**Statement of Requirement**

**Provision of Programme Management and Decision Support to the RAF Support Transformation Sub-Portfolio**

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| **A** | **General Requirements** |
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| **A.1** | **Scope of Requirement** |
| **A.1.a** | **Aim**SSP and HERA are extant Air Command Transformation programmes, both within the Support Transformation sub-Portfolio[[1]](#footnote-1), and are led and managed by MOD personnel; a Whole Force (WF) team of Civil Servants (CS), Regular and Reserve military personnel. External Assistance (EA), secured through contract, is used to provide specialist skills and expertise that are not consistently available in-house (in terms of SQEP or capacity) in support of programme design and delivery activities. SSP has three enabling contracts (Lots 1, 2 and 3), of which primarily Lot 1, but also Lot 2, provision support to the HERA programme. The requirement described by this SOR is for a replacement SSP Lot 1 contract, covering: high-end decision support; specialist programme management; design, analysis and procurement of outsourced service solutions; modernisation architectures and governance; and operating model design and development. This activity is required from the expiration of the current Lot 1 contract until the closure of programme activities. This SOR will primarily be in support of SSP and HERA, but will also need to support the development, governance and management of the Support Transformation sub-Portfolio and the programmes and projects within it. SSP is now in the delivery phase, but with a level of Discovery and Operating Model design that will be ongoing in the support of developing and delivering further transformation to maximally achieve the programme objectives. HERA is now in the assessment phase and must deliver a replacement service contract for the HADES contract and BSC (Brize Norton Support Contract) when they expire in 2025. |
| **A.1.b** | **Background and Context**The SSP and HERA programmes are a key part of Air Command’s Transformation set up to help deliver the RAF Strategy and Strategic Defence and Security Review 2015 (SDSR15) objectives, which are now incorporated within the objectives of the Integrated Review of 2021 (IR21) and IR Refresh exercise objectives. SSP has identified the scope for benefits to be realised through the simplification of processes and policies, improved ways of working through digitisation and automation, better utilisation of resources, and changes to how the RAF workforce is structured in Station supporting and enabling functions[[2]](#footnote-2). The programme is required to deliver a complex transformation package over a 6-year period, which will release up to 1600 workforce posts to support the capability enhancements and growth required by the RAF Strategy and meet the RAF’s IR objectives to rebalance the workforce size and shape. The HERA programme will design and deliver a replacement to the extant outsourced services solutions, that will replace the current provision the contracted-out services that are currently delivered by the 3 HADES contracts that were let in 2018 and the BSC let in 2021. These contracts provide a range of supporting services (such as general engineering support, administrative services, motor transport operations and many more) at c19 MOD locations across the UK. The HERA Programme has recently passed a Strategic Outline Case (SOC) business case approval, and will now progress towards an Outline Business Case (OBC) ahead of Full Business Case (FBC) that will enable the replacement solution to be established. |
| **A.1.c** | **Programme Construct**SSP is operated through a central Programme Management Office (PMO) that coordinates and allocate resources to: * A number of concurrent delivery projects.
* Discovery activity that will define the business case for new projects and interact with the development of broader Air Command operating models.
* Operating model design in support of SSP solutions to ensure the cohesion of the functional transformations and align with the RAF’s strategic imperatives.
* Other transformational requirements.

HERA is an independent project operated through a separate Project Team, the construct of which includes Solution Design specialists, a dedicated PMO, and is supported functionally by the Commercial and Finance function within Air Command. For the purposes of this SOR where the term ‘programme’ is used, it will be equally applicable to SSP and HERA.Where feasible, knowledge, expertise and resources are shared across SSP and HERA.**Key activities and deliverables** In support of extant and ongoing programme activities, this contract will provide the following key activities and deliverables: Support to (and refinement of) sub-portfolio and programme objectives in response to evolving Defence and RAF Strategy; Support to (and refinement of) programme and project management strategies and artefacts; Ongoing refinement of the programme governance and reporting approach; Support to the SSP and Hera PMOs through design and delivery of services and products to ensure benefits realisation remains on track; Design and development of the programmatic approach required to achieve programme objectives; Undertaking analysis of further discovery projects; Supporting development of future Information Notes, Review Notes and Business Cases, including liaison with Air Scrutiny and Approvals Team, Central Head Office Scrutiny, CAAS and other governmental approval bodies; Preparation and monitoring of the knowledge transfer plan associated with the delivered services; Stakeholder and Programme Board engagement to enable continued transformation delivery prioritisation; Delivering knowledge transfer on programme management and decision support application; Supporting the evolution of the governance and procedures for the SSP Programme Team to effectively oversee the Lot 2 and Lot 3 Contracts; Further developing, analysing and evolving the HERA solution/s to meet the requirements of the Cabinet Office outsourcing playbook; Evaluating existing service performance data and developing the HERA solution requirements to support effective contracting; Developing cost models for all HERA possible solutions. |
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| **A.2** | **Definitions** |
| A.2.a | In addition to the definitions detailed in the Terms and Conditions of the Contract the following definitions shall also apply. Where the definitions below contrast to those detailed in the Terms and Conditions of the Contract then the definitions within the Terms and Conditions of the Contract shall take precedence. |
|  | Definition | Interpretation |
|  | Authority | the Authority is the Ministry of Defence (MOD). |
|  | Contractor | The Contractor is the signatory business or establishment responsible for delivering the contract, throughout its duration. |
|  | Contractor’s Personal Use | Any use of MOD furnished property, facilities or equipment intended for the primary benefit of the Contractor or the Contractor’s Personnel which is contrary to the MOD’s interests is considered personal use. |
|  | Contractor’s Personnel | Any employees, including sub-contractors or other agents working on behalf of the Contractor, shall be deemed the Contractor’s Personnel. |
|  | Designated Officer | The Designated Officer is the MOD representative responsible for the Requirement and is as defined at Box 2 of DEFFORM 111 of this Contract. |
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| **A.3** | **Abbreviations and Acronyms** |
| A.3.a | In addition to the abbreviations and acronyms detailed in the Terms and Conditions of the Contract the following abbreviations and acronyms will be used. |
|  | Abbreviation or Acronym | Interpretation |
|  | AOC | Air Officer Commanding |
|  | APM | Association for Project Management |
|  | BC | Business Case |
|  | BSC | Brize Norton Support Contract |
|  | CAAS | Cost Assurance and Analysis Service |
|  | CGBC | Combined Gate Business Case |
|  | CoA | Concept of Analysis |
|  | CO | Cabinet Office |
|  | CoE | Centre of Excellence |
|  | CS | Civil Servant |
|  | DIDA | Defence ICT Design Authority |
|  | DIMP | Defence Information Management Passport |
|  | DDDGOA | Direct, Develop, Deliver, Generate, Operate, Assure |
|  | DOEA | Designated OfficerExternal Assistance |
|  | DMA | Delivery Model Assessment |
|  | EVSA | Enterprise Value Stream Analysis |
|  | FBC | Full Business Case |
|  | HO | Head Office (MOD) |
|  | I&Q | Identify and Qualify |
|  | IAC | Investment Appraisal Committee |
|  | iaw | In accordance with |
|  | ICT | Information and Communications Technology |
|  | IR21 | Integrated review 2021 |
|  | ISS | Information Systems & Services |
|  | IT | Information Technology |
|  | JF2025 | Joint Force 2025 |
|  | KPI | Key Performance Indicator |
|  | MCDA | Multi Criteria Decision Analysis |
|  | MOD | Ministry of Defence |
|  | MDP | Modernising Defence Programme |
|  | MSP | Managing Successful Programmes |
|  | OBC | Outline Business Case |
|  | OC | Officer Commanding |
|  | OS | Official Sensitive (*Government security classification*) |
|  | P3M | Portfolio, Programme and Project |
|  | PC | Personal Computer |
|  | PD | Project Delivery |
|  | PDD | Programme Definition Document |
|  | PDCF | Project Delivery Capability Framework |
|  | PMCF | Programme Management Control Framework |
|  | PMO | Programme Management Office |
|  | QP | Quality Plan |
|  | RAF | Royal Air Force |
|  | SC | Security Check |
|  | SDSR15 | Strategic Defence and Security Review 2015 |
|  | SLT | Senior Leadership Team |
|  | SOC | Strategic Outline Case |
|  | SOR | Statement of Requirement |
|  | SQEP | Suitably Qualified and Experienced Personnel |
|  | SSOM | Support Services Operating Model |
|  | TOM | Target Operating Model |
|  | V&V | Verification and Validation |
|  | VOIP | Voice Over Internet Protocol |
|  | VSA | Value Stream Analysis |
|  | WF | Whole Force |
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| **A.4** | **References** |
| A.4.a | In addition to the references detailed in the Terms and Conditions of the Contract the following references shall also apply as well as any subsequent revisions and amendments to the references. This list does not absolve the Contractor from conforming to any other relevant publications. |
|  | **Reference** | **Version** | **Source** |
|  | Data Protection Act 2018 | 2018 c. 12 | <http://www.legislation.gov.uk/ukpga/2018/12/contents/enacted>  |
|  | Government Security Classifications | 1.0 | <https://www.gov.uk/government/publications/government-security-classifications>  |
|  | CS Code of Conduct | 16 Mar 2015 | <https://www.gov.uk/government/publications/civil-service-code/the-civil-service-code>  |
|  | Government Project Delivery Profession Project Delivery Capability Framework | Nov 2018 V2 | <https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/755783/PDCF.pdf> |
|  | Association for Project Management Competence Framework | Jun 2015 V2 | APM - <https://www.apm.org.uk/resources/find-a-resource/competence-framework/>  |
|  | Air Programme Management Handbook | Nov 17 V1 | [https://modgovuk.sharepoint.com/teams/cui5-502/ProgMgmtSptFunctionCoE/PMCF/20171114-Air%20PM%20Hdbk\_v1\_0-O.pptx](https://eur01.safelinks.protection.outlook.com/ap/p-59584e83/?url=https%3A%2F%2Fmodgovuk.sharepoint.com%2Fteams%2Fcui5-502%2FProgMgmtSptFunctionCoE%2FPMCF%2F20171114-Air%2520PM%2520Hdbk_v1_0-O.pptx&data=02%7C01%7CGreg.Burchill387%40mod.gov.uk%7Ca286f32cbeda4143873208d6f89c49db%7Cbe7760ed5953484bae95d0a16dfa09e5%7C0%7C0%7C636969747471794736&sdata=f0Plp5oJya8uzAKgPPqMIWN8IxKvmfKm0AfUWPHdivU%3D&reserved=0) |
|  | Air Programme Management Control Framework | Jun 2016 V1 | [https://modgovuk.sharepoint.com/teams/cui5-502/ProgMgmtSptFunctionCoE/PMCF/20130623-PMCF%20Contents%20Final%20v1\_0.pdf](https://eur01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fmodgovuk.sharepoint.com%2Fteams%2Fcui5-502%2FProgMgmtSptFunctionCoE%2FPMCF%2F20130623-PMCF%2520Contents%2520Final%2520v1_0.pdf&data=02%7C01%7CGreg.Burchill387%40mod.gov.uk%7Ca286f32cbeda4143873208d6f89c49db%7Cbe7760ed5953484bae95d0a16dfa09e5%7C0%7C0%7C636969747471804732&sdata=sYdEdu0WAIZF3mwfqdv7LDlWmatobpRmZrZnH24i%2BiY%3D&reserved=0) |
|  | Strategic Support Programme Centre of Excellence – Knowledge Library – Transformation Knowledge Base |  | <https://modgovuk.sharepoint.com/sites/Air-RAFStrategicSupportProgrammeSSPTransformation/Shared%20Documents/Forms/AllItems.aspx?FolderCTID=0x0120005B52802EE723764BBFB94FD10ECD1AE9&id=%2Fsites%2FAir%2DRAFStrategicSupportProgrammeSSPTransformation%2FShared%20Documents%2FTx%20COE%2FKnowledge%20Library%2F1%2E%20Transformation%20Knowledge%20Base&viewid=d7de1b07%2D9112%2D4704%2D9d10%2D2683b8aea48d>  |
|  | Cabinet Office Sourcing Playbook | Sep 2022 | <https://www.gov.uk/government/publications/the-sourcing-and-consultancy-playbooks>  |
|  | Managing Successful Programmes | 2011 Ed4 | TSO / AXELOS - <https://www.tsoshop.co.uk/AXELOS-Global-Best-Practice/MSP-Programme-Management/>  |
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| **A.5** | **Processes and Related Taskings** |
| A.5.a | The EA enabling support for SSP and HERA will be delivered through three lots:* **Lot 1** – for specialist programme management; decision support; modernisation governance and architecture; operating model design and development; design and development of solutions for the procurement of sourced services; development and approval of business cases. The subject of this SOR.
* **Lot 2** – for delivery of process and policy modernisation through simplification and standardisation of Station-level activities.
* **Lot 3** – for development and delivery of automation and digitisation modernisation solutions.

The programme management, decision support and governance architecture requirements of Lot 1 will support the SSP Programme Team to manage, coordinate, prioritise and direct the activities of the Lot 2 and Lot 3 Contracts. |
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| **A.6** | **Site** |
| A.6.a | The Contractor will need to work closely with the sub-Portfolio Director and Programme Managers, and the SSP project teams, based at either RAF High Wycombe or RAF Cranwell, and will be expected to attend face-to-face meeting, workshops and working groups on site. Remote and hybrid working are widely employed by SSP, Hera and the sub-portfolio; virtual, dial-in and video call attendance will be employed where it is deemed appropriate by the Programme Manager or their representative. There may also be a requirement to undertake significant activity at RAF Stations across the UK (such as attending meetings, workshops and working groups).  |
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| **A.7** | **Security and Site Access** |
| A.7.a | The Contractor is to ensure that all of the Contractor’s personnel have Security Check (SC) clearance. Where the Contractor’s personnel do not have SC clearance, those individuals will not be allowed access to MOD facilities. |
| A.7b | All information related to or generated by this Contract is to be treated in the appropriate manner in accordance with Government Security Classifications. The classification of the material to be handled shall not exceed OFFICIAL-SENSITIVE in nature. |
| A.7.c | All personal data processed under this Contract is to be treated in accordance with the Data Protection Act 2018. |
| A.7.d | The Contractor and its personnel are to comply with all appropriate / applicable MOD, Air Command and Defence Digital security regulations, procedures and orders, as well as site specific and local security orders and procedures (at whichever MOD site they are working, either permanently or for a short duration). |
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| **A.8** | **Safety and Environmental Provisions** |
| A.8.a | When on any MOD Site the Contractor is to comply with all MOD Safety, Health and Environmental Protection regulations and policy. |
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| **A.9** | **Hours of Operation and Times of Delivery** |
| A.9.a | The Contractor and its personnel will generally be expected to be available during core working hours (0830 – 1730) Mon to Fri to attend meetings, working groups, workshops, etc. Meetings, and similar forums, would not normally take place over weekends and Public Holidays, unless on a case-by-case basis and after prior agreement has been reached between the Programme Manager (or their representative) and the Contractor. |
| **A.10** | **Quality Assurance** |
| A.10.a  | The Contractor will be expected to maintain a contract Quality Plan (QP) iaw ISO 9001. This will allow the Contractor to explain how they will manage their resources and quality standards while working in close collaboration with the RAF Team. The QP should define how they will maintain the resource levels, enable feedback on performance, administer assignments, communication links, review of customer satisfaction and the integration of their quality management system with that of programme team and Air Command.  |
| **A.11** | **Government Furnished Assets** |
| A.11.a | The Contractor will be furnished with the pieces of Government Furnished Assets (GFA) as detailed at Annex A to this SoR. |
| A.11.b | The Contractor is to report to the Designated Officer any failures of GFA at the first instance for repair or replacement, as appropriate. |
| A.11.c | Where GFA issued to a Contractor (ie. Laptop) has been damaged by the Contractor due to accident or misuse, repair or replacement costs are to be borne by the Contractor (either through direct invoice or through cost adjustments to the contractor’s monthly invoicing, as agreed by both parties). |
| **A.12** | **Personnel Qualification Requirements and Training**  |
| A.12.a | The Contractor’s personnel will be expected to demonstrate the following experience: Leading organisations and teams through the design, establishment and delivery of transformation programmes, employing business re-engineering methodologies and strategy deployment. Working at all levels (including senior-Board level executives) - to direct, enable and deliver sustainable change. It is accepted that some individuals who provide specific services/outputs (such as benefits modelling or Multi Criteria Decision Analysis (MCDA) analytics) may not have a broad Project delivery (PD)/P3M background, but will be employed by the Contractor to deliver specific specialist services and knowledge. |
| A.12.b | Skills & Qualifications: Programme support personnel should have MSP and Agile knowledge and experience. They should be familiar with, and have working knowledge of, the P3M professional competencies as defined in Government’s Project Delivery Capability Framework or APM Competence Framework. |
| A.12.c | The Contractor’s personnel will be expected to conduct themselves in accordance with the guidelines laid out in the CS Code of Conduct. |
| A.12.d | MOD will not be responsible for the delivery of training to the Contractor’s personnel, except where mandatory / compliance training (or briefing) is required to access MOD IT systems or work on MOD sites, such as DIMP, Fire and Security briefings, etc.. These elements of training will be provided where they are deemed appropriate or necessary by the Programme Manager. |
| **A.13** | **Contract Monitoring** |
| A.13.a | For the purposes of contract monitoring, representatives of the Contractor will routinely report formally on a monthly basis (as a minimum) to the Designated Officer and Air Commercial on the performance of the Contract. Management meetings will take place as specified in the KPIs (see Table below). |
| A.13.b | The Contractor is responsible for the performance of the Contract by any sub-contractors or other agents working on behalf of the Contractor. The Contractor is to deal with any issues relating to any sub-contractors or other agents working on behalf of the Contractor, this however does not exclude sub-contractors or other agents working on behalf of the Contractor from attending any Contract Monitoring meeting or contributing to any report where it is appropriate for such sub-contractors or other agents to provide a resolution acceptable to the authority’s Designated Officer. |
| A.13.c | If any sub-contractors or other agents working on behalf of the Contractor are found unsuitable, for whatever reason, the Contractor is to engage with the relevant sub-contractors or other agents to provide a resolution to the satisfaction of the Designated Officer. |
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| A.13.d | Key performance Indicators (KPIs) that will be used as part of the contract monitoring process are detailed below. This includes how performance against KPIs will be measured/evidenced, and when failure to meet KPIs will lead to management interventions. |

**KEY PERFORMANCE INDICATORS**

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| **Description**  | **Good**  | **Evidence** | **Approaching Target** | **Evidence** | **Requires Improvement** | **Evidence** | **Inadequate** | **Evidence** |
| **KPI 1 - Sustained, timely and objective self reporting** | Supplier must attend all of the following and provide the information (in brackets): 1) The weekly reporting **meetings** (every working week), 2) The monthly review meetings (must supply monthly report pack which includes financial forecasts, financial actuals and KPI performance results for the month), 3) The annual review (must supply must supply annual report pack which includes financial forecasts, financial actuals and KPI performance results over the last year). Attendance to weekly's is to be noted as 100% over the last 20 weeks. | Supplier attends 100% of All Required Meetings and Provides the packs and evidence required within each. A suitable alternative contact is provided to present in case of the main supplier contact being absent. | Reporting is just below the requirement but not a cause for major concern unless underperformance is sustained. | Supplier attends all of the annual and monthly meetings, but misses a weekly meeting and fails to provide an alternative contact. All packs for monthly and annual reviews are submitted. Weekly attendance to be greater than 90% over the last 20 weeks. | Interventions required | Supplier attends all of the annual and monthly meetings, but misses some weekly meeting and fails to provide an alternative contact. All packs for monthly and annual reviews are submitted. Weekly attendance to be greater than 80% over the last 20 weeks or supplier fails to attend a monthly or annual review with the supporting information pack. | Major interventions or contractual rectification plans required | Supplier falls below the 80% weekly reporting mark over the last 20 weeks or fails to attend consecutive monthly or annual reviews. Supplying the information pack or otherwise. |
| **KPI 2 - Sustained, timely and effective provision of Supplier enabling services**  | Supplier approach, processes, tools and resources (SQEP capacity) enable SSP project teams to satisfactorily complete the activities required and within the agreed SSP Lot 1 delivery plan and to the satisfaction of the associated Project Managers and SSP Prog Manager | •New posts are filled within 28 days of the desired start date. •No negative comments on enabling services received. | Performance just below contractual target but not a major cause for concern unless underperformance is sustained | •New posts are filled within **35 days** of the desired start date, •Minor negative comments received in <50% Pj/Pg teams, as assessed by the Pg Mgr. | Interventions required | •New posts are filled within **42 days** of the desired start date. •Minor negative comments received in >50% Pj/Pg teams or significant negative comments received in <33% teams, as assessed by the Pg Mgr. | Major interventions or contractual rectification plans required | •New posts are taking longer than **42 day**s to fill. •Significant negative comments received in >33% teams, as assessed by the Pg Mgr. |
| **KPI 3 - Sustained exemplary conduct and compliance** | All staff provided by the supplier shall behave in an exemplary manor I.A.W SOR section A.12.C and shall meet all training requirements within A.12.D and any other reasonably requested timelines around security clearances.  | Pg Mgr. is completely satisfied that all staff are behaving exemplary and compliance is demonstratable and not in query (100% Compliance with Training, 100% with Conduct in both of the sections mentioned). All SC's must be gained within the requested period. | Conduct or compliance is just below contractual target or there is a reported case of misconduct but not a major cause for concern unless underperformance is sustained | Pg Mgr. is satisfied that there is 100% compliance across all staff in both sections. SC is delayed with a reason and/or there is a report of misconduct that is to be investigated. Potential cases of non-compliance reported within 2 working days of discovery. | Interventions required | Pg. Mgr. is not satisfied that there is 100% compliance across all staff on the sections in question and/or there is a confirmed case of misconduct or non-compliance and/or the reporting of a potential case of non-compliance or misconduct was 3-5 working days (delayed). A single staff member had to be replaced as a result. Alternatively a SC is delayed as a result of the suppliers negligence. | Major interventions or contractual rectification plans required | Pg. Mgr. is not satisfied that there is 100% compliance across all staff on the sections in question and/or there is a serious confirmed case of misconduct or non-compliance and/or the reporting of a potential case of non-compliance or misconduct was 6+ working days (significantly delayed). Staff members (multiple or another within 3 months of another case) had to be replaced. This risk will be de-escalated at the end of the month but will be tracked for 3 months after this grading. Alternatively a SC is delayed as a result of the suppliers negligence which results in a large loss of output. |

**B Deliverable Requirements**

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| **Ref** | **Requirement** | **Additional Information**  | **Timeline** | **Statement of Performance** |
| **B.0** | **Task 0 – Transition**  | This task recognises that the sub-Portfolio Programme Teams (SSP and HERA) are already in-place and being supported by the extant Lot 1 enabling contract. SSP is already in delivery, with in-flight projects and extensive discovery work for follow-on projects. HERA has completed the concept phase and is now undertaking assessment activities to support OBC and FBC submissions.This task requires the Contractor to, using SC cleared personnel, work with the outgoing Lot 1 contractor to transfer all extant MOD SSP and HERA data, information and knowledge that is pertinent to enable the Contractor to take over delivery of Tasks 1 to 9 of this SOR. Where existing tools and techniques used for Decision Support and Evaluation activity are proprietary to the existing Lot 1 contractor, the Contractor is required to replicate this functionality/capability using their existing and/or newly developed tools and techniques. | Within 1 month | To the satisfaction of the Programme Director and/or Programme Manager. |
| **B.1** | **Task 1 - Support to Programme Management** | This task will provide the sub-Portfolio Programme Teams (primarily SSP and HERA) with specialist support and knowledge transfer in the ongoing development of their Programme Offices. The Contractor’s personnel will work collaboratively with the programme teams to evolve and adapt processes and ways of working in response to the transformation and delivery requirements. The Contractor’s personnel will support the programme teams in the production and evolution of programme artefacts, which also include specific project mandates and SORs to define EA work packages for Lot 2 & Lot 3. Where requested by MOD and necessary to minimise the MOD risks of limited MOD personnel capacity or SQEP, the Contractor may also provide interim PD leadership to support the Support Transformation Sub-Portfolio’s delivery programme objectives and timescales. | Throughout contract | To the satisfaction of the Programme Director and/or Programme Manager. |
| **B.1.a** | **Development of Programme Management artefacts** | The Contractor’s personnel will support the sub-Portfolio Programme Teams in the establishment and further development (if required) of programme artefacts. This will include but not be limited to:* Programme Mandates.
* Programme Definition Documents.
* Schedules and Resource Plans.
* Programme Management Strategies (Risk, Schedule, Stakeholder etc).
* Templates to ensure consistency across project delivery teams, in terms of planning and reporting requirements
* Templates for Programme Board governance.
* Developing and shaping Project Mandates, for review and approval.
* SORs to define EA work packages for Lot 2 & Lot 3.
 | Throughout contract | Iaw the guidance defined within MSP, the Air Programme Management Handbook, Air PMCF and SSP CoE Knowledge Library Transformation Knowledge Base. Any deviations from the guidance within these references (or where there is conflicting guidance) should be approved by the Programme Manager. |
| **B.1.b** | **Support to the ongoing development of the Programme Offices** | This task will provide the sub-Portfolio Programme Teams with specialist support and knowledge transfer in the design and evolution of their Programme Offices. The Contractors personnel will work collaboratively with the SSP, HERA and sub-Portfolio Programme/Project Teams to deliver expertise in support of Programme Office delivery, the governance requirements (via Programme Board, Programme Management Board and Programme Coordination Boards) and the project review and coordination processes. This will include but not be limited to:* SSP solutions design and process support at a project level.
* Support associated with the evolution of existing programme management strategies, including for the management of EA contracts for Lot 2 & Lot 3.
* Cost forecasting and resource prioritisation/management.
* Benefits realisation, development of process, testing and ongoing evolution in support of both the Benefits Manager and Finance Manager.
* Development and review of process of programme benefits to enable tracking against actual benefit realisation.
* Risk management iaw Air Command reporting tools and policies.
* EA Contract Management / Monitoring approach to provide documentation and oversight of the Lot 2 and Lot 3 deliverables.
* Maintaining the Pj schedules and allocating available resource to tasks.
* Preparing for Programme Boards, Working Groups (Requirements, Schedule, Risk, Communications, etc) and developing the required reports, returns and other Governance material.
* Following the recruitment processes for Military and Civil Service personnel to join the MOD teams.
* Knowledge transfer and development of the P3M competencies (through experience and mentoring ‘on the job’) of Programme Team members (CS/RAF), as defined in the SSP MOD personnel upskilling strategy.

Regular review of processes to maintain industry standard best-practice, comparable to leading government and commercial sector approaches. | Throughout contract | Iaw the guidance defined within MSP, the Air Programme Management Handbook, Air PMCF, SSP CoE Knowledge Library Transformation Knowledge Base and Government Project Delivery Profession Project Delivery Capability Framework. Any deviations from the guidance within these references (or where there is conflicting guidance) should be approved by the Programme Manager.Knowledge transfer and upskilling of team members iaw the SSP Programme Team Training Strategy. |
| **B.2** | **Task 2 - Development of SSP Project Approvals and Prioritisation approach** | **Primarily for SSP.** The purpose of this task is to further develop and agree with the SSP Programme Team (and wider stakeholder group as appropriate) the approach for the approval and prioritisation of the allocation of resources to SSP Projects. This approach covers the requirements of both the currently defined and future projects, their design and project components The approach will also be applied or adapted for the sub-Portfolio projects as required. |  |  |
| **B.2.a** | **Evolve the SSP Approvals Approach** | **Primarily for SSP.** The SSP approvals approach will need to be adapted to the evolving nature of the Support Transformation sub-Portfolio and the wider transformation of Air Command. The approach needs to continue to meet the agreed modernisation governance approach and requirements defined within the SSP Combined Gate Business Case; defining changes (should they be required) to the tools and techniques that will be employed in the analysis and evaluation of Project options and in the Decision Support requirement (Task 3). These tools and techniques need to be recognised and proven within the MOD Scrutiny Community and, in the case of financial modelling will need to be verified and validated by in-house MOD finance and economics staffs. Recognising that the programme will evolve, the approach shall continue to identify, and define the analysis required for the transformation project options. It shall include the project options data that must be captured to compare a range of options;* To inform the decision,
* by defining the Assessment Criteria, Measures and the Weighting process that will consistently be applied.
* considering the differing perspectives of programme stakeholders and Programme team. This approach must be sufficient to assess the benefits and costs of each option, and incorporate risk, uncertainty and sensitivity factors.

To ensure the viability of the approvals approach, continued buy-in will be required from a range of stakeholders. Therefore, there will be the need to conduct meetings, presentations and facilitate decision conferencing workshops with the key stakeholders who have either a supporting or decision-making role in this activity.  | Starting **T0 + 1 month** | Iaw the guidance defined within MSP, the Air Programme Management Handbook, Air PMCF, SSP CoE Knowledge Library Transformation Knowledge Base. Any deviations from the guidance within these references (or where there is conflicting guidance) should be approved by the Programme Manager. |
| **B.2.b** | **Provide Oversight and Updates**  | **Primarily for SSP.** To ensure that buy-in to the approvals approach is maintained, the provision of collaborative (across the Programme Team and Project Teams) updates via presentations at appropriate forums that may act as a ‘Steering Group review’ (senior RAF leadership), Programme Boards, Programme Management Boards and Programme and activity-level working groups may need to be conducted.This Task will include the reporting of progress and plans against the Lot 1 deliverables and budgets.This sub-task shall deliver:* Progress update presentations, as required, across the duration of the support.
 | Starting **T0 + 1 month** | Iaw the guidance defined within MSP, the Air Programme Management Handbook, Air PMCF, SSP CoE Knowledge Library Transformation Knowledge Base. Any deviations from the guidance within these references (or where there is conflicting guidance) should be approved by the Programme Manager. |
| **B.3** | **Task 3 – SSP Decision Support** | **Primarily for SSP.** SSP Project Teams, supported by Lot 2 and Lot 3, are identifying a range of business transformation and modernisation opportunities as part of their design phase deliverables. The Contractor’s personnel will be required to work with the SSP Programme Team and Project Teams to package the transformation activities developed from each of the project design phases to identify (as defined by the approvals approach) the cost, resources, and both qualitative and quantitative impacts (benefits and risks). A ‘joined up’ approach across the Programme Team, analysts and operational users will be essential.The benefits modelling used to inform the decision making and business cases, needs to build from and be consistent with the existing data analysis used to define the requirements of each Project Mandate. Moreover it needs to be consistent with the CAAS V&V model produced for the Combined Gate Business Case (CGBC) produced in Q1 of 2019 and the SSP update papers submitted to the Air ExCo, PDG and Air IAC in Q4 of 2021. This Decision Support task will cover the benefits modelling requirements for all SSP and sub-Portfolio projects, from the start of the delivery phase until programme closure. | Throughout contract | Iaw the guidance defined within MSP, the Air Programme Management Handbook, Air PMCF, SSP CoE Knowledge Library Transformation Knowledge Base. Any deviations from the guidance within these references (or where there is conflicting guidance) should be approved by the Programme Manager. |
| **B.3.a** | **Identification and generation of SSP Implementation Projects** | **Primarily for SSP.** The implementation project designs options will be initially assessed for viability by the project teams and associated stakeholders to provide an initial down-select of viable implementation packages to be taken forward into the approvals approach, for senior stakeholders to review and prioritise in a facilitated decision conference (as required). Evidence to be prepared and presented to Programme Board (which includes members of the Air Investment Appraisal Committee), who will validate and approve the business case for implementation.This sub-task shall deliver support to the Programme Team through creating (as required):* Documented details to support implementation packages for each project; providing all supporting data to inform a MCDA based senior stakeholder Decision Conference at the end of each project design phase.
* An evidence based short note or presentation for Air IAC approval based on the MCDA and senior stakeholder review and approval;
 | Starting **T0 + 1 months** Starting **T0 + 1 months**  | To the satisfaction of the Programme Director and/or Programme Manager. |
| **B.3.b** | **Document SSP implementation Project proposals** | **Primarily for SSP.** Agreed implementation Project proposals will be documented, recording how each proposal has been developed and assessed in accordance with the approvals approach. This will create an important aspect of the transformation audit trail and will inform the benefit realisation plan to be maintained by the SSP Programme Team.This sub-task shall deliver (as required):* A model and document detailing the implementation Project proposals for each project over the duration of the agreement. This will evolve into a cross-functional / cross-organisational RAF options list and evidence base, which will be updated on a cumulative basis following the completion of each project’s design phase.
 | Starting **T0 + 1 months** . | To the satisfaction of the Programme Director and/or Programme Manager. |
| **B.3.c** | **SSP Project Resource re-allocation** | **Primarily for SSP.** Part of the Governance process will be to prioritise the implementation of SSP projects. This process will be defined and completed through the approvals approach, but a consequence of the prioritisation may be a requirement to re-allocate resources between projects. The Contractor’s personnel will support the SSP Programme Team in the management of impact of the changes to include:* Schedule of work.
* Benefit profile over time.
* Supporting the Authority in negotiations with EA suppliers for Lot 2 and Lot 3 in terms of project SORs and cost implications.

This sub-task shall deliver:* Support to the SSP Programme Team in the re-allocation of resources as and when requested, and agreed, by the Programme Director / Programme Manager.
 | Throughout contract | Iaw the guidance defined within MSP, the Air Programme Management Handbook, Air PMCF, SSP CoE Knowledge Library Transformation Knowledge Base. Any deviations from the guidance within these references (or where there is conflicting guidance) should be approved by the Programme Manager. |
| **B.3.d** | **Presentations of SSP process and recommendations**  | **Primarily for SSP.** To support communication of the process and the recommendations made during the option development and approval process, presentations for the SSP Programme Team to stakeholders and decision and approval authorities shall be prepared and conducted.This sub-task shall deliver:* Presentations detailing the approach and recommendations as requested and approved by the Programme Director / Programme Manager.
 | Throughout contract | To the satisfaction of the Programme Director and/or Programme Manager, and in line with the approaches defined (as appropriate) in the SSP CoE Knowledge Library Transformation Knowledge Base. |
| **B.4** | **Task 4: Operating Model Design and Development**  | In order to maintain programme coherence and an overall transformation / modernisation agenda for the RAF, there is a requirement for both an ongoing organisational impact analysis and discovery activity in support of both SSP and HERA programmes.Both sub-tasks will require the ongoing management of known and evolving dependencies. It will require knowledge and consideration of; Strategic alignment & stakeholders; other Air and Defence Transformation Change and transformation Programmes (particularly ACOM, Air C2 Review Programme and wider Civil Servant transformation requirements). | Throughout contract |  |
| **B.4.a** | **Operating Model Coherence** | This requirement will take the previously developed Support Services Operating Model (SSOM) as the concept and design for the SSP Pg Transformational objective; this shall help the SSP and HERA Teams design and develop solutions that exploit the concept of shared supporting and enabling services. This design will evolve over time as the needs of the RAF and the context within which it operates change, particularly considering recent ACOM and Air C2 Review Programme objectives. The Contractor’s personnel will maintain the SSOM ambition and will guide the SSP Programme Team and Programme Board regarding progress towards the ‘Target’ and the organisational implications of proposed options / agreements; to include provision of organisational assurance and an ongoing challenge and review of decisions at all levels in support of the Programme Team. This sub-task shall deliver:* The maintenance and update of the overall transformation solutions design will be ongoing.
 | Starting **T0 + 1 months** | To the satisfaction of the Programme Director and/or Programme Manager, and in line the approaches defined (as appropriate) in the SSP CoE Knowledge Library Transformation Knowledge Base. |
| **B.4.b** | **Discovery Project** | **Primarily for SSP.** The SSP Programme Team have defined a project to continue to develop new transformational projects / options to support the delivery of the SSOM and the programme benefit objectives. This sub-task is to continue to support that activity and the development of analysis and options that will define new delivery projects under the SSP Programme. The Contractor’s personnel will, in collaboration with the SSP Programme Team, develop potential transformational projects, drawing on the evidence from stakeholders, detailed analysis results and modelling (including cost, manpower, enabled outputs, risks (including cumulative and aggregate risk) etc). A ‘joined up’ approach across the Programme Team, analysts and operational users will be essential. The transformation options will be evolved and initially assessed for viability with the SSP project teams and associated stakeholders to provide an initial down-select of options to be taken forward into the approvals approach, for senior stakeholders to review and prioritise in facilitated decision conferences. This sub-task shall deliver:* Future transformation options, to include a definition of intent and all supporting data to enable Programme Board / Air IAC and senior stakeholder review and approval for inclusion in a project design phase; will be ongoing work throughout contract.
 | Starting **T0 + 1 months** | To the satisfaction of the Programme Director and/or Programme Manager, and in line with the approaches defined (as appropriate) in the SSP CoE Knowledge Library Transformation Knowledge Base. |
| **B.5** | **Task 5: SSP Business Case Development and Agreement** | **Primarily for SSP.** The purpose of this task is to evaluate future SSP and sub-Portfolio (if required) project proposals against the criteria defined by the approvals approach based on academically rigorous MCDA decision science methodologies, including as a minimum the requirement for options, ranking, comparative weighting of criteria, sensitivity analysis and cash flow analysis. This will engage senior stakeholders through a Decision Conferencing (or other requisite) process to prioritise and agree the transformation projects to be implemented through the SSP Programme.  | Throughout contract | Iaw the guidance defined within MSP, the Air Programme Management Handbook, Air PMCF, SSP CoE Knowledge Library Transformation Knowledge Base. Any deviations from the guidance within these references (or where there is conflicting guidance) should be approved by the Programme Manager. |
| **B.5.a** | **Evaluate future SSP Project Proposals** | **Primarily for SSP.** The SSP options assessment will be performed with stakeholders, up to and including Air Force Board members if required, in Decision Conference workshops or similar forums; the criteria, data evidence, option scoring and option evaluation will be as defined within the approval approach. The stakeholders for these workshops may be the senior 3\* and 2\* (Air Marshall and Air Vice-Marshall) representatives of the RAF (likely with senior representation from other Services and MOD departments); these will be fully engaged before each of the workshops to ensure they are prepared and aligned and are able to own and support the approach and results.This sub-task shall deliver:* An evidence-based business case based on the MCDA and senior stakeholder review and approval – the nature of the business case will depend on the size, complexity and investment required (recognising the range of possibilities for future SSP and sub-Portfolio projects).
* A product ranging from a strategic business case (where significant investment might be sought, for example) to an evidence based short note or presentation (for relatively discrete projects that can be implemented within the existing funding envelope and approvals, for example) for Programme Board / Air IAC approval based at the completion of the Project Design phase.
 | Starting **T0 + 2 months** Starting **T0 + 2 months** | Iaw the guidance defined within MSP, the Air Programme Management Handbook, Air PMCF, SSP CoE Knowledge Library Transformation Knowledge Base. Any deviations from the guidance within these references (or where there is conflicting guidance) should be approved by the Programme Manager. |
| **B.5.b** | **Presentations of SSP process and recommendations**  | To support communication of the process and the recommendations made during this Task, presentations for the SSP Programme Team to stakeholders and decision and approval authorities may be required.This sub-task shall deliver:* The delivery of a presentation detailing the approval process and recommendations as requested and approved by the Programme Director / Programme Manager.
 | Throughout contract | To the satisfaction of the Programme Director and/or Programme Manager. |
| **B.6** | **Task 6: Support to Hera Delivery Model Assessment** | **Primarily for HERA.** The HERA Programme will define the solution that ensures continuity of service for the existing services provided under both the Hades contracts and the BSC. It will also explore opportunities to broaden and deepen the scope of the services provided and expand the number of locations included in the new HERA contract.Solution options will be developed and evaluated against Critical Success Factors, Value for Money and other criteria, including social value and sustainability. Hera will also consider inclusion of out-sourcing options developed under the SSP, ASTRA and other Air/MOD initiatives.Building upon the knowledge and solution concepts that have been developed by the HERA Team to date, (in line with the CO Sourcing Playbook, Air Command needs and the evolving Air Command Operating Model), this sub-task shall support and enable the HERA programme team to:* Refine the scope options for the programme.
* Develop the User and Service Requirements for the new HERA service, including:
* Validation of Hades and BSC requirements;
* Defining the process for capturing requirements for new services;
* Defining the process for capturing the requirements for existing services at new locations;
* Developing a method for translating current requirements to outcome-based requirements.
* Finalisation of the analysis of the existing Hades volumetric data to underpin the requirements and for release to industry.
* Develop the Statement of Requirement for inclusion in contracting material.
* Conduct the Delivery Model Assessment (DMA) in accordance with the CO Sourcing Playbook guidance.
 | Throughout contract | To the satisfaction of the Programme Director and/or Programme Manager, and in line with the CO Sourcing Playbook defined approaches (as appropriate). |
| **B.7** | **Task 7. HERA Solution Development, Analysis and Down-select** | **Primarily for HERA.** The HERA Programme will be required to develop a cost-effective outsourcing solution (the HERA Solution) in line with the HERA SOC submitted for HO, CO and Ministerial approval in Q4 FY 21/22, in accordance with CO guidance. In support of developing this solution, there is a requirement to assess the feasibility of increasing the scope of service delivery to accommodate additional units, whilst exploiting SSP-led support service modernisation concepts. Additionally, the HERA solution will need to further evaluate (building upon analysis to date) the commercial approaches that are feasible to deliver the HERA objectives and timelines. These tools and techniques need to be recognised and proven within the MOD Scrutiny Community.Building upon the knowledge and solution concepts (that have been developed by the HERA Team to date, (in line with the CO Sourcing Playbook, Air Command needs and the evolving Air Command Operating Model), this sub-task shall support and enable the HERA programme team to: * Develop an outline designs for the Hera Solution/s, defining the scope of the project, stakeholder management, delivery options and delivery models.
* Define the requirements, criteria and options assessment approach to enable Air Command seniors to evaluate the HERA solutions in order to select a preferred solution (and option in the OBC and FBC). (this will form the basis of the procurement of the outsourcing provider(s)).
 |  | To the satisfaction of the Programme Director and/or Programme Manager, and in line with the CO Sourcing Playbook defined approaches (as appropriate). |
| **B.8** | **HERA Solution/s and Programme Cost Modelling** | **Primarily for HERA.** In support of the requirements described in Task 7 and Task 9, this task requires the Contractor to support the development, validation and approval of the HERA cost models, as required to support the HERA business case and supporting annexes; this will include developing ‘should cost’ estimates in support of the OBC (as required) for the suite of solutions developed in Task 7 and a final cost breakdown to support FBC, and as necessary for the CO DMA.Additionally, the Contractor will support the development of HERA Programme Team cost models for HERA Programme delivery activities that support the design, assessment, approvals and introduction of the new HERA solution.For the cost models developed, the tools and techniques used need to be recognised and proven within the MOD Scrutiny Community (as required) and, in the case of HERA Solution financial modelling will need to be verified and validated by in-house MOD finance and economics staffs. | **OBC** to be submitted in **Feb 23****FBC** to be submitted in **Jul 24** | To the satisfaction of the Programme Director and/or Programme Manager, and in line with the CO Sourcing Playbook defined approaches (as appropriate). |
| **B.9** | **HERA Business Case Development****& Support to Commercial Tendering** | **Primarily for HERA.** To introduce the new HERA solution and achieve the objectives of the HERA Programme, the HERA Team are required to gain the required Air IAC, CO and Ministerial approvals through the Outline Business Case (OBC), formal market tendering and Full Business Case (FBC) governance route that is mandated by the CO Sourcing Playbook. This task requires the Contractor to support the HERA Programme Team development of business cases (OBC and FBC), building upon the approach and undertaking defined in the extant HERA Strategic Outline Case (SOC), that will satisfy the MOD Scrutiny and CO requirements. These business cases will build upon the HERA solutions defined, costed and evaluated in Tasks 6, 7 and 8. In particular this requires the:* Production of the required OBC and FBC with valid supporting evidence.
* Liaison with the Air/MOD scrutiny organisations to fully understand their approval requirements and expedite the approval timelines and resolution of clarifications and/or issues.

This task will also require the Contractor to support the HERA Programme Team and Air Commercial in defining and undertaking the Commercial Tendering activity (post OBC approval); this activity will enable the FBC content to be finalised. In particular this may require the provision of support to: * The finalisation of the HERA solution requirements in tender documentation.
* The development of the HERA tendering evaluation criteria and evaluation approach.
* Establishment of a ‘data room’ for industry to access the necessary HERA, Hades and BSC data (only to support tendering activity).
* Conducting further market engagement activities.
 | **OBC** to be submitted in **Feb 23****FBC** to be submitted in **Jul 24** | To the satisfaction of the Programme Director and/or Programme Manager, and in line with the CO Sourcing Playbook defined approaches (as appropriate). |

**Annex A**

**Government Furnished Assets (GFA)**

|  | **Government Furnished Equipment (GFE)** | **Government Furnished Information (GFI)** | **Government Furnished Resources (GFR)** | **Government Furnished Facilities (GFF)** |
| --- | --- | --- | --- | --- |
| **Description** | MODNet Notebook PC, charger and VOIP headset(not 4G enabled) or alternative device giving access to MODNet (ie. iPAD)[[3]](#footnote-3) | All existing programme and project artefacts and supporting documentation; this will include mandate and CGBC, background policy papers, benefits data, etc.. | 1. Access to MODNet - **Normal-user-level access** to allow for normal business use.2. Access to RAF SLT for SSP decision conferences and similar forums. | Suitable workspaces (desks, MODNet Desktop or MODNet Notebook docking station) will be provided for individuals working routinely from RAF High Wycombe or RAF Cranwell. Suitable meeting rooms and breakout rooms will be provided. |
| **Quantity** | As required, to a maximum of 10 at any one time. | When available, electronically information is to be accessed via MODNet.Hardcopy data from the Concept Phase will be made available for reference.  | 1. One user account per contract personnel.2. As agreed with Programme Director | As appropriate to a maximum of 6 Contractor personnel at any one time. |
| **Terms of Loan** | Defence Logistics Framework and Defence Digital policies. | Required for duration of contract. | 1. Duration of contract.2. N/A | Workspaces will employ Smart Working principles and will be provided on a flexible basis; desk spaces will not be allocated to individuals permanently. |
| **Task** | Routine communications and information access (via MODNet) at OS | N/A | 1. Normal business use.2. Decision making |  |
| **Date of Supply and Return** | As agreed.  | As agreed | As agreed | As agreed |
| **Location of Supply** | RAF High Wycombe | RAF High Wycombe and via MODNET | As agreed | RAF High Wycombe, RAF Cranwell |
| **Reporting** | Monthly | Nil | Nil | Nil |
| **Maintenance Responsibilities** | Software and security updates will be the responsibility of the user to action in accordance with MOD and Defence Digital policy.Repairs and maintenance will be done by MOD. | Updates will be managed by the SSP Team PMO. | 1. User accounts will be maintained by the Authority iaw Defence Digital user policies. | Responsibility for maintenance and repair of ICT equipment, office furniture and workspaces remain with the MOD. |
| **Replacement Responsibilities** | The MOD will replace unless replacement is required due to accident, misuse or negligence whilst under the responsibility of the Contractor. | N/A | N/A | N/A |
| **Responsibility for Delivery / Collection** | As agreed | As agreed | N/A | N/A |
| **Packaging Issues** | Notebook must be returned with user logged-off. | Will not be transmitted to other IT systems without Programme Manager approval. | N/A | N/A |
| **Disposal Arrangements** | As agreed | As agreed | N/A | N/A |
| **Warranties** | N/A | N/A | N/A | N/A |
| **Force Majeure / Relief / Compensation** |  |  |  |  |

1. The Transformation sub-Portfolio currently includes the following Programmes: SSP; HERA; HADES; Smart Working; Air Mobility Capability Review [↑](#footnote-ref-1)
2. And also includes a remit to consider all activities carried out within Force Headquarters and Main Operating Bases in the generation of Force Elements at Readiness and Sustainment, SQEP and information artefacts, to support the outputs of ‘Generate’ within the Direct, Develop, Deliver, Generate, Operate, Assure (DDDGOA) model. [↑](#footnote-ref-2)
3. The requirement for a Notebook PC to access MODNet services may in the future be replaced by providing access to an application/service that can be operated from the Contractor’s own Laptop/Notebook PCs. If this occurs, once sufficient functionality and access has been achieved, Netbook PCs may be removed by the Authority. [↑](#footnote-ref-3)