

Statement of Requirement
The Provision of Target Operating Model Technical Support for Royal Air Force – Phase 1

Ref Requirement
A **General Requirements**

A.1 **Scope of Requirement**

A.1.a The Royal Air Force requires Target Operating Model (TOM) technical design support to assist in the redesign its Command (HQ) Operating Model. The support primarily covers the redesign of 3 key functions: Force Design & Strategy Integration, Whole Force HR Management, P3M and associated Assurance. In addition, there are 4 integrating components: Application of Digital Tools, Staff Communications, Cultural Development Levers and the overlay of Governance, Risk and Controls. The supplier team will need to provide a small, high quality team to assist the Programme Director and Workstream leads. The primary staff will need to be immediately available and be able to provide cover throughout the 3 month engagement period (commencing 30 Aug 22). The primary team must be hold Security Clearance; this will apply equally to supporting staff who may not be operating from RAF High Wycombe. The support will need to be delivered at pace to assist the Programme Director to develop a Board-level proposal by mid-Oct 22. A high-level hypothesis has been developed which will require co-development, testing and integration. Additional support is also required to advise and support the construction of a digital description of the operating model. This work represents Phase 1 of a medium-term endeavour to optimise the RAF's operating model. Further phases are expected to occur in FY23/24.

Illustrations of the provisional proposal for divisions of responsibility in a future HQ construct, and the programme workstream breakdown and critical milestones are contained within Annex C of this Statement of Requirement.

A.2 **Definitions**

A.2.a In addition to the definitions detailed in the Terms and Conditions of the Contract the following definitions shall also apply. Where the definitions below contrast to those detailed in the Terms and Conditions of the Contract then the definitions within the Terms and Conditions of the Contract shall take precedence.

<u>Definition</u>	<u>Interpretation</u>
Contractor's Personal Use	Any use of MOD furnished property, facilities or equipment intended for the primary benefit of the Contractor or the Contractor's Personnel which is contrary to the MOD's interests is considered personal use.
Contractor's Personnel	Any employees, including sub-contractors or other agents working on behalf of the Contractor, shall be deemed the Contractor's Personnel.
Designated Officer	The Designated Officer is the MOD representative responsible for the Requirement and is as defined at Box 2 of DEFFORM 111 of this Contract.

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A.3 Abbreviations and Acronyms

A.3.a In addition to the abbreviations and acronyms detailed in the Terms and Conditions of the Contract the following abbreviations and acronyms will be used.

<u>Abbreviation or Acronym</u>	<u>Interpretation</u>
AOC	Air Officer Commanding
DO	Designated Officer
MOD	Ministry of Defence
OC	Officer Commanding
RAF	Royal Air Force
SC	Security Check
SoR	Statement of Requirement
ACOM	Air Command Operating Model
TOM	Target Operating Model

A.4 References

A.4.a In addition to the references detailed in the Terms and Conditions of the Contract the following references shall also apply as well as any subsequent revisions and amendments to the references. This list does not absolve the Contractor from conforming to any other relevant publications.

<u>Reference</u>	<u>Version</u>	<u>Source</u>
Data Protection Act 2018	2018 c. 12	http://www.legislation.gov.uk/ukpga/2018/12/contents/enacted
Government Security Classifications	1.1	https://www.gov.uk/government/publications/government-security-classifications

A.5 Processes and Related Taskings

A.5.a The design of a new TOM must take into account ongoing organisational change and must not undermine these endeavours .

A.6 Site

A.6.a The Site for the delivery of all services is RAF High Wycombe is sited Naphill, [HP14 4UE](#).

Ref Requirement
A.7 **Security**

- A.7.a The Contractor is to ensure that all of the Contractor's Personnel have Security Check (SC) clearance. Where the Contractor's Personnel does not have SC clearance that individual will not be allowed access to MOD facilities or data.
- A.7.b All information related to or generated by this Contract is to be treated in the appropriate manner in accordance with Government Security Classifications. The classification of the material to be handled shall not exceed OFFICIAL-SENSITIVE in nature.
- A.7.c All personal data processed under this Contract is to be treated in accordance with the Data Protection Act 2018.
The nature of this engagement will not afford the opportunity to security check staff that do not already hold SC.

A.8 **Site Access**

- A.8.a Supplier staff will be expected to be on site for at least 60% of the engagement; this requirement will commence from the start of the engagement and supplier staff are required to provide details in advance to facilitate this. Supplier staff will be briefed at start of the engagement of local security requirements with which they must comply.

A.9 **Safety and Environmental Provisions**

- A.9.a When on the Site the Contractor is to comply with all MOD Safety, Health and Environmental Protection regulations and policy.
Supplier staff will be briefed on local safety, health and environmental requirements.

A.10 **Hours of Operation and Times of Delivery**

- A.10.a The delivery of on-site services shall be provided between the hours of 0800-1800 Monday to Friday; with exception of recognised UK Bank Holidays and Public Holidays.

Quality Assurance

- A.11 *Not applicable*

Contract Monitoring

- A.12 For the purposes of contract monitoring, representatives of the Contractor will routinely report to the Designated Officer on the performance of the Contract.

<u>Ref</u>	<u>Requirement</u>
A.12.a	The Contractor is responsible for the performance of the Contract by any sub-contractors or other agents working on behalf of the Contractor. The Contractor is to deal with any issues relating to any sub-contractors or other agents working on behalf of the Contractor, this however does not exclude sub-contractors or other agents working on behalf of the Contractor from attending any Contract Monitoring meeting or contributing to any report where it is appropriate for such sub-contractors or other agents to do so.
A.12.b	If any sub-contractors or other agents working on behalf of the Contractor are found unsuitable, for whatever reason, the Contractor is to engage with the relevant sub-contractors or other agents to broker a resolution.

Government Furnished Assets

A.13 The Contractor will be furnished with the pieces of Government Furnished Assets (GFA) as detailed at Annex A to this SoR.

Personnel Qualification Requirements and Training

A.14 Not applicable

Certification and Accreditation

A.15 Not applicable

<u>B Ref</u>	<u>Deliverable Requirements Requirement</u>	<u>Additional Information</u>	<u>Quantity</u>	<u>Standard of Performance</u>
B.1	Assistance in determining how Air Command could achieve higher levels of functional performance in a Headquarters environment.	Verbal challenge supported by examples about how the application of performance benchmarks can help to define more efficient and effective operations within a function. Functional benchmark data will be required covering: HM, Finance, Commercial, Strategy Development, Project Programme and Portfolio Management, Leadership Change Capacity and the application of widely available (Microsoft family) digital tools. Benchmark data must reflect the different working environments between public and private sectors and the breadth and depth of functional technical skills.	Staff required to engage constructively with workstreams to develop more efficient processes, underpinned by benchmark data.	Creation of value stream processes that offer tangible improvements in performance over existing methods of delivery. Contextually appropriate application of benchmark data that must have relevance to a UK working environment.
B.2	Advice and guidance as to how to develop and integrate Govt/MoDs functional and DLOD strategies into a coherent approach to organisational capability development and delivery.	Support to include how best to develop methods to analyse and assess whether strategies and plans are delivering on intent. Additional support required to develop methods to identify growing areas of weakness in organisational capability, covering at least: workforce, equipment, infrastructure and support/change capacity.	Design of integrated capability development and monitoring tools	Assessment as to whether tools can, on an ongoing basis determine whether a capability deficit has been identified and/or is being closed.
B.3	Advice, guidance and support in the increased use of Microsoft 365 digital tools and other applications within Defence's approved catalogue, to improve process efficiency, process monitoring and the heritage of assured data.	Limited initially to MS365 and other common applications .	Identification of potential time and quality improvements	Contextual application of tools in value stream maps to save time, effort and improve quality of services.

B.4				
		<p>This requirement (B.4) is an optional requirement only and shall be subject to it's own instruction and commitment at the Buyer's discretion in accordance with Clause 24 (Changing the contract).</p> <p>The cost and method of delivery of this requirement (B.4) should be stated separately in the supplier proposal.</p>		
B.5	Advice, guidance and support in the development of effective functional interfaces.	To facilitate right first-time acceptance of tasks, delivery of service and facilitate an ongoing review of efficiency and effectiveness at functional boundaries.	Agreed facets on what constitutes an effective transfer.	Assessment of practical application of principles and tests of effectiveness
B.6	Advice, guidance and support in the application of risk appetite with a command HQ environment and the functions that connect with it.	N/A	N/A	Verbal support to the Performance and Risk Team and primary (3) workstreams.
B.7	Advice, guidance and support in the communication of strategic and process changes as a consequence of migration to the TOM.	N/A	N/A	Verbal support to the Pg Director and primary (3) workstreams.
B.8	Advice, guidance and support in how best to maintain an evidenced based determination of strategic priorities, the optimum timing key strategic decisions and strategic opportunities.	N/A	N/A	Verbal support to the Pg Director and primary (3) workstreams.

Annex A
Government Furnished Assets (GFA)

	Government Furnished Equipment (GFE)	Government Furnished Information (GFI)	Government Furnished Resources (GFR)	Government Furnished Facilities (GFF)
Description	Nil	[REDACTED]	Nil	Co-use of rooms within Air Command HQ
Quantity	N/A	[REDACTED]	N/A	As appropriate for team on site (pre-agreed)
Terms of Loan	N/A	[REDACTED]	N/A	N/A
Task	N/A	[REDACTED]	N/A	For engagement with Air Staff and supporting suppliers
Date of Supply and Return	N/A	[REDACTED]	N/A	For period of engagement
Location of Supply	N/A	[REDACTED]	N/A	RAF High Wycombe
Reporting	N/A	[REDACTED]	N/A	N/A
Maintenance Responsibilities	N/A	[REDACTED]	N/A	N/A
Replacement Responsibilities	N/A	[REDACTED]	N/A	N/A
Responsibility for Delivery / Collection	N/A	[REDACTED]	N/A	N/A
Packaging Issues	N/A	[REDACTED]	N/A	N/A
Disposal Arrangements	N/A	[REDACTED]	N/A	N/A
Warranties	N/A	[REDACTED]	N/A	N/A
Force Majeure / Relief / Compensation	N/A	[REDACTED]	N/A	Access may be restricted; alternative facilities will be agreed.

Annex B
Personnel Qualification Requirements and Training

Qualification or Training	Relevant Item(s) of the SoR	Responsibility for Delivery of the Qualification or Training	Responsibility for Payment of the Qualification or Training
N/A			