



Ministry
of Defence

Iain McLean
Def Comrcl-HO BP2-1

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Ernst & Young LLP
1 More London Place
London
SE1 2AF

FAO:

Your Reference:

Our Reference:
709744450

Date:
12 December 2023

Dear ,

Offer Of Contract 709744450 for the Provision of External Assistance to provide consultancy and professional services support to the Defence wide People Transformation Programme Phase 2

1. The Authority intends to enter into the above contract with you.
2. Please sign and return the enclosed final version of the Contract within 30 working days of the date of this letter to acknowledge your acceptance of the Terms and Conditions.
3. Please note that no Contract will come into force until both parties have signed it. The Authority will countersign the Contract and return a copy of the same to you.
4. Payment will be made in accordance with the attached Terms and Conditions. If your company has not already provided its banking details to the Defence Business Services (DBS) Finance Branch, please complete the Form CX723, which is available from the Gov.uk (<https://www.gov.uk/government/publications/dbs-finance-payments-nominate-a-bank-form>) and forward to DBS Finance, Walker House, Exchange Flags, Liverpool, L2 3YL.
5. The Authority may publish notification of the Contract and shall publish Contract documents under the FOI Act except where publishing such information would hinder law enforcement; would otherwise be contrary to the public interest; would prejudice the legitimate commercial interest of any person or might prejudice fair competition in the supply chain.
6. If you wish to make a similar announcement you must seek approval from the named Commercial Officer.
7. Under no circumstances should you confirm to any third party that you are entering into a legally binding contract for **the Provision of External Assistance to provide consultancy and professional services support to the Defence wide People**

Transformation Programme Phase 2 prior to both parties signing the Terms and Conditions, or ahead of the Authority's announcement of the Contract award.

Yours sincerely,

Iain McLean
Def Comrcl-HO BP2-1

RM6187 Framework Schedule 6 (Order Form and Call-Off Schedules)

Order Form

CALL-OFF REFERENCE:	709744450
THE BUYER:	Ministry of Defence, Chief of Defence People
BUYER ADDRESS	MoD Main Building, Whitehall, London, SW1A 2HB
THE SUPPLIER:	Ernst & Young LLP
SUPPLIER ADDRESS:	1 More London Place, London, SE1 2AF
REGISTRATION NUMBER:	OC300001
DUNS NUMBER:	221768935
SID4GOV ID:	[Insert] if known]

Applicable framework contract

This Order Form is for the provision of the Call-Off Deliverables and dated 12 December 2023.

It's issued under the Framework Contract with the reference number RM6187 for the provision of External Assistance to provide consultancy and professional services support to the Defence wide People Transformation Programme Phase 2.

CALL-OFF LOT(S):

Lot 3 – Complex and Transformation

Call-off incorporated terms

The following documents are incorporated into this Call-Off Contract.

Where schedules are missing, those schedules are not part of the agreement and can not be used. If the documents conflict, the following order of precedence applies:

1. This Order Form includes the Call-Off Special Terms and Call-Off Special Schedules.
2. Joint Schedule 1(Definitions and Interpretation) RM6187
3. The following Schedules in equal order of precedence:

Joint Schedules for RM6187 Management Consultancy Framework Three

- Joint Schedule 1 (Definitions) - Mandatory
- Joint Schedule 2 (Variation Form) - Mandatory
- Joint Schedule 3 (Insurance Requirements) - Mandatory
- Joint Schedule 4 (Commercially Sensitive Information) - Mandatory
- Joint Schedule 10 (Rectification Plan) - Mandatory
- Joint Schedule 11 (Processing Data) - Mandatory

Call-Off Schedules

- Call-Off Schedule 5 (Pricing Details) - Optional
 - Call-Off Schedule 10 (Exit Management) - Optional
 - Call-Off Schedule 17 (MOD Terms) - Optional
 - Call-Off Schedule 20 (Call-Off Specification) - Optional
4. CCS Core Terms
 5. Joint Schedule 5 (Corporate Social Responsibility) - Mandatory
 6. Call-Off Schedule 4 (Call-Off Tender) as long as any parts of the Call-Off Tender that offer a better commercial position for the Buyer (as decided by the Buyer) take precedence over the documents above.

Supplier terms are not part of the Call-Off Contract. That includes any terms written on the back of, added to this Order Form, or presented at the time of delivery.

Call-off special terms

None.

Call-off start date: 11 January 2024

Call-off expiry date: 30 April 2025

Call-off initial period: 16 months

CALL-OFF OPTIONAL EXTENSION PERIOD

The Contract may be extended by up to 9 months.

Call-off deliverables:

See details in Call-Off Schedule 20 (Call-Off Specification)

Security

Short form security requirements apply

Maximum liability

The limitation of liability for this Call-Off Contract is stated in Clause 11.2 of the Core Terms.

The Estimated Year 1 Charges used to calculate liability in the first contract year are:

Call-off charges

See details in Call-Off Schedule 5 (Pricing Details)

All changes to the Charges must use procedures that are equivalent to those in Paragraphs 4, 5 and 6 (if used) in Framework Schedule 3 (Framework Prices)

The Charges will not be impacted by any change to the Framework Prices. The Charges can only be changed by agreement in writing between the Buyer and the Supplier because of:

- Specific Change in Law
- Benchmarking using Call-Off Schedule 16 (Benchmarking)

Reimbursable expenses

Recoverable as stated in Framework Schedule 3 (Framework Prices) paragraph 4.

Payment method

Payment will be made through MoD CP&F System

Buyer's invoice address

MoD Main Building, Whitehall, London, SW1A 2HB

FINANCIAL TRANSPARENCY OBJECTIVES

The Financial Transparency Objectives apply to this Call-Off Contract.

Buyer's authorised representative

MoD Main Building, Whitehall, London, SW1A 2HB

Buyer's security policy

[Security policy framework: protecting government assets - GOV.UK \(www.gov.uk\)](#)

Supplier's authorised representative

[insert name]

[insert role]

[insert email address]

[insert address]

Supplier's contract manager

[insert name]

[insert role]

[insert email address]

[insert address]

Progress report frequency

Monthly

Progress meeting frequency

Fortnightly

Key staff

[insert name]

[insert role]

[insert email address]

[insert address]

Key subcontractor(s)

[insert Not applicable or insert Key Subcontractor(s) registered name)]

Commercially sensitive information

Not applicable.

Service credits

Not applicable

Additional insurances

Not applicable

Guarantee

Not applicable

Buyer's environmental and social value policy

[Ministry of Defence Climate Change and Sustainability Strategic Approach - GOV.UK \(www.gov.uk\)](https://www.gov.uk/ministry-of-defence-climate-change-and-sustainability-strategic-approach)

Social value commitment

The Supplier agrees, in providing the Deliverables and performing its obligations under the Call-Off Contract, that it will comply with the social value commitments made in Ernst & Young LLP response to ITT 709744450.

Formation of call off contract

By signing and returning this Call-Off Order Form the Supplier agrees to enter a Call-Off Contract with the Buyer to provide the Services in accordance with the Call-Off Order Form and the Call-Off Terms.

The Parties hereby acknowledge and agree that they have read the Call-Off Order Form and the Call-Off Terms and by signing below agree to be bound by this Call-Off Contract.

For and on behalf of the Supplier:

Signature:

Name:

Role:

Date:

For and on behalf of the Buyer:

Signature: *Iain McLean signed electronically*

Name: Iain McLean

Role: Senior Commercial Officer

Date: 12 December 2023

Call-Off Schedule 17 (MOD Terms)

a. Definitions

- i. In this Schedule, the following words shall have the following meanings and they shall supplement Joint Schedule 1 (Definitions):

"MOD Terms and Conditions" the terms and conditions listed in this Schedule;

"MOD Site" shall include any of Her Majesty's Ships or Vessels and Service Stations;

"Officer in charge" shall include Officers Commanding Service Stations, Ships' Masters or Senior Officers, and Officers superintending Government Establishments;

7. Access to MOD sites

- i. The Buyer shall issue passes for those representatives of the Supplier who are approved for admission to the MOD Site and a representative shall not be admitted unless in possession of such a pass. Passes shall remain the property of the Buyer and shall be surrendered on demand or on completion of the supply of the Deliverables.
- ii. The Supplier's representatives, when employed within the boundaries of a MOD Site, shall comply with such rules, regulations and requirements (including those relating to security arrangements) as may be in force for the time being for the conduct of staff at that MOD Site. When on board a ship, compliance shall be with the Ship's Regulations as interpreted by the Officer in charge. Details of such rules, regulations and requirements shall be provided, on request, by the Officer in charge.
- iii. The Supplier shall be responsible for the living accommodation and maintenance of its representatives while they are employed at a MOD Site. Sleeping accommodation and messing facilities, if required, may be provided by the Buyer wherever possible, at the discretion of the Officer in charge, at a cost fixed in accordance with current Ministry of Defence regulations. At MOD Sites overseas, accommodation and messing facilities, if required, shall be provided wherever possible. The status to be accorded to the Supplier's staff for messing purposes shall be at the discretion of the Officer in charge who shall, wherever possible, give his decision before the commencement of this Contract where so asked by the Supplier. When sleeping accommodation and messing facilities are not available, a certificate to this effect may be required by the Buyer and shall be obtained by the Supplier from the Officer in charge. Such certificate shall be presented to the Buyer with other evidence relating to the costs of

this Contract.

- iv. Where the Supplier's representatives are required by this Contract to join or visit a Site overseas, transport between the United Kingdom and the place of duty (but excluding transport within the United Kingdom) shall be provided for them free of charge by the Ministry of Defence whenever possible, normally by Royal Air Force or by MOD chartered aircraft. The Supplier shall make such arrangements through the Technical Branch named for this purpose in the Buyer Contract Details. When such transport is not available within a reasonable time, or in circumstances where the Supplier wishes its representatives to accompany material for installation which it is to arrange to be delivered, the Supplier shall make its own transport arrangements. The Buyer shall reimburse the Supplier's reasonable costs for such transport of its representatives on presentation of evidence supporting the use of alternative transport and of the costs involved. Transport of the Supplier's representatives locally overseas, which is necessary for the purpose of this Contract shall be provided wherever possible by the Ministry of Defence , or by the Officer in charge and, where so provided, shall be free of charge.
- v. Out-patient medical treatment given to the Supplier's representatives by a Service Medical Officer or other Government Medical Officer at a Site overseas shall be free of charge. Treatment in a Service hospital or medical centre, dental treatment, the provision of dentures or spectacles, conveyance to and from a hospital, medical centre or surgery not within the Site and transportation of the Supplier's representatives back to the United Kingdom, or elsewhere, for medical reasons, shall be charged to the Supplier at rates fixed in accordance with current Ministry of Defence regulations.
- vi. Accidents to the Supplier's representatives which ordinarily require to be reported in accordance with Health and Safety at Work etc. Act 1974, shall be reported to the Officer in charge so that the Inspector of Factories may be informed.
- vii. No assistance from public funds, and no messing facilities, accommodation or transport overseas shall be provided for dependants or members of the families of the Supplier's representatives. Medical or necessary dental treatment may, however, be provided for dependants or members of families on repayment at current Ministry of Defence rates.
- viii. The Supplier shall, wherever possible, arrange for funds to be provided to its representatives overseas through normal banking channels (e.g. by travellers' cheques). If banking or other suitable facilities are not available, the Buyer shall, upon request by the Supplier and subject to any limitation required by the Supplier, make arrangements for payments, converted at the prevailing rate of exchange (where applicable), to be made at the Site to which the Supplier's representatives are attached. All such advances made by the Buyer shall be recovered from the Supplier

8. DEFCONS and DEFFORMS

i. The DEFCONS and DEFFORMS listed in Annex 1 to this Schedule are incorporated into this Contract.

- ii. Where a DEFCON or DEFORM is updated or replaced, the reference shall be taken as referring to the updated or replacement DEFCON or DEFFORM from time to time.

iii. In the event of a conflict between any DEFCONS and DEFFORMS listed in the Order Form and the other terms in a Call Off Contract, the DEFCONS and DEFFORMS shall prevail.

9. Authorisation by the Crown for use of third party intellectual property rights

- i. Notwithstanding any other provisions of the Call Off Contract and for the avoidance of doubt, award of the Call Off Contract by the Buyer and placement of any contract task under it does not constitute an authorisation by the Crown under Sections 55 and 56 of the Patents Act 1977 or Section 12 of the Registered Designs Act 1949. The Supplier acknowledges that any such authorisation by the Buyer under its statutory powers must be expressly provided in writing, with reference to the acts authorised and the specific intellectual property involved.

ANNEX 1 - DEFCONS & DEFFORMS

The full text of Defence Conditions (DEFCONS) and Defence Forms (DEFFORMS) are available electronically via <https://www.gov.uk/acquisition-operating-framework>. The following MOD DEFCONS and DEFFORMs form part of this contract:

DEFCONS

DEFCON No	Version	Description
005J	11/16	Unique Identifiers
76	11/22	Contractor's Personnel at Government Establishments
129J	11/16	The Use of the Electronic Business Delivery Form
501	10/21	Definitions and Interpretations
503	06/22	Formal Amendments to Contract
507	07/21	Delivery
513	04/22	Value Added Tax
514	08/15	Material Breach
515	06/21	Bankruptcy and Insolvency
516	01/12	Equality
518	02/17	Transfer
520	10/23	Corrupt Gifts and Payments of Commission
522	11/21	Payment and Recovery of Sums Due
526	08/02	Notices
527	09/97	Waiver
528	10/23	Import and Export Licences
529	09/97	Law (English)
530	12/14	Dispute Resolution (English Law)
531	09/21	Disclosure of Information
534	06/21	Subcontracting and Prompt Payment

537	12/21	Rights of Third Parties
538	06/02	Severability
550	02/14	Child Labour and Employment Law
566	10/20	Change of Control of Contractor
608	07/21	Access and Facilities to be Provided by the Contractor
609	07/21	Contractor's Records
620	06/22	Contract Change Control Procedure
632	11/21	Third Party Intellectual Property – Rights and Restrictions
671	10/22	Plastic Packaging Tax
524A	12/22	Counterfeit Material
532A	05/22	Protection of Personal Data (Where Personal Data is not being processed on behalf of the Authority)
604	06/14	Progress Reports
642	07/21	Progress Reports
647	05/21	Financial Management Information
565	07/23	Supply Chain Resilience and Risk Awareness

DEFFORMs (Ministry of Defence Forms)

DEFFORM No	Version	Description
129J	09/17	The Use of the Electronic Business Delivery Form
539A	08/13	Tenderer's Commercially Sensitive Information

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

STATEMENT OF REQUIREMENT

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1. PURPOSE

- 1.1** The Defence Command Paper (DCP) ¹ places People at its centre, with a clear recognition that we face a workforce crisis that presents an immediate threat to outputs. Resolving this and meeting our rapidly changing workforce needs requires us to respond at pace, to deliver a new employment model and skills framework. The programme which this work supports will have generational impact and is critical to Defence outputs in terms of the scale of this endeavour, the requirement set out in this Business Case is modest, relating to the key enablers and skills which MoD cannot generate for itself and without which the programme cannot deliver to the timescales set by the Government in DCP.

2. BACKGROUND TO THE AUTHORITY

- 2.1** The Government signalled its intent to proceed to implement HRAFI at pace in the DCP, setting several delivery milestones in the public domain. External Assistance (EA) support is critical to delivering the milestones relating to HRAFI, as well as related people transformation programmes set out in paragraph 6, in order mitigate the acknowledged threats to Defence outputs. CDP intends to place the entire People Function on a campaign footing to deliver it, as far as is possible, through reprioritisation of existing staff across the Defence landscape, underpinned and augmented with EA support.

3. Background to Requirement/Overview of Requirement

- 3.1** Consultancy expertise is required in the following four areas: conceptual development; strategic simulation; implementation planning and technologically enabled change management. Professional Services support is required in the following five areas: cost modelling, delivery support, communication and engagement expertise and some aspects of strategic simulation. EA is required to both provide skills and experience that Defence does not have in-house and to scale up support to some existing capability that collectively will enable the Department to facilitate implementation of the HRAFI Review's recommendations, which is a Defence Command Paper commitment as well as ensure that all People Policy is modernised, streamlined, harmonised and ready for system configuration through the Mil HRS Programme which forms the bedrock of Defence's military People system transformation.

¹ [Defence Command Plan](#) – Defence's response to a more contested and volatile world, July 23.

4. Definitions and acronyms

Acronym	Meaning
MoD	Ministry of Defence
DCPR	Defence Command Plan Refresh
HRAFI	Haythornthwaite Review of Armed Forces Incentivisation
Mil HRS	Military Human Resource System (Cloud based system to replace JPA)
CDP	Chief of Defence People
EA	External Assistance
SoR	Statement of Requirement
DPT	Defence People Team
SME	Subject Matter Expert
GPO	Global Process Owner
HR	Human Resource
NLT	No Later Than
BAU	Business As Usual
PVP	People Value Proposition
SRO	Senior Responsible Officer
PCD	People Concepts and Development
ABC	Annual Budget Cycle
DSTL	Defence Science and Technology Laboratory

5. THE REQUIREMENT

5.1 EA must be able to provide experience and capability in six distinct, but mutually dependent, areas, represented as packages of work. These requirements form the basis of the formal Statement of Requirement (SoR) which will be used to contract with a provider. Sub-paras: 5.1.1 – 5.1.34 provide a detailed breakdown of the requirement, Para 6 contains the breakdown per package.

5.1.1 Ongoing. Provide, strategic advice to the DPT and access to global best-practice benchmarks on implementation approach, philosophy and strategy. Incorporate and adapt in-house conceptual development to build effective change methods and capability to support HRAFI recommendations implementation.

5.1.2 FY 23/24. Provide a working governance model for managing the portfolio of work to deliver HRAFI and the wider people transformation.

5.1.3 FY 24/25. Provide, expert advice in designing, developing and delivering an enduring and evolving, delegated operating model for implementing HR change.

5.1.4 FY 23/24. Design and deliver an initial draft of a comprehensive implementation plan, which takes into account interdependencies and prioritises and sequences the portfolio of work aligned to strategic priorities.

5.1.5 FY 24/25. Develop the initial draft into a full and comprehensive implementation plan, which takes into account interdependencies and prioritises and sequences the portfolio of work aligned to strategic priorities.

5.1.6 Ongoing. Provide, expert advice to support an Agile and shifting, complex portfolio approach that may require the development of a strategic BC which covers a 10-year horizon.

5.1.7 Ongoing. Provide during the duration of the EA, support to the DPT on appropriate modelling and evaluation practices that brings together relevant evidence and data including in different scenarios at both an operational and strategic level. This should work alongside a theory of change approach.

5.1.8 FY 24/25. Provide analytical expertise in relation to a proposed Reward and Incentivisation framework and strategy to allow an informed judgement to be made in areas where the collection of evidence and/or data is limited.

5.1.9 Develop a robust people data strategy to support the Total Reward Approach.

- 5.1.10 FY 24/25. Design and support the implementation of a Defence agreed data, research, insights and evaluation strategy in support of a Total Reward Approach. It should incorporate a scalable methodology that can be applied across all elements of the Total Reward Framework.
- 5.1.11 FY 24/25 Provide subject matter expert advice and technical support to digitally enable the Total Reward Approach.
- 5.1.12 FY 23/24. Provide a Defence agreed, consistent cost modelling methodology that is applicable across all elements within the HRAFI scope.
- 5.1.13 FY 24/25. Provide expertise and enduring capability to model current and future elements of Total Reward (including costs, behaviours, SP motivation, and perceived value). This should support in providing evidence based costed options for all elements of Total Reward where necessary; and underpin overall assurance that Total Reward Approach outlined in the HRAFI report is affordable within reasonable parameters of uncertainty.
- 5.1.14 FY 24/25. Provide Reward and Incentivisation expertise to develop options to deliver the HRAFI Total Reward recommendations. Support in the development of aligned and mutually supportive principles across Total Reward and develop policy options to align all elements of the Total Reward Framework where necessary.
- 5.1.15 Ongoing. Provide technical capability in cost assurance and risk management.
- 5.1.16 FY 24/25. Provide technical, analytical, project management and Reward and Incentivisation expertise to develop further detailed work options.
- 5.1.17 FY 24/25. Provide advice and recommendations in line with leading edge practice and directly support the delivery of policy and process simplification across the full range of MoD whole force HR policy.
- 5.1.18 FY 23/24. Using industry expertise and insight, recommend refinements and iteration to the defence HR taxonomy and that aligns, where appropriate to cross government and industry HR best practice.
- 5.1.19 FY 23/24. Assess the future role and establishment of Global Process Owners (GPOs) within the core DPT to support Mil HR service delivery and provide support to implement the new GPO structures NLT July 24.
- 5.1.20 Ongoing. Support the alignment of procedures and processes to Oracle Fusion core functionality. Provide support to facilitate future adoption with policy owners.

- 5.1.21 FY 24/25. Develop a policy owner, user centric tool to enable the identification of gaps, dependencies, duplications, contradictions and inefficiencies in existing and proposed military people policy content to support on-going optimisation.
- 5.1.22 FY 24/25. Generate an approach to map and continuously capture the links and inter-dependencies between military people policy and processes as they develop to support on-going optimisation. Provide support to implement the new approach across the Defence people Function, including the publishing approach of newly optimised policy and process.
- 5.1.23 FY 23/24. Advise on the development of a BAU people policy governance approach that supports current practice as well as the future military HR service model once it is up and running.
- 5.1.24 FY 24/25. Recommend and advise on an approach to archiving and governance for military people policy, procedure and processes taking into account the transition from JPA (Current) to Mil HRS (Future).
- 5.1.25 Provide SME support to ongoing development of a skills-based pay model.
- 5.1.26 FY 24/25. Provide advice, options and support the introduction of a Total Reward Framework for an Engineering cohort which will form 'Release 1' of HRAFI principles for the Armed Forces. The principles, strategy and framework must be, adaptable and scalable for other cohorts across Defence.
- 5.1.27 FY 23/24. Produce a best practice data picture of what is required to deliver a Total Reward Approach, with associated insights of the HRAFI Release 1 Engineering Cohort. This should inform a future research and data strategy/methodology to support a Total Reward approach.
- 5.1.28 FY 24/25. Provide advice on best industry practice on technical implementation of People Value Proposition (PVP) and Total Reward approach.
- 5.1.29 Ongoing. Provide programme management expertise and support to this early release of Total Reward which will form the basis to scale up and out across wider Defence. This should include benefits and risk management.
- 5.1.30 FY 24/25. Provide expertise and advice in concept development of workforce frameworks, models and options, making use of data insights and evaluation. All outputs must span the whole force and be evidence based, cost informed and linked to the HRAFI skills and Total Reward approach.

- 5.1.31 FY 24/25. Provide legal advice and insight into the design and implementation of new workforce and employment models.
- 5.1.32 FY 24/25. Support the design, piloting and implementation of the Spectrum of Service changes required as a result of HRAFI recommendations.
- 5.1.33 Purpose: FY 24/25. Design and delivery of innovative communication tools and methods that use Personas to demonstrate how the working life of different cohorts will be transformed under the terms of the new workforce model.
- 5.1.34 FY 24/25. Design and delivery of innovative communication tools and methods that promote understanding of the PVP and Total Reward.
- 5.1.35 FY 24/25. Work with internal resource to generate and deliver an internal communications capability to establish and maintain a People change narrative.
- 5.1.36 FY 24/25. Facilitate pan-defence discussions and propose options for what the future looks like for key roles within the organisation (e.g., managers, career managers, individuals) post transformation, and how we build this thinking into the policy optimisation work and new military HR Service, including technology.
- 5.2 Potential Providers are invited to tender their proposal to conduct all of the requirement under the direction of the MOD's SRO (ACDS People Cap) and Hd PCD 1* as Director.
- 5.3 Supporting activity, such as workshop planning, administrative support, etc is not included in the scope and such activities will be managed from within the MOD team.
- 5.4 The projected cost/percentage split for each of the six elements of this SoR are an estimate and we expect to flex funding between each one as the requirements develop and more clarity is provided.
- 5.5 Each of the six packages of work requiring EA are fundamental to the successful implementation of people transformation that underpins delivery of the DCP, as well as our ability to meet a public Ministerial commitment. These work packages will underpin and enable a series of transformation programmes and activities which should deliver a range of benefits (broadly, allowing recruitment and retention of more personnel with the right skills needed to deliver Defence outputs, and rewarding and incentivising them to deliver Defence outputs in an effective and efficient way, all within a constrained affordability envelope).

6. Deliverables

The Potential Provider should note the following deliverables that the Authority will measure the quality of delivery against:

#	Package	Purpose	Value
1	<p>The creation in fully editable WORD format, a written and detailed, comprehensive, costed and actionable HRAFI implementation plan, delivered in draft iterations to the Authority every month and in final draft for approval and acceptance by agreed dates.</p> <p>Military only</p>	<p>Ongoing . Provide, strategic advice to the DPT and access to global best-practice benchmarks on implementation approach, philosophy and strategy. Incorporate and adapt in-house conceptual development to build effective change methods and capability to support HRAFI recommendations implementation.</p> <p>FY 23/24. Provide a working governance model for managing the portfolio of work to deliver HRAFI and the wider people transformation.</p> <p>FY 24/25. Provide, expert advice in designing, developing and delivering an enduring and evolving, delegated operating model for implementing HR change.</p> <p>FY 23/24. Design and deliver an initial draft of a comprehensive implementation plan, which takes into account interdependencies and prioritises and sequences the portfolio of work aligned to strategic priorities.</p> <p>FY 24/25. Develop the initial draft into a full and comprehensive implementation plan, which takes into account interdependencies and prioritises and sequences the portfolio of work aligned to strategic priorities.</p> <p>Ongoing. Provide, expert advice to support an Agile and shifting, complex portfolio approach that may require the development</p>	<p>It's estimated that delivery of this package will cost approximately 15% of the total budget, split over two FYs:</p> <p>23/24 = 50%</p> <p>24/45 = 50%</p>

#	Package	Purpose	Value
		<p>of a strategic BC which covers a 10 year horizon.</p> <p>Ongoing. Provide during the duration of the EA, support to the DPT on appropriate modelling and evaluation practices that brings together relevant evidence and data including in different scenarios at both an operational and strategic level. This should work alongside a theory of change approach.</p> <p>FY 24/25. Provide analytical expertise in relation to a proposed Reward and Incentivisation framework and strategy to allow an informed judgement to be made in areas where the collection of evidence and/or data is limited.</p>	
2	<p>HRAFI Total Reward design and Cost Modelling</p> <p>Military only</p>	<p>Develop a robust data strategy to support the Total Reward Approach.</p> <p>FY 24/25. Design and support the implementation of a Defence agreed data, research, insights, and evaluation strategy in support of a Total Reward Approach. It should incorporate a scalable methodology that can be applied across all elements of the Total Reward Framework.</p> <p>FY 24/25. Provide subject matter expert advice and technical support to digitally enable the Total Reward Approach.</p> <p>FY 23/24. Provide a Defence agreed consistent cost modelling methodology that is applicable across all elements within the HRAFI scope.</p> <p>FY 24/25. Provide expertise and enduring capability to model current and future elements of Total Reward (including costs, behaviours, SP motivation, and perceived</p>	<p>It's estimated that delivery of this package will cost approximately 18% of the total budget, split over two FYs:</p> <p>23/24 = 25%</p> <p>24/25 = 75%</p>

#	Package	Purpose	Value
		<p>value). This should support in providing evidence based costed options for all elements of Total Reward where necessary; and underpin overall assurance that Total Reward Approach outlined in the HRAFI report is affordable within reasonable parameters of uncertainty.</p> <p>FY 24/25. Provide Reward and Incentivisation expertise to develop options to deliver the HRAFI Total Reward recommendations. Support in the development of aligned and mutually supportive principles across Total Reward and develop policy options to align all elements of the Total Reward Framework where necessary.</p> <p>Ongoing. Provide technical capability in cost assurance and risk management.</p> <p>FY 24/25. Provide technical, analytical, project management and Reward and Incentivisation expertise to develop further detailed work options.</p>	
3	<p>The creation and delivery of a process to deliver policy and procedure optimisation/simplification across the Whole Force Military and civil service.</p>	<p>FY 24/25. Provide advice and recommendations in line with leading edge practice and directly support the delivery of policy and process simplification across the full range of MoD whole force HR policy.</p> <p>FY 23/24. Using industry expertise and insight, recommend refinements and iteration to the defence HR taxonomy and that aligns, where appropriate to cross government and industry HR best practice.</p> <p>FY 23/24. Assess the future role and establishment of Global Process Owners (GPOs) within the core DPT to support Mil HR service delivery and provide support to</p>	<p>It's estimated that delivery of this package will cost approximately 18% of the total budget, split over two FYs:</p> <p>23/24 = 20%</p> <p>24/25 =80%</p>

#	Package	Purpose	Value
		<p>implement the new GPO structures NLT July 24.</p> <p>Ongoing. Support the alignment of procedures and processes to Oracle Fusion core functionality. Provide support to facilitate future adoption with policy owners.</p> <p>FY 24/25. Develop a policy owner, user centric tool to enable the identification of gaps, dependencies, duplications, contradictions and inefficiencies in existing and proposed military people policy content to support on-going optimisation.</p> <p>FY 24/25. Generate an approach to map and continuously capture the links and inter-dependencies between military people policy and processes as they develop to support on-going optimisation. Provide support to implement the new approach across the Defence people Function, including the publishing approach of newly optimised policy and process.</p> <p>FY 23/24. Advise on the development of a BAU people policy governance approach that supports current practice as well as the future military HR service model once it is up and running.</p> <p>FY 24/25. Recommend and advise on an approach to archiving and governance for military people policy, procedure and processes taking into account the transition from JPA (Current) to Mil HRS (Future).</p>	
4	<p>Delivery Support to the HRAFI Engineering Pilot (HRAFI: Release 1)</p> <p>Military only</p>	Provide SME support to ongoing development of a skills-based pay model.	It's estimated that delivery of this package will cost approximately 24% of the total

#	Package	Purpose	Value
		<p>FY 24/25. Provide advice, options and support the introduction of a Total Reward Framework for an Engineering cohort which will form 'Release 1' of HRAFI principles for the Armed Forces. The principles, strategy and framework must be, adaptable and scalable for other cohorts across Defence.</p> <p>FY 23/24. Produce a best practice data picture of what is required to deliver a Total Reward Approach, with associated insights of the HRAFI Release 1 Engineering Cohort. This should inform a future research and data strategy/methodology to support a Total Reward approach.</p> <p>FY 24/25. Provide advice on best industry practice on technical implementation of People Value Proposition and Total Reward approach.</p> <p>Ongoing. Provide programme management expertise and support to this early release of Total Reward which will form the basis to scale up and out across wider Defence. This should include benefits and risk management.</p>	<p>budget, split over two FYs:</p> <p>23/24 = 47%</p> <p>24/25 = 53%</p>
5	<p>Conceptual Development and analysis support to the Spectrum of Service approach</p> <p>Mainly military but with some civil service elements</p>	<p>FY 24/25. Provide expertise and advice in concept development of workforce frameworks, models and options, making use of data insights and evaluation. All outputs must span the whole force and be evidence based, cost informed and linked to the HRAFI skills and Total Reward approach. As outlined by HRAFI.</p> <p>FY 24/25. Provide legally aware advice and insight into the design and implementation of new workforce and employment models.</p>	<p>It's estimated that delivery of this package will cost approximately 18% of the total budget. All falling within FY 24/25.</p>

#	Package	Purpose	Value
		FY 24/25. Support the design, piloting and implementation of the Spectrum of Service changes required as a result of HRAFI recommendations.	
6	<p>Communication and Engagement</p> <p>Military and civil service</p>	<p>FY 24/25. Design and delivery of innovative communication tools and methods that use Personas to demonstrate how the working life of different cohorts will be transformed under the terms of the new workforce model.</p> <p>FY 24/25. Design and delivery of innovative communication tools and methods that promote understanding of the People Value Proposition (PVP) and Total Reward.</p> <p>FY 24/25. Work with internal resource to generate and deliver an internal communications capability to establish and maintain a People change narrative.</p> <p>FY 24/25. Facilitate pan-defence discussions and propose options for what the future looks like for key roles within the organisation (e.g., managers, career managers, individuals) post transformation, and how we build this thinking into the policy optimisation work and new military HR Service, including technology.</p>	<p>It's estimated that delivery of this package will cost approximately 7% of the total budget. All falling within FY 24/25.</p>

7. Authority's Responsibilities

- 7.1 The Authority is responsible for providing the Potential Provider with the relevant data and policy direction in order to provide guidance and advice on delivering against milestones. The Authority will also provide wider stakeholder guidance across the Department to understand interdependencies and systems access.

8. Reporting

- 8.1 The Potential Provider shall deliver the products identified in the table at para 6 within the required timeframe.
- 8.2 The Potential Provider shall attend and contribute to weekly Management briefings and stand-up type meetings, the rhythm for which shall be agreed in week one of Contract Award. EA will be required to contribute when necessary to Steering Board type meetings and workshops as needed to deliver progress reports against deliverables. Content should be finalised between the supplier and the authority leads prior to delivery or presentation when representing the programme.
- 8.3 The Potential Provider will provide a weekly progress update to the authority.
- 8.4 All corporate memory captured during workshop activity and stored on a MOD share point site through MODNET access procedures.

9. Continuous Improvement

- 9.1 The Potential Provider will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration. This should form part of the approach and delivery with regular reviews of ways of working and lessons learned.
- 9.2 The Potential Provider should also recommend new ways of working to the Authority during monthly Contract review meetings and delivery knowledge exchange and support capability building.
- 9.3 Changes to the way in which the services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.
- 9.4 New risks, issues, or potential delay to delivery of deliverables must be brought to the Authority's attention at the earliest opportunity and mitigation or change of action agreed prior to any changes being implemented.
- 9.5 The Potential Provider will contribute towards knowledge transfer and also support 'capability building' across the internal team(s) linked to the programme delivery. This should include but is not restricted to the below:
- Appropriate subject matter should be agreed between the Authority and the provider for knowledge transfer sessions.

- Proactive knowledge/skills transfer sessions should be diarised.
- 'Side by side' working/co-leading should be adopted where appropriate.

10. Sustainability

10.1 There are no sustainability considerations for this requirement.

11. STAFF AND CUSTOMER SERVICE

11.1 Potential Provider's staff assigned to the Contract shall have the relevant subject matter expertise and/or qualification(s) to deliver the Contract (SQEP).

11.2 The Potential Provider shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

11.3 An assessment of HMRC's [Check employment status for tax - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/check-employment-status-for-tax) has determined that, based on the likely terms of engagement we expect from the selected consultancy firm(s) (contained within CCS Framework MCF3), the off-pay working rules (IR35) will not apply directly to the Department. It is confirmed that the intermediaries' legislation applies to this engagement. The means that anyone that is engaged on this arrangement must be placed on the Potential Provider's payroll so that Income Tax and National Insurance contributions can be deducted at source.

12. Service Levels and Performance

12.1 The Authority will measure the quality of the Supplier's delivery by:

KPI/SLA	Service Area	KPI/SLA description	Target
1	Package #01	<p>All deliverables as detailed in sub-paras 5.1.1 -5.1.8, will meet the authorities' standards for delivery prior to sign-off and payment.</p> <p>All timelines and/or delivery dates will be met as detailed in the work package.</p> <p>By March 2024:</p> <ul style="list-style-type: none"> - HRAFI portfolio governance model - Sequenced portfolio implementation plan design <p>From April 2024:</p> <ul style="list-style-type: none"> - HR change model - Sequenced portfolio full implementation plan draft - Reward and incentivisation framework <p>Ongoing:</p> <ul style="list-style-type: none"> - Portfolio approach and potential strategic Business case - Theory of change approach support 	100%
2	Package #02	<p>All deliverables as detailed in sub-paras 5.1.9 -5.1.16, will meet the authorities' standards for delivery prior to sign-off and payment.</p> <p>All timelines and/or delivery dates will be met as detailed in the work package.</p> <p>By March 2024:</p> <ul style="list-style-type: none"> - Cost modelling methodology <p>From April 2024:</p> <ul style="list-style-type: none"> - Data strategy - Digital Total reward approach - Future Total reward elements - Total reward framework and policy - Work option, reward expertise <p>Ongoing:</p> <ul style="list-style-type: none"> - Technical cost assurance and risk management 	100%

3	Package #03	<p>All deliverables as detailed in sub-paras 5.1.17 -5.1.24, will meet the authorities' standards for delivery prior to sign-off and payment.</p> <p>All timelines and/or delivery dates will be met as detailed in the work package.</p> <p>By March 2024:</p> <ul style="list-style-type: none"> - HR taxonomy, HR best practice - GPO structure - Future People policy governance <p>From April 2024:</p> <ul style="list-style-type: none"> - Policy simplification, HR best practice - Policy owner optimisation tool - Interdependency mapping and publishing - Archiving, HR best practice <p>Ongoing:</p> <ul style="list-style-type: none"> - Alignment of procedure and process to Oracle core functionality 	100%
4	Package #04	<p>All deliverables as detailed in sub-paras 5.1.25 -5.1.29, will meet the authorities' standards for delivery prior to sign-off and payment.</p> <p>All timelines and/or delivery dates will be met as detailed in the work package.</p> <p>By March 2024:</p> <ul style="list-style-type: none"> - Total reward approach data picture <p>From April 2024:</p> <ul style="list-style-type: none"> - Scalable Total reward framework (release 01 and wider Defence) - PVP and Total reward technical implementation <p>Ongoing:</p> <ul style="list-style-type: none"> - Programme management support to rollout 	100%

5	Package #05	<p>All deliverables as detailed in sub-paras 5.1.30 -5.1.32, will meet the authorities' standards for delivery prior to sign-off and payment.</p> <p>All timelines and/or delivery dates will be met as detailed in the work package.</p> <p>From April 2024:</p> <ul style="list-style-type: none"> - Conceptual whole-force, workforce frameworks - Workforce models (legal) - Spectrum of Service support elements 	100%
6	Package #06	<p>All deliverables as detailed in sub-paras 5.1.33 -5.1.36, will meet the authorities' standards for delivery prior to sign-off and payment.</p> <p>All timelines and/or delivery dates will be met as detailed in the work package.</p> <p>From April 2024:</p> <ul style="list-style-type: none"> - Persona based comms tools - PVP comms tools - People change internal comms - Future Pan-Defence key roles and organisation 	100%

13. Security requirements

- 13.1 The Potential Provider will comply with security requirements which includes contractors holding SC and protect information in accordance with the Defence Information Management Passport (DIN2017 DIN07-131).

14. Intellectual Property Rights (IPR)

- 14.1 The Potential Provider will have access to third party data and shall be responsible for complying with all IPR rights agreed between the MOD and any third party.

15. Payment

- 15.1 Payment will only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 15.2 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs. All payment will be made through the Authorities electronic payment system, CP&F.

16. Base Location

16.1 The base location for the services shall be MOD, Whitehall, London SW1A 2HB. However, if Covid-19 restrictions or similar were to be in place, Government advice will be followed until such time as face-to-face attendance at the base location is safe and possible.

16.2 The Authority will pay reasonable out of pocket travel (using the most economical mode of transport) and subsistence expenses, properly and necessarily incurred in the performance of the Services, calculated at the rates and in accordance with the MOD expenses policy.

16.3 Sites include MOD, Whitehall, London SW1A 2HB, The Potential Provider's premises, the TLBs, and external partners offices. London shall be the main location or locations served by the industry team members providing they are within normal daily travel limits. Travel expenses shall be in line with MOD policy.

16.4 Remote access to internet and business services under the supplier's arrangements must be in place and facilitate collaborative working with the authority.

