Deliverable)	Delivery Date	Total Qty	Price (£) Ex VAT
4	<p><b>Expenses</b></p> <p>Travel, accommodation and subsistence shall be claimed by the Contractor on completion of each Phase, with a breakdown of actuals accompanied by receipts for the Authority's review and approval; with fair and reasonable costs paid up to the maximum limit of liability.</p>	N/A	Up to max 40 days	4000
				Maximum Limit of liability.

**Total Price Inc Delivery \*\***

£44,000

**\*and Delivery if stated in the contract**



**SCHEDULE 1****STATEMENT OF REQUIREMENT (SOR) FOR THE DELIVERY OF THE JHUB EXPANSION PLAN – SEVEN SUMMITS****BACKGROUND TO THE REQUIREMENT**

The jHub delivers military advantage through innovation. It seeks to find world-class technology and talent and to connect them for military use. At present key activity focus areas are Artificial Intelligence, Autonomy, Data Analytics, Simulation and Behavioural Science. Ultimately, an innovation will be judged a success when it delivers capability into the hands of users. The jHub reports directly to the Joint Force Command (JFC) Innovation Board. The current jHub Team is a whole-force start up: it is small, agile and different by design. The core comprises 10 people from across each of the Services, as well as Civil Servants, commercial and financial officers. The jHub is located alongside 200 other start-ups in WeWork Aldgate Tower, near Tech City, in central London.

The JFC Executive Committee (ExCo) has directed an expansion to the jHub. To facilitate the expansion, Director Joint Warfare (DJW), the Innovation Senior Responsible Officer (SRO) for the jHub, needs to develop and deliver a sustainable growth plan. Referred to as the jHub Expansion Plan it will place the early successes of innovation on an enduring footing, and will direct the future shape, size and role(s) of the jHub. The Expansion Plan must include: a pace of growth assessment (a timeline for the implementation plan that expresses the different 'innovation expansion' growth options); a clear definition of jHub outputs and an identification of risks to their delivery; and, and an analysis of the resources required. The Plan must also seek to analyse wider related issues such as organisational command and support requirements; how jHub initiatives can deliver capability development across Defence lines of development; and, report on the integration of innovation across the JFC Top Level Budget (TLB) and the JFC Innovation Programme.

**REQUIREMENT**

Two contractors will be engaged on separate commercial agreements to deliver the project collaboratively. Each contractor shall deliver to the Authority a total up to a maximum of 40 days, over a 4 months period (notionally August to November 19). Each of the Contractors are to work jointly together in the delivery of the outputs related to both Phase 1 and 2 detailed below.

**Phase 1 – Preparation, Design and Development of Implementation Plan:**

**Month 1 Outputs (Phase 1)** will include up to 15 days input per Contractor, to include but not limited to:

- a) Analysis of current jHub output, resources utilised, organisational command and support.
- b) Conduct an estimate on likely Suitably Qualified and Experience Personnel (SQEP) for current and enduring delivery of jHub outputs<sup>1</sup>. Workforce must be Whole Force by

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<sup>1</sup> To achieve the agility required, the jHub will need intuitive and experienced individuals who are comfortable with dynamic structures and groupings. They will need to adopt a culture of learning (to compliment their knowledge and experience) and must be prepared to adapt their thinking and ideas in the light of relevant evidence. These elements are essential to cope with the demands that will be placed on individuals, which may often be unfamiliar and unexpected.



Design; the estimate should evaluate the required balance of regular, reserve, civilian and civil servant expertise required.

- c) Deliver key stakeholder mapping, engagement and knowledge capture. Conduct appropriate working groups with jHub customers. Identify key user requirements and a route to future growth and success.
- d) During stakeholder engagement discuss and capture all identified risks and create/maintain a project risk register capturing any risks with associated assumptions, issues, dependencies and opportunities.
- e) Noting that any additional Contractor input to those listed above, will be notified to the Contractor in writing by the Authority with the required output. Any additional days incurred will need prior approval before any commitment.

The deliverable of Phase 1 will be a **short paper**, provided to the Authority identifying 3 Courses of Action (COAs) to take jHub Expansion forward. There will also be a requirement for a verbal presentation to the Authority to confirm the COAs identified. Creation of a project risk register capturing all identified risk, to include risk mitigation. The Paper will enable the Authority to 'down select' the most suitable COA to take forward in Phase 2.

**Intelligence Innovation Solutions Ltd will deliver to this phase of the contract via the following activities and outputs:**

- Arrange and meet key stakeholders gathering evidence to holistically build a complete understanding of the current JFC Innovation architecture and the activity that is taking place in HLBS. Fully understand the budgets, capabilities, and delivery of outputs to totally understand if the current capability is successful and should be expanded. This is the start of the independent Review into costs and current capability.
- Build a Risk register to inform DJW of Risks to him as the SRO and be prepared to verbally brief these risks during the evidence gathering phase.
- Review all paperwork on Innovation in JFC and review jHub supporting documentation and processes.
- Compare paperwork will interview data to build up an understanding of 'where we were in 2017' when the jHub concept was first mooted and now, - 'where we are now'. This forms part of the stocktake.
- Collect financial data from JFC TLB Fin and COS HLB staff and interview DRES about ABC funding lines and long-term projections and priorities set against JFC command plan. Collect data for paper.
- Interview and gain evidence from the JFC Work Force Hub and HLBs and Single Service Manning authorities on the delivery of both civilian and military (including Reserves) manpower across JFC. Check JFC BOI's and EXCO Minutes to understand the rational and Commanders direction to HLBs on the delivery of Innovation as a task.
- Interview 3\* and 2\* SRO's across JFC to build an understanding of the Assurance mechanisms governing public money being spent in the innovation space.
- Deliver a stakeholder matrix and map.
- Formulate and write a document that gathers all the evidence within the Innovation ecosystem across JFC and wider Defence and design a series of Courses of Action (COAs) that will meet COMJFCs priorities set out in the JFC Command Plan 19/20 and sub contracted to DJW.
- Deliver the evidence in a paper and present the findings and gain decisions on delivering Phase 2.



- Gain a decision on the ABC Funding commitments in order to design the future JFC jHub ecosystem that supports all HLBS. The funding pathway to deliver Expansion is critical to Phase 2.

## **Phase 2 – Delivery of Expansion Plan**

**Month 2- 4 Outputs (Phase 2) – Delivery of Expansion Plan: up to 25 further days per Contractor, over the remaining three months, to include but not limited to:**

- a) Development and enhancement of draft Expansion Plan, for stakeholder circulation and further refinement. The draft plan will be in the format of a Concept of Operations (CONOPS) for the jHub.
- b) Create a pan-Defence Lines of Development (DLOD) outline plan, that will be tested and amended through a series of Table Top Exercises (TTX) iterative activities organised by the Authority. To include how jHub initiatives can deliver capability development and the integration of innovation activities across JFC’.
- c) Set up stakeholder opportunities for engagement/SQEP liaison across the JFC command and support teams. Activity will be conducted primarily at JFC Northwood and in the jHub offices Aldgate Tower.
- d) Maintain the project risk register capturing any additional risks with associated assumptions, issues, dependencies and opportunities.
- e) Noting that any additional Contractor input to those listed above, will be notified to the Contractor in writing by the Authority with the required output. Any additional days incurred will need prior approval before any commitment.

The deliverable of Phase 2 will be an **Activation Order** and draft CONOPS for the development and enhancement of the jHub. The Activation Order will include an Organisational Diagram and detailed Job Descriptions for the additional posts required; and will set out a credible timeline (for the implementation plan that expresses the different ‘innovation expansion’ growth options (the COAs)) for the activities required to expand the jHub. It should not be resource constrained but should highlight any key resource constraints and include an updated risk register.

**Intelligence Innovation Solutions Ltd will deliver to Phase 2 of the contract via the following activities and outputs:**

- In conjunction with the JHub Core, design the new cross-HLB Innovation ecosystem with the use of White board sprints to gain user views and test with table top exercises to take ideas and subject them to stress and contingency tests. The design will have to fit the allocated ABC funding line for operating costs.
- Write Job descriptions for JFC Work Force HuB with associated and supporting business cases to recruit manpower that supports expansion aims.
- Design and write Activation Orders as part of the normal JFC staffing activity.
- Create recruitment and job adverts for the civil services roles with innovation Ecosystem.
- Write justifications and gain financial authorities for manning up lifts in the Single Services. Integrate this and build and maturity matrix and overlay this for a phased delivery
- Draft and circulate a draft Concept of Employment (CONEMP) across JFC HLBS for direction on how the ecosystem is going to function across the command when delivering the Innovation portfolio.
- Ensure CONOPS are structured to fully support detailed tasks and meet assurance parameters for DJW.
- Deliver and update Risk register



- Hand over the Project to the recruited staff for the rest of the implementation.
- Be flexible to deliver other critical staff work that ensures this project is delivered in time

## **DELIVERABLES**

<b>Serial</b>	<b>Description</b>	<b>Output Type</b>	<b>Due Date/ No Later Than</b>
Phase 1a	<b>Short Paper</b> , provided to the Authority identifying 3 Courses of Action (COAs) to take jHub Expansion forward. The Paper will enable the Authority to 'downselect' the most suitable COA to take forward in Phase 2.	<ul style="list-style-type: none"> <li>• Paper x 3 Hard Copies and an Electronic copy issued to the Senior Responsible Officer.</li> </ul>	20 Sep 19
Phase 1b	Verbal presentation to the Authority to confirm the COAs identified.	<ul style="list-style-type: none"> <li>• Presentation</li> <li>• Risk Register 1</li> </ul>	30 Sep 19
Phase 2	<b>Activation Order</b> and draft CONOPS for the development and enhancement of the jHub. The Activation Order will include an Organisational Diagram and detailed Job Descriptions for the additional posts required; and will set out a credible timeline for the activities required to expand the jHub.	<ul style="list-style-type: none"> <li>• Activation Order</li> <li>• Draft CONOPS</li> <li>• Timeline</li> <li>• Organisational diagram and draft TOR for positions</li> <li>• Risk Register 2</li> <li>• Report on Innovation Activities across JFC</li> </ul>	30 Nov 19

It will be the responsibility of the Contractor to provide all necessary briefing packs, presentations and reports to the Authority.

All resultant reports, material and data gathered in the delivery of this requirement will be subject to the conditions of the contract and shall be provided to the Authority on completion of the above deliverables. It is not anticipated that Personal Data will be processed under the contract development for the jHub Expansion Plan; however, DEFCON 532B requires the contractor to process, safeguard and dispose of any personal data used IAW MOD Guidelines.

The prices provided in the Schedule of Requirements Items 1-3 to Contract shall be firm, inclusive of all material and delivery. Payment will be in accordance with the number of days utilised, up to a maximum of 40 days per Contractor.



Contractor Expenses Item 4: Travel, accommodation and subsistence shall be claimed by the Contractor on completion of each Phase, with a breakdown of actuals accompanied by receipts for the Authority's review and approval; with fair and reasonable costs paid up to the maximum limit of liability as specified in the Schedule of Requirements – Item 4.

Senior Responsible Officer:

Major General (RM) J Morris

Director Joint Warfare (DJW)

Morris, Jim Maj Gen (JFC-DJW) [Jim.Morris546@mod.gov.uk](mailto:Jim.Morris546@mod.gov.uk)

Point of Contact (for day to day activity):

Major Mark Luson

Military Assistance/DJW

Luson, Mark Maj (JFC-DJW-MA) [Mark.Luson447@mod.gov.uk](mailto:Mark.Luson447@mod.gov.uk)

