

## **Call-Off Schedule 20 (Call-Off Specification)**

This Schedule sets out the characteristics of the Deliverables that the Supplier will be required to make to the Buyers under this Call-Off Contract

**Contract : 712903450**

**Next Generation Assurance Partnership (NGAP)**

### **Statement of Requirement**

1. In support of this Statement of Requirement (SOR) are the following supporting annexes;
  - a. Annex A - NGAP Key User Requirements (KURs)
  - b. Annex B - Tasking Order (TO) Process Map
  - c. Annex C - Tasking Order Form (TOF)
  - d. Annex D - Activities Index (Attached as a separate document)

## **CONTRACT REQUIREMENT**

2. The Authority requires:

- I. Service Leadership and Management.
- II. Expert Assistance to deliver and develop Cost Estimating and Cost Control initiatives and improve Early Phase Estimating capability.
- III. Expert Assistance to deliver and develop Diagnostic Cost Management reviews.
- IV. Expert Assistance to deliver and develop Portfolio Assurance.
- V. Expert Assistance to deliver and develop Cost Management Improvement Partnerships (CMIP) and Pan Defence Cost Management upskilling.
- VI. Expert Assistance to Support Top Level Budget (TLB)/Enabling Organisation (EO) Cost Management outputs.
- VII. Expert Assistance in maturing Risk Management across Defence.
- VIII. Expert Assistance to support TLB/EO Risk Management outputs.
- IX. Expert Assistance to operational tasks across Fraud Defence.
- X. Expert Assistance to strategic tasks across Fraud Risk Management.
- XI. Expert Assistance to strategic tasks across Fraud Analysis and Behaviours.

3. These requirements have been broken out as Key User Requirements (KURs) at Annex A.

## REQUIREMENT CONTEXT

4. The Assurance Directorate (D Assurance) provides Cost Management<sup>1</sup> (CM) leadership/assurance, Risk Management and Counter-Fraud services across Defence. The Directorate works directly to the Director General Finance (DG Fin) within MOD Head Office and is made up of three separate business areas, Cost Assurance and Analysis Service (CAAS), Fraud Defence (FD) and Defence Risk and Assurance (DRA).
5. The provision of Risk and CM Assurance services are critical to the delivery of Defence priorities. The Next Generation Assurance Partnership (NGAP) Contract will provide partnering support to the full range of D Assurance activity, as well as support and upskilling across the wider Department. Its deliverables are to enhance and upskill 1<sup>st</sup> Line of Defence activities across Defence; develop the maturity and delivery of The Department's risk management, assurance and counter fraud activities; and reinforce 2<sup>nd</sup> Line of Defence activities, including developing the integrated assurance approach and building functional capability across the Defence Operating Model (DOM). This includes tasking to support acquisition reform in relation to 'setting Projects / Programmes up for success', providing critical friend support to Senior Responsible Owners (SROs) and informing Departmental decision making.
6. The strategic aims of this requirement are:
  - a. **Upskilling the Department** to strengthen the 1<sup>st</sup> Line of Defence across the full range of D Assurance's responsibilities: cost management and single-source procurement (the main area of activity), risk and assurance, and counter-fraud and ethics; leading to improved TLB/EO capability, savings against the use of external assistance, and better ways of working through the consistent application of good practice across the DOM.
  - b. **Strengthening and developing** D Assurance core 2<sup>nd</sup> Line of Defence activities, including supporting the Directorate's role in Acquisition Reform, identifying synergies across the Directorate, and maturing and delivering the concept of integrated assurance.
  - c. Supporting the Directorate in **technology exploitation**, including Enterprise Resource Planning (ERP), analytics, data and AI exploitation, to enable productivity and effectiveness gains and more timely/better informed decision making.
  - d. Providing specific **niche capabilities** and augmentation, for example forensic accountancy for fraud investigations.
  - e. Providing expertise and pace to Directorate **transformation initiatives**, including delivering increased agility within D Assurance.

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<sup>1</sup> Cost Management is the integration of Finance, Project Delivery and Commercial activity

7. CAAS is an organisation of professional Cost Engineers, Estimators, Accountants, Analysts and supporting staff and is responsible for pan Defence CM leadership providing senior decision makers with confidence through the delivery of 2<sup>nd</sup> Line Assurance and CM leadership/best practice. This protects value by supporting the delivery of an affordable Defence budget and contributes to reducing the overall cost to Defence. It drives value by helping to secure value for money for the Department and adds value by informing decision making around cost risk, schedule risk and broader financial risk to the Department.
8. CAAS priorities are currently focussed on pan Defence CM upskilling, the Defence Nuclear Enterprise, and early project interventions in line with Acquisition Reform, to include the development and delivery of Early Phase Estimating strategies and processes.
9. DRA are responsible for setting the Department's policies on risk management and assurance, aligning to government policy and best practice in accordance with Orange Book and Risk Control Framework. The strategic activities are split into Risk Management and Assurance Reporting. This work enables risk assured decision making, setting standards to ensure risk coherence across Defence and strengthening Departmental assurance activities.
10. FD is the central counter fraud functional team for MOD. It takes the strategic lead for fraud, corruption and other economic crime matters across Defence, represents the MOD as the victim of fraud and drives and coordinates the MOD's delivery of the counter fraud action plan. It leads the departments delivery of its zero-tolerance policy towards fraud & corruption and reports for Defence on cross government counter fraud and corruption. It also drives counter-fraud initiatives such as analytics and fraud risk assessment.
11. The contracted Partner will be expected to provide expert skills in the following areas: financial modelling, earned value management (EVM), risk management, schedule, benefits management, cost and options analysis, forensic accounting, fraud data analytics, data science, behavioural science, artificial intelligence (AI) and machine learning.

## **MINIMUM REQUIREMENTS**

12. Deliverables are described in the KURs at Annex A together with further detail of the requirement and the associated measures of effectiveness which outputs will be assessed against. The maximum estimated number of days has been included for each KUR as guidance only, but this is not a guarantee of throughput. This will draw and build on the existing activities outlined in the Activities Index at Annex D.
13. Through blended team working, the Supplier will deliver an agile service and holistic approach in the delivery of multi-phased outputs to minimise the administrative cost to The Authority. They will have the capacity to deliver varying levels of output to meet demand and The Authority will work with the Supplier to actively forecast this.

14. The Supplier must utilise The Authority's defined processes (where they exist) in delivering outputs to meet The Authority's standards.
15. Outputs must be completed in compliance with the Suppliers 'Managing Conflicts of Interest Plan' agreed by The Authority at contract commencement. All Supplier outputs will be the exclusive property of the MOD (Crown Copyright) in accordance with DEF-CON 703.
16. Under the direction of The Authority, all services must be provided at specified locations and must be delivered on The Authority's information systems in accordance with their Information and Knowledge Management (IKM) policies.
17. The Supplier will be tasked by D Assurance using the Tasking Order Form process (TOF), an example of which can be found at Annex C. Each TOF will be raised by the Supplier at the appropriate time during the contract term with D Assurance providing them with a detailed description of the tasks required. The tasking will be broken down into monthly work packages with identifiable deliverables for each. The Supplier will provide a Technical and Firm Priced proposal to meet/deliver the tasks in accordance with the contracted maximum resource day rates for the respective grades. The TOF will detail the number of resource days for each grade required to complete the tasks and a breakdown by individual resource. D Assurance will assess the proposal, clarify as necessary and then confirm to the Supplier their agreement to the TOF.
18. The Supplier is to provide consistent resources and methods providing the most suitable qualified and experienced personnel (SQEP) for tasking across the entire portfolio. All provided resources must have a minimum security clearance of Security Check (SC) and the Supplier must be able to provide staff at Developed Vetting (DV) level of clearance as required and as detailed in the relevant TOF.
19. The Supplier will ensure tasks commence within a maximum of 10 working days of The Authority approving a TOF.
20. The D Assurance Lead will attend any meetings arranged with the Supplier and monitor their progress and performance against the Deliverables, escalating any risks to delivery up their line management chain to 1\* level. It is expected to hold quarterly reviews with the Supplier which will include representation from the 3 areas of the D Assurance Directorate and MOD commercial officers.
21. The Supplier will be held to account by the D Assurance Lead throughout the contract in relation to their performance in meeting the agreed scope and delivery dates for each TOF. This will enable approval acceptance/sign off of each TOF as it is achieved and ensure payment to the Supplier is not delayed.
22. Payment will be made monthly to the Supplier following the agreement and signoff of deliverables at each month end by the D Assurance task Delivery Lead as per each TOF. The Supplier must provide an invoice for each task which includes a detailed breakdown of work completed and resource costs. The D Assurance NGAP Contract

Management Team will check and approve invoices before processing for payment on Contracting Purchasing and Finance (CP&F).

23. As part of the routine Quarterly Performance Review meetings, overall performance will be measured in accordance with, but not limited to, the Key Performance Indicators (KPIs) table below.

KPI	KPI description	Target
1	<b>Outputs delivered within the approved budget, to the agreed quality and by the specified date as set out in TO with reference to the KURs</b>	95%
2	<b>Agile response to D Assurance enquiries/requirements within 10 working days</b>	80%
3	<b>Commencement of work within 10 days of TO placement</b>	90%
4	<b>Deliverables not acceptable to The Authority in quarter</b>	<2
5	<b>Delivery of social, economic and environmental factors</b>	<b>&gt;75% of committed activity is delivered</b>

24. If the Supplier falls below the stated targets then they will be expected to provide a rectification plan to Head Office Commercial within 7 days, detailing the actions they will take to restore the expected targets in time for the next quarterly performance review meeting.

## REPORTING

25. The Supplier will provide a Delivery Service Management Team and a single electronic system for contract and resource management showing resource allocation, resource plan against pipeline, project/task, programme/contract management information and producing TOFs. This system will be utilised to manage the pipeline of work from The Authority in a way compatible with The Authority's processes to capture contract information. This system will have the facility to be interrogated at any time with live data and ability to produce reports and a high level 'dashboard' of key management information on demand and must eliminate the need for any paper-based activities in the management of the programme of work.

### Weekly:

26. Weekly catch-up meetings should be held between the NGAP Contract Management Team (CMT), the Supplier's Delivery Service Management Team and the Supplier's KUR Leads to discuss and update on, but not limited to:

- a. Any actions/concerns with current taskings
- b. Any issues/concerns with current resources on tasks
- c. Updates on new tasking
- d. Any issues arising with on and off boarding resources
- e. Issues with invoice payments.

**Monthly:**

27. The Supplier must provide a monthly output appraisal/Programme Management report to The Authority's NGAP CMT to support Operations Management. This report should include, but is not limited to:

- a. Financial position of contract YTD against forecast
- b. Outstanding deliverables and associated resource forecasts
- c. Completed deliverables against scheduled milestones
- d. Cost Forecasts
- e. Utilisation across professions, grades and rates
- f. View of work pipeline; and view of resource forecast
- g. Risks, Issues and Opportunities and recommendations of actions to take
- h. A list of deliverables accepted by The Authority in the previous month and a forecast of deliverables due
- i. A list of deliverables not accepted by The Authority in the previous month with a justification of the reasons The Authority did not accept and a plan/schedule to rectify.

**Quarterly:**

28. The Supplier must provide and arrange quarterly service reviews at The Authority's/Supplier's facilities to discuss, but not limited to:

- a. Contract performance against Measures of Effectiveness and KPIs



- b. Issues, risks/opportunities and recommendations of actions to take
- c. Finance and resource reviews.

## Annex A – NGAP Key User Requirements

1. The D Assurance Key User Requirements are set out below. These have been broken out to articulate CAAS, DRA and FD specific requirements.

KUR Ref	KUR Headline Summary	Measure of Effectiveness	Detailed Requirement	Deliverables <sup>2</sup>
1	<b>D Assurance – Service Leadership and Management</b>	<p>Milestones and outputs delivered to schedule and standard as agreed in tasking orders.</p> <p>Provision of SQEP resources at the appropriate grade that deliver both expertise and value for money.</p>	<p>Support development of Directorate-wide and team strategies/complex requirements and deliver people/digital transformation initiatives, increasing agility within D Assurance to provide SME support/intelligence and advice/guidance at pace to the highest Defence priorities.</p> <p>Assumed team construct: 2* Director Assurance, 3 x 1* Heads, 7 x G6 Leads and 1 x NGAP Team member.</p> <p>It is expected that circa 250 days of contractor effort will be required to support KUR 1 delivery with a range of grades from partner to consultant.</p> <p><b>NB: The assumed team construct/contractor effort is only an indication and is subject to any MOD organisational changes. The</b></p>	<p><b>1.1</b> Working in partnership with D Assurance/D Assurance Senior Leadership Team (SLT) to understand, develop and deliver D Assurance strategies, complex requirements, and pan Defence outcomes (in collaboration with the wider DG Fin SLT/MOD Senior Stakeholders as appropriate).</p> <p>Supporting and maintaining proactive engagement with Senior Stakeholders to understand, develop and review outcomes in relation to complex task delivery requirements and making links with activities elsewhere in Defence and Government.</p> <p><b>1.2</b> Working in partnership with D Assurance/D Assurance SLT to deliver Directorate transformation initiatives and increase efficiency and agility.</p> <p>Improving D Assurance Team cohesion and identifying synergies across the Directorate to mature and deliver the concept of an integrated D Assurance approach.</p>

<sup>2</sup> Deliverables are subject to adjustment as required in accordance with specific TO/TOF requirements

			<b>bidder should make their own assessment as part of their resourced plans.</b>	Enabling coherent technology exploitation compatible with wider Defence strategies/systems to include analytics, data automation and AI exploitation to deliver productivity and effectiveness gains and more timely/better informed decision making, working with Defence Digital authorities.
2	<b>CAAS – Expert Assistance to deliver and develop Cost Estimating and Cost Control initiatives and improve Early Phase Estimating capability</b>	<p>Milestones and outputs delivered to schedule and standard as agreed in tasking orders.</p> <p>Good practice skills transfer to CAAS/Authority SMEs with ability to deliver independently of contracted support.</p>	<p>Set projects up for success by providing greater understanding of the full costs earlier in the project lifecycle.</p> <p>Assumed team construct per task: 1 x CAAS Delivery Lead, 0.5 x G6/7 SME throughout task, 3 x SEO/HEO Cost Estimators.</p> <p>It is expected that circa 100 days of contractor effort will be required to support KUR 2 delivery per task with a range of grades from Partner to Senior Consultant.</p> <p>For planning purposes it is assumed 8 tasks per year will be delivered.</p> <p><b>NB: The assumed team construct/contractor effort is only an indication and is subject to any MOD organisational changes. The bidder should make their own assessment as part of their resourced plans.</b></p>	<p><b>2.1</b> Working in partnership through multi-disciplinary teams to improve project performance, align to industry best practice and focus estimating activity much earlier in the project lifecycle by delivering and developing Early Phase Estimating approaches. To include but not limited to: Analyse project costs and schedule during pre-concept to enable/inform Strategic Outline Case (SOC) and Outline Business Case (OBC) submissions.</p> <p>Deliver and develop estimating techniques to provide a realistic range of cost and schedule estimates.</p> <p>Deliver and develop early understanding of risk and uncertainty through project complexity and risk analysis to inform contingency requirements. Utilise Reference Class Forecasting, Parametric Estimating, Historic Trend Analysis and benchmarking alongside artificial intelligence and hackathon approaches.</p>

				<p>Provide advice and support in adopting AI and technological advancement including analytics, data &amp; AI exploitation.</p> <p><b>2.2</b> The Contractor will identify and deliver opportunities for capability transfer to CAAS/Authority staff where practical and appropriate as captured within the TO.</p> <p><b>2.3</b> Identification of associated TLB/EO, SRO capability development opportunities and signposting/initiation of upskilling opportunities aligned to KUR 5 requirements.</p>
3	<b>CAAS – Expert Assistance to deliver and develop strategic Diagnostic Cost Management reviews</b>	<p>Milestones and outputs delivered to schedule and standard as agreed in tasking orders.</p> <p>Good practice skills transfer to CAAS/Authority SMEs with ability to deliver independently of contracted support.</p>	<p>Independent Strategic insight, analysis and advice to provide cost management 2<sup>nd</sup> Line Assurance and strategic advice/guidance to senior stakeholders.</p> <p>Assumed team construct per task: 1 x CAAS Delivery Lead, 0.5 x G6/G7 SME throughout task, 1 x SEO/HEO Cost Estimator</p> <p>It is expected that circa 60 days of contractor effort will be required to support KUR 3 delivery per task with a range of grades from Partner to Senior Consultant.</p>	<p><b>3.1</b> Through a partnering approach, diagnose, review and understand programmes strategic Cost Management positions. Identifying strategic risks and opportunities within programmes of special interest or concern either setting up for success or supporting course correction for those in flight. Focused around 6 Cost Management ‘lines of enquiry’, Affordability, Capability, Governance, Interdependencies, Management Information, Risk and Benefit Management.</p> <p>Providing a direct clear recommendation supported by an Impactful output report and senior (2/3*) briefing material as required with actions/considerations assigned to those best placed to respond to support positive outcomes.</p>

			<p>For planning purposes it is assumed 4 tasks per year will be delivered.</p> <p><b>NB: The assumed team construct/contractor effort is only an indication and is subject to any MOD organisational changes. The bidder should make their own assessment as part of their resourced plans.</b></p>	<p>Delivered within an c12 week window.</p> <p>Provide advice and support in adopting AI and technological advancement where appropriate.</p> <p><b>3.2</b> The Contractor will identify and deliver opportunities for capability transfer to CAAS/Authority staff where practical and appropriate as captured within the TO.</p> <p><b>3.3</b> Identification of associated TLB/EO, SRO capability development opportunities and signposting/initiation of upskilling opportunities aligned to KUR 5 requirements.</p>
4	<b>CAAS – Expert Assistance to deliver and develop Portfolio Assurance</b>	Milestones and outputs delivered to schedule and standard as agreed in tasking orders.	<p>Delivery and development of Portfolio Cost Management capability requirements and assurance activity to provide a view of integrated costs, risks and schedules.</p> <p>Bringing together multidisciplinary assessments of portfolio/sub portfolio performance.</p> <p>Assumed team construct per task: 1 x CAAS Delivery Lead, 2 x 0.5 G6/G7 SME throughout task, 2 x SEO/HEO Cost Estimator</p>	<p><b>4.1</b> Delivery/development of ‘Good Practice’ Portfolio assurance. Working in partnership with the Authority to deliver and develop Portfolio/Whole Life Cost (WLC)/pan Defence Lines of Development (DLOD) Cost Management assurance and guidance. To include but not limited to: Quantification of portfolio risk through the amalgamation of modelling, analysis, EVM, supplier insight, benefits mapping and realisation planning. To include MOD single source considerations and supporting improvements to benefits tracking and pan MOD feedback loops.</p> <p>Provide advice and support in adopting AI and technological advancement where appropriate.</p>

			<p>It is expected that circa 100 days of contractor effort will be required to support KUR 4 delivery per task with a range of grades from Partner to Senior Consultant.</p> <p>For planning purposes it is assumed 10 tasks per year will be delivered.</p> <p><b>NB: The assumed team construct/contractor effort is only an indication and is subject to any MOD organisational changes. The bidder should make their own assessment as part of their resourced plans.</b></p>	<p><b>4.2</b> The Contractor will identify and deliver opportunities for capability development to CAAS/Authority staff where practical and appropriate as captured within the TO.</p> <p><b>4.3</b> Identification of associated TLB/EO, SRO capability development opportunities and signposting/initiation of upskilling opportunities aligned to KUR 5 requirements.</p>
5	<b>CAAS – Expert Assistance to deliver and develop Cost Management Improvement Partnerships (CMIP) and Pan Defence Cost Management upskilling.</b>	Delivery of milestones, outputs and agreed level of skills transfer delivered to schedule and standard as agreed in tasking orders.	<p>Strengthening the 1<sup>st</sup> Line through Pan Defence Cost Management capability development and upskilling.</p> <p>Embedding Cost Management best practice, processes, tools and techniques.</p> <p>Identifying areas of focus and key priorities to deliver Cost Management improvements across the DOM.</p> <p>Assumed team construct per task: 1 x CAAS Delivery Lead, 2 x G6/G7 SME throughout task, 3 x SEO/HEO Cost Estimator</p>	<p><b>5.1</b> Working in partnership to provide sustainable pan Defence Cost Management capability through the delivery/development of repeatable and scalable Cost Management Improvement Partnerships. Leveraging access to CAAS best practice, training and on-the-shoulder support, delivered through blended teams embedded with TLB/EOs. Providing SQEP to deliver skills transfer through the shared delivery of key outputs, securing in house skills to support enduring Cost Management capability.</p> <p><b>5.2</b> Working in partnership to develop and deliver pan MOD Cost Management Learning through new and existing platforms inclusive of E-Academy, CM Hub and</p>

			<p>It is expected that circa 700 days of contractor effort will be required to support KUR 5 delivery per task with a range of grades from Partner to Senior Consultant.</p> <p>For planning purposes it is assumed 1 CMIP per year will be delivered along with some wider CM upskilling.</p> <p><b>NB: The assumed team construct/contractor effort is only an indication and is subject to any MOD organisational changes. The bidder should make their own assessment as part of their resourced plans.</b></p>	<p>supporting the development of new processes/approaches.</p> <p>Inclusive of opportunities to increase the understanding of MOD Single Source assurance requirements.</p> <p>Provide advice and support in adopting AI and technological advancement where appropriate</p> <p><b>5.3</b> The Contractor will identify and deliver opportunities for capability transfer to CAAS/Authority staff where practical and appropriate as captured within the TO.</p>
6	<b>CAAS – Expert Assistance to Support TLB/EO Cost Management outputs</b>	<p>Delivery of milestones, outputs and agreed level of skills transfer delivered to schedule and standard as agreed in tasking orders.</p>	<p>Delivery of TLB/EO Cost Management outputs in support of 1<sup>st</sup> and 2<sup>nd</sup> Line Cost Management requirements.</p> <p>Assumed team construct; 1 x CAAS/TLB/EO Delivery Lead, TLB/EO 0.5 x G6/G7 SME throughout task, 1 x SEO/HEO Cost Estimator</p> <p>It is expected that circa 60 days of contractor effort will be required to support KUR 6 delivery per task with a range of grades from Partner to Senior Consultant.</p>	<p><b>6.1</b> Delivery of discrete TLB/EO Cost Management outputs as agreed in tasking orders. Delivered in accordance with CAAS best practice with informal capability skills transfer to Authority TLB/EO staff where possible.</p> <p><b>6.2</b> Identification of associated TLB/EO, SRO capability development opportunities and signposting/initiation of upskilling opportunities aligned to KUR 5 requirements.</p>

			<p>For planning purposes it is assumed 4 tasks per year will be delivered.</p> <p><b>NB: The assumed team construct/contractor effort is only an indication and is subject to any MOD organisational changes. The bidder should make their own assessment as part of their resourced plans.</b></p>	
7	<b>DRA – Expert Assistance in maturing Risk Management across Defence</b>	<p>Delivery of milestones, outputs and agreed level of skills transfer delivered to schedule and standard as agreed in tasking orders.</p> <p>Good practice skills transfer to DRA with ability to deliver independently of contracted support.</p>	<p>In partnership with the Chief Risk Officer (CRO) and Defence Risk and Assurance (DRA) adopt industry and HMT orange book best practice in risk management and assurance.</p> <p>Improve and standardise the department’s understanding and application of risk management and assurance principles to support decision making at all levels.</p> <p>Leverage technology and digital solutions to streamline risk management and assurance processes and enable evidence-based decision making.</p> <p>Build maturity across the three lines of defence through the development of pan Defence processes, tools and techniques to</p>	<p><b>7.1</b> Working in partnership with the Chief Risk Officer (CRO) and DRA SLT to build risk maturity across Defence <b>by effectively engaging with senior leaders, committees (e.g. Defence Board, Executive Committee etc) and broader risk community</b> to enable decision making.</p> <p><b>7.2</b> Working in partnership with the CRO &amp; DRA SLT to develop principles and methodologies to ensure risk and assurance are <b>meaningfully integrated within existing frameworks and processes</b> (taking ‘a whole system approach’) such as delivery of organisational strategies and objectives; allocation of funding and resources. Improving cohesion and identifying synergies to mature and deliver the concept of an integrated risk approach.</p>



		<p>Knowledge and skills transfer to the broader risk community to build professionalism. Improved productivity across defence.</p> <p>New methodologies and approach deployed are documented as part of close out activity.</p>	<p>measure, test and assure the effectiveness of the control environment.</p> <p>Contractor must be able to draw upon experience of implementing enterprise risk management in UK Government and private entities.</p> <p>Assumed team construct; 1 x Risk Assistant Head managing task, 2 x SEO/HEO Risk Specialists.</p> <p>It is expected that circa 70 days of contractor effort will be required to support KUR 7 delivery.</p> <p><b>NB: The assumed team construct/contractor effort is only an indication and is subject to any MOD organisational changes. The bidder should make their own assessment as part of their resourced plans.</b></p>	<p><b>7.3</b> Identify opportunities to <b>leverage the use of existing/maturing quantitative and qualitative data</b> in a meaningful way to inform decision making and targeted interventions at the highest level. Identify and suggest introduction of new data sets to mature analysis, this includes open-source external data and leading indicators.</p> <p><b>7.4</b> Provide advice and support in adopting AI and technological advancements to produce high quality risk analysis and reporting. Support the department in adopting a coherent technology approach including analytics, data &amp; AI exploitation to enable productivity, timeliness and high-quality insight of information provided for decision making.</p> <p><b>7.5</b> Support the development of a <b>risk aware culture</b> pan Defence focused on both intelligent risk taking and <b>opportunity</b> management.</p>
8	<b>DRA - Expert Assistance to support TLB/EO Risk Management outputs</b>	<p>Delivery of milestones, outputs and agreed level of skills transfer delivered to</p>	<p>Delivery of TLB/EO Risk Management outputs in support of 1<sup>st</sup> Line Risk Management and Assurance requirements.</p> <p>The Contractor will use suitably qualified and experienced personnel to support delivery of</p>	<p><b>8.1</b> Delivery of discrete TLB/EO Risk Management and Assurance outputs as agreed in tasking orders. Delivered in accordance with industry best practice with informal capability skills transfer to Defence staff and aligned to DRA and HMT enterprise risk management policies, frameworks and guidance.</p>

		<p>schedule and standard as agreed in tasking orders.</p> <p>Good practice skills transfer to the business area (DRA where possible) with ability to deliver independently of contracted support.</p> <p>New methodologies and approach deployed are documented as part of Close out activity.</p>	<p>tasks in line with risk management professional standards (such as HMT Orange Book).</p> <p>Assumed team construct; 1 x Assurance Assistant Head managing task 1 x SEO/HEO Risk Specialist, 1 x Delivery Lead to assist with provision of information, meetings etc.</p> <p>It is expected that circa 70 days of contractor effort will be required to support KUR 8 delivery with up to 10 requests for support per year.</p> <p><b>NB: The assumed team construct/contractor effort is only an indication and is subject to any MOD organisational changes. The bidder should make their own assessment as part of their resourced plans.</b></p>	<p><b>8.2</b> Identification of associated TLB/EO risk capability development opportunities and signposting/initiation of upskilling opportunities that drive <b>standardised, consistent and mature</b> risk management pan Defence.</p>
9	<b>FD - Expert Assistance to operational tasks across Fraud Defence</b>	<p>Delivery of milestones, outputs and agreed level of skills transfer delivered to schedule and</p>	<p>The Contractor must provide surge capacity and technical capability, delivering FD investigation and operations support.</p> <p>Assumed team construct; 1x G6/G7 and 1 x SEO</p>	<p><b>9.1</b> Support to FD Hd and FD SLT to maintain proactive engagement with senior stakeholders, defining and representing operational capacity and capability requirements.</p> <p><b>9.2</b> Providing surge capacity and technical capability; including accounting/forensic accounting,</p>

		<p>standard as agreed in tasking orders.</p> <p>Good practice skills transfer to the business area (DRA where possible) with ability to deliver independently of contracted support.</p> <p>New methodologies and approaches deployed are documented as part of Close out activity.</p>	<p>It is expected that 2-4 contractors will be required for circa 60 days to support KUR 9 delivery with up to 6 requests per year for similar support.</p> <p><b>NB: The assumed team construct/contractor effort is only an indication and is subject to any MOD organisational changes. The bidder should make their own assessment as part of their resourced plans.</b></p>	<p>investigation, digital and data analytics process, case handling and management surge or seconded personnel (with the option to have this done through a partner agreement or contract).</p> <p><b>9.3</b> Support the development and deployment of FD open/closed check estate, open architecture/Application of Programming Interface (API) ported case management and information/data exploitation systems, leveraging MOD Cloud/Directorate of Audit Risk and Assurance (DARA) hosting.</p>
10	<b>FD - Expert Assistance to strategic tasks across Fraud Risk Management</b>	<p>Delivery of milestones, outputs and agreed level of skills transfer delivered to schedule and</p>	<p>The contractor must support FD to develop a suite of Fraud Risk Management (FRM) products.</p> <p>Assumed team construct; 1 x G6/G7 and 0.5 x SEO</p>	<p><b>10.1</b> Working in partnership with the FD SLT to provide and support strategic guidance in developing a mature fraud risk culture.</p> <p>Develop tools and resources to support FRM decision making.</p>

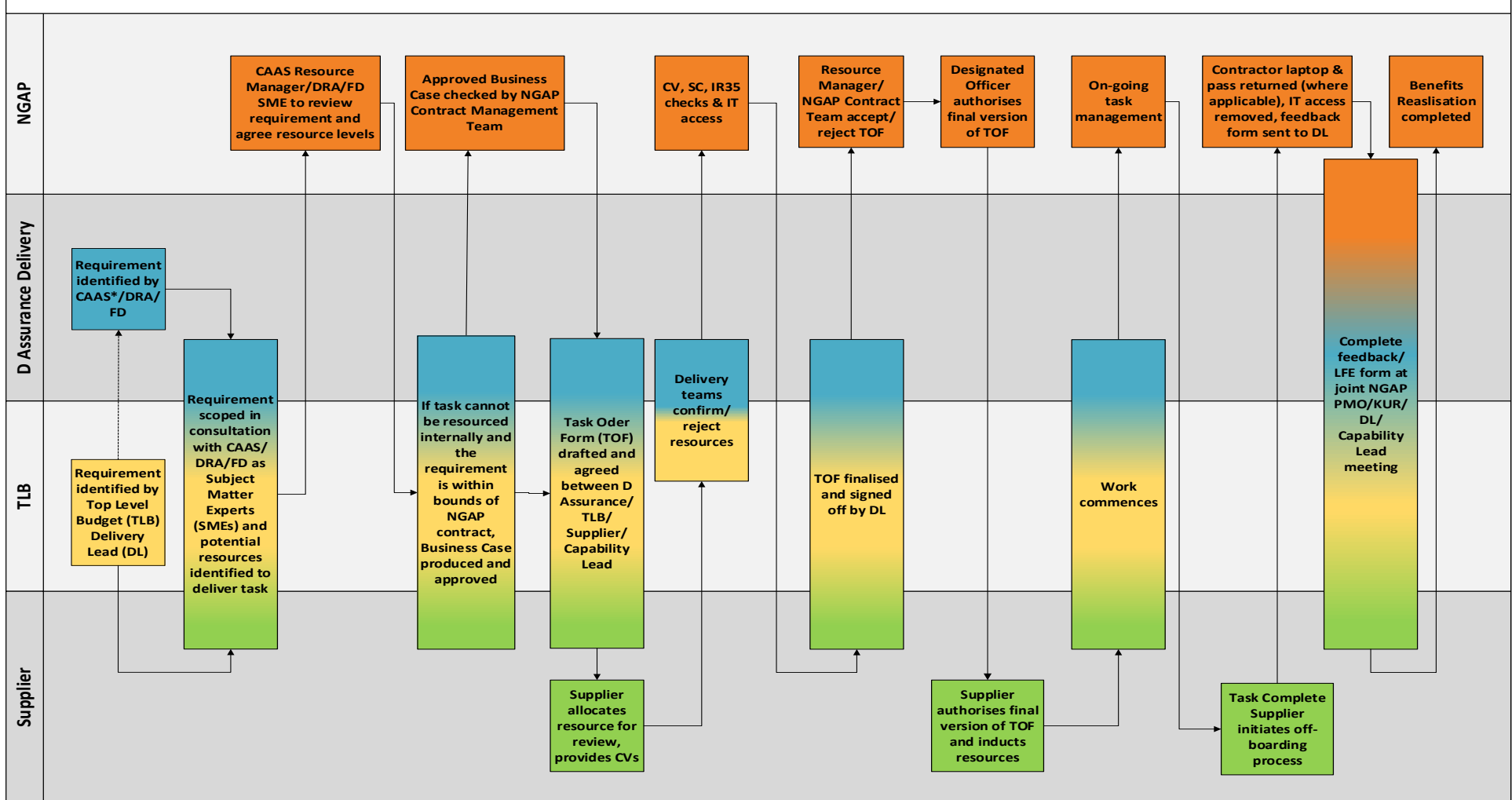
		<p>standard as agreed in tasking orders.</p> <p>Good practice skills transfer to the business area (DRA where possible) with ability to deliver independently of contracted support.</p> <p>New methodologies and approach deployed are documented as part of Close out activity.</p>	<p>It is expected that 2-4 contractors will be required for circa 60 days to support KUR 10 delivery with up to 4 requests per year for similar support.</p> <p><b>NB: The assumed team construct/contractor effort is only an indication and is subject to any MOD organisational changes. The bidder should make their own assessment as part of their resourced plans.</b></p>	<p>Assist in the development of tools to control procurement cycle threats, leading to demonstrable control/response outcomes.</p> <p>Developing products to feed into the intelligence cycle of MOD's response to fraud.</p> <p>Assist in maturity the fraud risk reporting and management arrangement at all levels, inc Top Board Level to working level risk owners.</p> <p>Embedding enterprise risk management techniques into fraud risk processes.</p> <p>Developing strategic stakeholder (Board/SCS) information packs and action plans.</p> <p><b>10.2</b> Support and facilitate cohesive working between fraud risk and DRA.</p> <p><b>10. 3</b> Provide skilled and qualified professionals for surge capacity for one off projects.</p>
11	<b>FD - Expert Assistance to strategic tasks across Fraud</b>	Delivery of milestones, outputs and agreed level of skills transfer	The contractor must support FD in the development and implementation of Fraud Analysis.	<p><b>11.1 Deliver Fraud Analysis.</b> Working in partnership with the FD SLT to -</p> <p>Provide resource in terms of an imbedded surge secondment or specific project/task support or expert</p>

	<p><b>Analysis and Behaviours</b></p>	<p>delivered to schedule and standard as agreed in tasking orders.</p> <p>Good practice skills transfer to the business area (DRA where possible) with ability to deliver independently of contracted support.</p> <p>New methodologies and approach deployed are documented as part of Close out activity.</p>	<p>The contractor must provide Behavioural Insight expertise to support awareness and training.</p> <p>Assumed team construct; 1 x G6 and 1 x SEO</p> <p>It is expected that 2-4 contractors will be required for circa 60 days to support KUR 11 delivery with up to 6 requests per year for similar support.</p> <p><b>NB: The assumed team construct/contractor effort is only an indication and is subject to any MOD organisational changes. The bidder should make their own assessment as part of their resourced plans.</b></p>	<p>advice capacity to the analytics team - skills and expertise to be determined by the need at the time.</p> <p>Support development of a fraud analysis maturity roadmap.</p> <p>Support in developing a range of scalable and repeatable analytic products to inform the business.</p> <p>Provide tools and software to enhance the existing capability.</p> <p>Technical support for coding, app writing and solutions to include comprehensive process guidance notes.</p> <p>Develop the capability to gain insights from horizon scanning, extreme scenarios, external threats and other events that will shift the nature of threat and picture of fraud and corruption risk in Defence.</p> <p>Develop the capability to measure the true financial and non-financial impact of Fraud, including fraud loss measurement processes.</p> <p>Development of fraud metrics and senior stakeholder insights.</p>
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				<p>Be able to provide whole business fraud detection and monitoring capability and support the MOD in further technological transformation programmes to ensure fraud assurance activity is built in from the beginning.</p> <p>Provide affordable or partner resource to undertake the validation and follow up actions as a result of fraud analytical detection projects.</p> <p><b>11.2 Deliver Behavioural Insight Expertise.</b> Working in partnership with the FD SLT to -</p> <p>Provide expertise in behaviour insights for fraud, bribery and corruption activities.</p> <p>Develop the capability to inform policy, control and projects.</p> <p>Develop the capability to inform awareness and deterrent campaigns utilising behavioural insights to direct the methods and communication mediums.</p> <p>Support in implementing and developing training packages bespoke to the Single Service, Commercial and Financial functions and other high-risk roles within the MOD.</p>
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				<p>Develop multi platforms and multi-language products to reach the non-digital and non-UK based workforce.</p> <p>Development of a Fraud Awareness and Training maturity plan.</p> <p>Develop an internal training package to meet the standards set out by the Government Counter Fraud Profession (GCFP) to achieve the desired level for each of the roles within MOD.</p>
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## Annex B – Tasking Order Process Map



\*DEFFORM122s must be completed, as required, for any additional CAAS Direct tasks to those already in the CAAS Business Plan to ensure IPEC and ISO compliance

d.



Annex B-2 of 1

OFFICIAL-SENSITIVE-COMMERCIAL

## Annex C – Tasking Order Form Example

<b>Project Name:</b>
Insert Project name
<b>Project Number:</b>
Insert unique Project number
<b>D Assurance Delivery Lead:</b>
Insert name eg John Brown
<b>KUR Number:</b>
Insert KUR number(s) relevant for the task
<b>KPMG KUR Lead:</b>
Insert name eg Jayne Smith
<b>Base Location:</b>
Insert task base location
<b>Description:</b>
Give concise details of the task, what support will be provided
<b>Top Level Budget Holder:</b>
Eg Head Office
<b>D Assurance Area:</b>
CAAS/DRA/FD

### Financials

<b>Total planned cost:</b>
£xx,xxx.xx
<b>Baseline Budget (ex VAT and ex T&amp;S):</b>
£xx,xxx.xx
<b>T&amp;S Requirement:</b>
£xxx.xx
<b>COSVAT Recoverable:</b>
Insert Yes or No as appropriate
<b>VAT Code:</b>
Eg Doing (F1)
<b>Funding:</b>
Eg FLC
<b>Financial Approval Gained:</b>
Insert Yes or No as appropriate
<b>Financial Approver:</b>
Insert first name, last name
<b>BIS Code (CAAS Lead projects only):</b>
Insert Activity Code (CAAS Lead projects only):
<b>RAC:</b>
Eg NPB021
<b>UIN:</b>

Insert customer UIN

**Worked at Risk:**

Insert Yes or No as appropriate

**Skill Transfer**

**Qualifications/skills and Experience Commentary:**

Insert what skills are required for the task

**What MOD skills need to be transferred?:**

Eg Business case development, Cost management

**Who will receive the skills transfer?:**

Eg SDA Project Management team members; first name last name, first name last name, first name last name

**How will they be transferred?:**

Eg On shoulder support

**How will skills transfer be measured?:**

Eg check-ins throughout the tasking and observations

**How will the realisation of these benefits be monitored by the Delivery Lead (DL)?:**

Eg DL will work alongside the team

**What benefits maturity improvements are planned?:**

Eg N/A

**Key Deliverables and Milestones**

Serial Month	Task Description	Planned Start Date	Planned End Date
Eg February	Insert description of task and include measure milestones and outputs for the serial period	01/02/2024	29/04/2024
Eg March	Insert description of task and include measure milestones and outputs for the serial period	01/03/2024	31/03/2024

**Resource Allocation**

Name of Resource	Grade	Company	Start date	End date	Person Days	Confirmed/ Allocated cost
Eg First name last name	Managing Consultant	Company Name	01/02/2024	31/03/2024	25	£XXXX.XX
Eg First name last name	Junior Consultant		01/02/2024	31/03/2024	20	£XXXX.XX

**Approvals List**

State	Approver	Comments	Created
Eg Approved	First name last name		12/02/2024 11:04:21
Eg Rejected	First name last name	Incorrect RAC code included, should be NPB001	10/02/2024 09:32:45

**Notes on completing this form**

**Note A** - Please state any necessary qualifications plus how much experience is required from the resource, e.g. CCAB qualified with at least 5 years post qualification experience in Accounting/Auditing

**Note B** - Firstly, please provide any general details of the task(s) to be performed. Secondly, please complete ALL columns of the table. Key Deliverables and Milestones are known as "Serials" for tasking purposes.

**Note C** - Please indicate when you require this task to start – Please note that depending on skills required and security constraints, lead times may vary.

**Note D** - Please indicate when the task is due to end as indicated on the programme plan. This should also be consistent with the last of the Serials to be completed.

**Note E** - Please provide any other useful information that may assist the Contract Management Team and supplier in resourcing this requirement

**Approval notes:**

Delivery Lead approved CVs and tasking order.

Designated Officer confirmed task falls within scope of contract/business case and approved tasking order.

Requirements agreed and accepted by Lead Supplier.

## **Annex D – D Assurance Activities Index**

**This Annex is attached as a separate document.**