Reference: LWC/ORB/Exp/ORTHUS\_v0.3

Date: 14 Dec 22

**ASTRID Task 271 - Statement of Requirement**

**Support to Land Warfare Centre Operational Research Branch**

**Project ORTHUS – Preparing the Fielded Force**

**Background**

1. REDACTED has an emphasis on improving combined arms manoeuvre to be able to win the first battle against the peer enemy. This must be complemented by a continued effort on improving survivability and resilience to ensure force elements are able to get to the first battle. Force Optimisation REDACTED continues to improve effectiveness, but change must be enabled through enhancing education and awareness that draws upon Warfare Development (WARDEV) analysis, experimentation and experience.
2. The Land Warfare Centre (LWC) Operational Research Branch (ORB) provides benefit to the REDACTED Army by applying expertise and analysis to understand risks and gaps, overcome vulnerabilities and to shape and improve combined arms manoeuvre and other capabilities.
3. The LWC ORB Optimising Survivability campaign demonstrated the pace of change is significantly increased, more effective and coordinated when supported by contracted subject matter expertise (SME). Focussed on the REDACTED , the campaign approach successfully demonstrated improved Field Army awareness and behaviours whilst supporting the development and implementation of survivable ways of operating.
4. Project ORTHUS will provide essential SME support needed to continue to drive improvements within the REDACTED framework and timescales through to a transition to the REDACTED force.

**Project Requirement**

1. Project ORTHUS will build on the successful ORB WARDEV Optimising Survivability campaign approach 2021 to 2023. It will establish an agile team of subject matter experts for three years (FY23/24, FY24/25, FY25/26) to deliver pro-active, dynamic and responsive support across the Field Army and LWC.
2. Contracted SMEs will support the continued effort to develop and implement improved ways of working primarily through engagement, study days, wargames, table-top exercises. These events will focus on the REDACTED construct, developing combined arms manoeuvre excellence REDACTED and “4 + 1 Enhancements” REDACTED, whilst continuing to emphasise survivability against peer threat capabilities REDACTED.
3. The team will, to the fullest extent, widely exploit existing and emerging knowledge, experience, evidence and recommendations particularly leveraging the investment made in LWC ORB optimisation and experimentation projects
   1. REDACTED
   2. REDACTED
   3. REDACTED
   4. REDACTED
   5. REDACTED
4. The project team will work across the Field Army formations and LWC (particularly Combat Manoeuvre Centre (CMC) and Collective Training Group (REDACTED) to support Force Preparation and the training pipeline
   1. providing orientation and awareness to Field Army Formations (Brigades and Battlegroups) towards and during
      * 1. deployed operations – REDACTED,
        2. exercises and collective training (UK and overseas),
   2. transferring and embedding knowledge and awareness into the CMC training pipeline, at all levels.
   3. delivering end-user advice, coaching, mentoring and briefings to support the wide exploitation of knowledge and experience,
   4. adopt an agreed common threat picture, in line with COS FA endorsement for LWC/Field Army to move to a threat-based approach across all land domain business,
   5. engage, support, leverage and exploit knowledge from wider related Defence research, science and technology activities,
   6. help drive the implementation of change, particularly awareness and behaviours, supporting the application and refinement of doctrine, Tactics, Techniques and Procedures (TTPs) and good practice
   7. develop and use rapid wargaming methodologies across Field Army formations, at home and deployed, to challenge and test capabilities, TTPs and to support innovative thinking,
   8. supporting the introduction and integration of new Field Army capabilities and REDACTED concepts,
5. The team will remain up-to-date and maintain continuity by
   1. leveraging related research/analysis/experimentation across the Defence enterprise to improve coherency, efficiency and effectiveness across all activities,
   2. maintaining relationships with other groups and improvement initiatives across LWC and Field Army (e.g. WARDEV network, Urban Centre, Experimentation and Trials Group, Collective Training Group REDACTED),
   3. being aware of emerging concepts and changes to doctrine, reflecting emergent lessons from REDACTED and REDACTED development, and the impact on the MOBILISE Army,

Figure 1 - Threat Brief, Tabletop Exercise and Wargame methodology (T3XW) REDACTED Figure 1

1. The project team will refine and apply the Threat Brief, Tabletop Exercise and Wargame (T3XW) methodology, developed and proven under ASTRID Task 40, shown in figure 1.
2. The intent is to embed the methodology into the training pipeline as an enduring learning and development component. The team will consider how to institutionalise this within the Field Army and LWC and assess and report on the longer-term approach and resources required.

Figure 2 - Proposed Schedule FY23/24 REDACTED Figure 2

1. The anticipated schedule for FY23/24 is shown in figure 2. For planning and estimating purposes, a similar number of events is expected in following years, maintaining an emphasis on tactical wargames and table-top exercises.
2. The initial expected requirement for FY23/24 is
   1. 10 x Threat Briefs and Tabletop exercise (REDACTED)
   2. 6 x Battlegroup Wargames (REDACTED)
   3. up to 4 x REDACTED wargames (REDACTED)[[1]](#footnote-2)
   4. CMC/CAMS support (up to 3 T3XW events per year or the development and implementation of a train-the-trainer package)
   5. Threat coherence – maintaining an up-to-date threat picture that is coherence with stakeholders, including REDACTED.
   6. Engagement - across all stakeholders and customers and REDACTED (exploiting TTX/Wargame activity into student studies)
3. It is assumed that threat briefs/TTX/BG wargames will be held jointly with the Training Audience and REDACTED.
4. It is anticipated that the requirement and demand will be similar for FY24/25 and FY25/26, however, by managing the project in stages, dynamic planning and effective resource allocation will be achieved.

**Deliverables and Outputs**

1. The Project team, with LWC ORB, will define and agree (in advance) the nature, timing and anticipated cost of all Project Products expected at each Project Stage. The Products may be influenced and/or defined by the needs of wider stakeholders (e.g. briefing packs, presentations, reports).
2. Deliverables will be defined and agreed during project stage planning and will be directly linked to a monthly assessment of progress and formal payment. They are likely to consist of
   1. a continuously maintained Project Plan (including expected schedule, engagement and communications plan); initial Risk and Issues Register; initial Stage Plan – no later than contract award + 2 months,
   2. Stage Plans (with payment milestones),
   3. monthly Project review meeting record highlighting review of
   * Stage plans
   * completed vs. outstanding tasks
   * outputs and outcomes (including successes and failures)
   * realised and/or potential benefits/disbenefits
   * emerging requirements,
   * risks and issues
   1. stakeholder progress reports and/or briefings,
   2. end of Stage reports to include record of effort expended.
3. Project Outputs will not be tied to payment schedule but will be generated to capture knowledge and provide a record of information and evidence.

**Outcomes and Exploitation**

1. The project will enable
   1. the implementation and adoption of survivability best practice within Field Army Formations and LWC (particularly CMC and CTG) throughout the training pipeline,
   2. tangible improvements to the wider training and education pathway, from ITT/STT to Collective Training, through the implementation of the T3X-W methodology.

**Schedule**

1. The work should commence on 1 April 2023 and be completed by March 2026.

**Assurance and Acceptance**

1. LWC ORB, supported by stakeholders and/or contracted support as required, will review all Project deliverables prior to acceptance. The level of scrutiny and timescales for review will be appropriate to the nature of the Project Products and will be agreed between the Project team and LWC ORB.

**Payment**

1. The contractor team will be paid according to an agreed Project and Stage Plans and on satisfactory completion of Project Deliverables, within a Limit of Liability (LoL), which will be endorsed and accepted by LWC ORB. Given the agility required to deliver this exploitation work in support of dynamic Force Optimisation priorities over the two-year period, it is expected that a LoL contract will best service the developmental nature of this task.

**Project Governance**

1. The project will be delivered as a contracted collaboration between suppliers and LWC ORB. It will be coordinated and supported through monthly Project review meetings to

* 1. review progress against Stage plans, give direction and take corrective actions as required,
  2. assess, manage and maintain project risks and issues register,
  3. facilitate meetings and back-briefs with key stakeholders where appropriate.

**GFX**

1. LWC will endeavour to provide or enable access to

* 1. relevant key stakeholders and information,
  2. coordination with other commercial entities supporting Field Army initiatives,
  3. general support from Land Warfare Centre,
  4. ModNet accounts and appropriate permissions,
  5. access to military subject matter expert staff within Field Army,
  6. access to live training events in the UK and (potentially) overseas,

**Security**

1. All Contractors employed on the task will require SC clearance. Deliverables may be sensitive in nature and will be delivered at the appropriate classification up to REDACTED.

**General Data Protection Regulations**

1. All data collected that could be considered “Personal data” under the new General Data Protection Regulation (GDPR) must be handled in accordance with the regulation. It should be noted that the GDPR widens the definition of personal data to include:

*“Any information relating to an identified or identifiable natural person (‘data subject’); an identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person”.*

1. Any personal data must comply with entire GDPR however the following key parts of the regulation are expected to be demonstrated as minimum. The 6 principles of this regulation must be followed, these are
   1. Processing must be fair and lawful
   2. Purposes of processing must be specified, explicit and legitimate
   3. Personal data must be adequate, relevant and not excessive
   4. Personal data must be kept up to date
   5. Personal data must be kept for no longer than necessary
   6. Personal data must be processed in a secure manner
2. A Privacy Impact Assessments (PIA) must be conducted as part of any personal data collection to ensure compliance with the GDPR. In addition, data subjects must opt into having any personal data collected and their consent must be provable. The individual rights of data subjects should also be understood and respected through the collection, processing and storage of their personal data. All parties involved in the handling of personal data should also understand their obligation to report data breaches as soon as they are discovered. Parties involved in processing personal data should understand their obligation for doing so lawfully. Data must be processed under one of the following bases to be lawful
   1. Consent
   2. Contract
   3. Legal obligation
   4. Vital interest
   5. Public Task
   6. Legitimate interest

**Contractors On Deployed Operations (CONDO)**

1. There is a requirement to deploy Contractors, and their respective employees, to a CONDO Applicable Area, designated for CONDO purposes by the Permanent Joint Headquarters, and therefore **DEFCON 697 shall apply.**
2. CONDO activities will be identified during stage planning. A clear statement of work for each CONDO activity, including the expected work locations and expected travel arrangements for that work, will be produced.
3. Acceptance of CONDO conditions in the contract must be conditional on each task being subject to separate acceptance onto contract, **before deployment takes place**, at which time the deployed environment must be assessed for risk to the individual(s) deployed. **The contractor reserves the right to decline a CONDO task on a contract if the risk assessment is adverse.**
4. The procedures set out in Def Stan 05-129 are to be followed.
5. **Contractor and subcontractor deploying staff, for each deployment, must not deploy until;** 
   * They have been identified by the Contractor and assessed to be appropriately skilled, medically and dentally fit, briefed, inoculated/immunised (where appropriate), security cleared, hold appropriate visas, have been trained for the particular deployment to standards set by MoD, have the appropriate clothing available, have updated records of personal details including next of kin.
   * A Contractor ‘In-Theatre Manager’ has been designated from the CONDO Personnel for managing the In-Theatre contract implementation; and points of contact identified for managing the deployed staff and the contract from Contractor’s base.
   * the Contractor’s plans and procedures (eg work plans, Health & Safety procedures and GFE Forward Holding Records, exit plan) applicable to the particular tasks and deployment have been prepared, so far as is possible; where relevant and not already covered under the general responsibility of the contractor, equipment and other resources have been identified and made available for deployment with all necessary export licences, Crown Immunity letters for GFE and export end user paperwork to hand;
   * **CONDO Form 1 (Annex B, Appendix 1, to Def Stan 05-129)**, the conditional authority to deploy, has been prepared for the designated deployment and signed off in accordance with JSP 567 as described in Def Stan 05-129.
   * **CONDO Form 2 (Annex B, Appendix 2, to Def Stan 05-129) or DCS Form 2 (2015DIN03-018 - Joint Service Publication (JSP 567): Amendment to Part II: Contractors On Deployed Operations (CONDO): Introduction of Revised Policy, Sept 2015)**, being the Authority to deploy for the list of the complement of staff to be deployed, has been prepared by the Contractor and signed by the Contract Sponsor for the designated deployment in accordance with JSP 567 as described in Def Stan 05-129;
   * CONDO Personnel have been briefed on the need to comply with the terms of DEFCON 697 whether on or off duty, specifically Clauses 6, 18, 31, 33, 34, 35, 36, 37, 38, 39, 42, 47 and 48 of the Condition;
   * CONDO Personnel have been briefed on relevant personnel matters and on their legal status;
   * an appropriate ID card or security pass has been issued by MoD to each individual listed in CONDO Form 2;
   * CONDO Personnel have been designated under the Armed Forces Act 2006 as civilians subject to service discipline and a signed Form T-SL-DES01 has been received indicating that status; and
   * a risk assessment has been undertaken for each expected work location and the expected modes of transport, with a satisfactory outcome.
6. Any subcontract requirement for the presence of a subcontractor (at any level of contracting) and his employees in a CONDO Applicable Area designated for CONDO purposes **must have the text of the Appendix to DEFCON 697 included in the terms of each of those subcontracts, with the relevant sections at Clauses 1.f), 1.g), 1.l) and 1.r) completed.**  These subcontractors and their employees are to be given the same briefings and training as contractor employees concerning contract compliance, working practices and the operating environment.

REDACTED

Principal Scientist

Land Warfare Centre Operational Research Branch

1. CONDO will apply [↑](#footnote-ref-2)