**Statement of Requirement**

**The Provision of a Digitally Enabled 'Innovation Pipeline' Framework.**

| Ref | Requirement |
| --- | --- |
| **A** | **General Requirements** |
|  | A new 5 months (max 7months) Consultancy/Professional Services Support contract to enable the spiral design, development & delivery of a digitally enabled 'innovation pipeline' framework aka Astra Sprint Operating Model (SOM). |
| **A.1** | **Scope of Requirement** |
| A.1.a | The SOM is envisaged to be a bespoke innovation framework designed to deliver the specific innovation requirements of the RAF’s Strategy. The SOM is expected to provide a digitally enabled information framework, designed to accelerate innovative ideas from conception, through proof of concept and into Business as Usual (BaU). It is anticipated that the framework will utilise agile principles to rapidly build, test and deliver innovative ideas in a controlled, value-focused and user-driven construct. The SOM will maximise the utility of in-service, innovation facing digital tools such as Defence Ideas and ORCHARD. The SOM must be intuitive, placing minimum demands on users, and successfully navigate all commercial, legislative and regulatory policy requirements to expedite fully compliant acceptance. Delivery of the SOM will transform RAF innovation process, maximising the success of innovation projects, and will subsequently drive the wider modernisation and transformation activity central to strategic success. The Consultancy/Professional Services Support will be expected to:• Demonstrate an understanding of MOD IT platforms and associated IT infrastructure and Information Management procedures.• Demonstrate an understanding of Change Management within the MOD.• Demonstrate an understanding of Innovation Management within the MOD.• Demonstrate an understanding of service and Defence wide digital assets focused on innovation management and ensure appropriate linkages to support full functionality and lifecycle management of these digital assets. • Provide personnel holding the appropriate minimum-Security Clearance as set out at Paragraph 7 where necessary i.e. for site visits and access of MOD data and IT system, including assignment of email account.• Provide personnel enabled to remotely access the MOD IT network (MODNet).• Support innovation project planning and management functionalities required to maximise the success rate of bottom-up innovation projects. • Support innovation training and coaching of intrapreneurs/ innovators, as well as supporting staff officers• Support assurance mechanisms required of successful bottom-up innovation taking place in the RAF.• Deliver the comprehensive information and communication management required to effectively engage all stakeholders intuitively and with minimum burden. • Adhere to Defence IT practices, architectural and digital standards.• Provide intuitive, automated progress reports and recommendations to appropriate innovation Steering and Working Groups. • Provide specialist support and guidance toward the set-up and migration of an effective Digitised innovation process on to a cloud-based innovation facing digital platform such as Defence Ideas.• Be fully supportive of and compliant with the RAF Digital Strategy. |
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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 |
|  | 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 |
|  | BaU | Business As Usual |
|  | DO | Designated Officer |
|  | IT | Information Technology |
|  | MOD | Ministry of Defence |
|  | MoE | Measure of Effect |
|  | OC | Officer Commanding |
|  | RAF | Royal Air Force |
|  | SC | Security Check |
|  | SME | Subject Matter Expert |
|  | SoR | Statement of Requirement |
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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 | 1.1 | https://www.gov.uk/government/publications/government-security-classifications |
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| **A.5** | **Processes and Related Taskings** |
| A.5.a | The project is required to start in February 2023 or earliest thereafter. The Project will be a core component of the strategic approach taken by Astra to develop a Sprint Operating Model (SOM) which has, at its core, digital processes and practises that will improve the adoption rate into Business as Usual (BaU) for successful Astra innovation sprints. * Initial Operating Capability (NLT 31 Mar 23). IOC is defined at the point at which successful end-to-end testing has been achieved, Defence Ideas is in use, and new Sprints have a clear pathway to BaU. WP1 and WP2 complete – WP3 in progress
* Full Operating Capability (NLT 31 May 23). FOC is defined as the point at which all existing sprints have been evaluated and re-baselined against the new Astra SOM.  WP1-4 complete.

**Work Packages** **(WP)*** **WP1 – Astra Sprint Operating Model Problem Review (‘Kick Off’):** This work package is for the provision of the core activities associated with the initial consideration, confirmation, management and development of the Astra Sprint Operating Model (SOM) and to include:

 * All aspects of the SOM Design and Development work. Including bounding of WP2, WP3, and WP4, and identification of stakeholders cognisant of IOC and FOC.
* The inclusion of the baseline design produced by the Astra Core Team
* Identification of and liaison with SMEs to understand necessary influences/constraints.
* Define stakeholders of SOM to bound the accessibility requirements of a relevant and intuitive system.
* Engage with other innovation systems and organisations across Defence to ensure that the Astra SOM is coherent with Defence Innovation activity and enables transfer of innovation activities, lessons, and best practise.
* Identification of suitable Astra Sprints that will serve as effective and thorough ‘tests’ of the designed model.
* Define BaU Graduation Criteria
* Identification of 4 suitable innovation projects for detailed into BaU test-cases.
* Provision of a SOM Development ‘Roadmap’ including Key Deliverables and Benchmarks / Key Performance Indicators.

 * **WP2 – Astra Sprint Operating Model Design.** This work package is for the provision of project support to the design and drafting of an Astra Sprint Operating Model which will deliver an intuitive and readily accessible method for submission, management, and delivery of innovation projects:
	+ Design and develop a draft suite of mutually supporting management processes that are accessible, easy to understand and simple to use. To include but not exclusively: an endorsed checklist to navigate all regulatory and legislative requirements while being automated via the Defence Ideas platform; a Structured engagement with appropriate agencies; Standardised Sprint onboarding and management.
* Automation through the Defence Ideas digital platform or similar. Consideration to be given to the exploitation of Astra Hub innovation rooms as innovation nodes.
* Define and develop effective MoEs to assess and monitor all areas of the SOM.
* Off-Ramping Process that covers 4 defined off-ramps including:
	+ Idea In-Service (delivered) – Idea has been brought into BaU.
	+ Concept Viable (develop) – Follow-on Astra Sprint to bring to BaU.
	+ Concept Proven (transfer) – Transfer to another Defence team/industry.
	+ Idea Unsuccessful (lessons) – Idea has been proven to be inappropriate for further development, but lessons captured for Capability owners.
* A method of tracking the progress of ideas on to the IT platform is to be incorporated where possible.
	+ Stage testing of each element of the as-designed SOM using suitable live astra Sprints.
	+ Identification of training, coaching, and mentoring needs of innovators and the supporting Astra Networks.
	+ Develop Capability Sponsor problem sets to energise and focus grassroots innovation.

 * **WP3 – Into BAU Test-Cases.** This work package is for the testing of ‘into BaU’ processes for at least 4 successful innovation projects. The projects will be prepared using the end-to-end SOM processes stage-tested in WP2 and be used to identify any systemic omissions from the SOM:
* Full end-to-end use of the SOM using the Innovation projects identified as suitable within WP1.
* Learning from each Test is incorporated back into the draft SOM.
* Sponsors of Legislative and Safety requirements endorse the SOM.
* The ‘test sprints’ achieve against the draft MoEs developed at WP2.
* The ‘test sprints’ achieve successful ‘off-ramping’ as set out at WP2.
* Capability Sponsors/Owners endorse the relevant draft check-lists for essential and legislative requirements and that scale appropriately as a Sprint progresses.
* Sprint Leads confirm the process is intuitive and accessible from end-to-end.
* Learning from issues uncovered during the ‘into BaU’ testing is incorporated into the SOM where able, and transferred to WP5 where not.

 * **WP4 -** **Legacy Astra Sprint ‘Pull-Through’**. This work package is for the effective end-to-end baselining of the legacy Astra Sprints against the new Astra SOM endorsed at WP3. To include but not exclusively:
* Conduct a review of all previous sprints to remediate any areas of non-compliance.
* Capture all Sprints with potential for incorporation into BaU.
* Complete off-ramps for the 100+ Sprints that have not yet been formally closed.
* Confirmation of Capability Sponsor problem sets to energise and focus grassroots innovation.
* Confirmation of criteria to identify process issues and allow successes to be captured for future use.
* Confirmation of training, coaching, and mentoring needs of innovators and the supporting Astra Networks.
* Conduct a full Assurance Review of the designed Sprint Operating Model.
* Identification of through life support cost and Work Force resource bill to optimise functionality of the SOM and ensure sustainability over 10 Year period required for declaration of FOC.

* **WP5 –** **Identification of SOM Spiral Development Candidates**. This work package is for the effective development of candidate process areas for FY23/24 process improvement activity. The SOM must continue to improve the speed of innovation transition into BaU:
	+ Development and scoping of candidate areas with the associated programme of improvement work including all stakeholders (particularly policy owners and process SROs)
	+ Any SOM or conjoined Air Command processes are in scope.
	+ Identification of opportunities for process improvement found during WPs1-4 but out of scope of this project
	+ Delivery of a prioritised list of improvement areas for future action.
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| **A.6** | **Site** |
| A.6.a | The Site for the delivery of all services is pan-RAF. While the RAF Astra Core Team operate via remote working, the notional focus of physical activity is RAF High Wycombe which is sited at Naphill, High Wycombe HP14 4UE. |
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| **A.7** | **Security** |
| A.7.a | The Contractor is to ensure that all of the Contractor’s Personnel have Counter-Terrorist Check (CTC) clearance. Where the Contractor’s Personnel does not have *CTC* clearance that individual will not be allowed access to MOD facilities or data. |
| A.7.b | All information related to or generated by this Contract is to be treated in the appropriate manner in accordance with Government Security Classifications. The classification of the material to be handled shall not exceed *OFFICIAL-SENSITIVE* in nature. |
| A.7.c | All personal data processed under this Contract is to be treated in accordance with the Data Protection Act 2018. |
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| **A.8** | **Site Access** |
| A.8.a | • All visits to be pre-arranged with a member of the Astra Core Team.• Astra Core Team to coordinate escort when/where warranted. • Visitor may be required to provide proof of security clearance in advance.• Visitor to attend with photographic ID (Passport etc) to be issued with Visitor’s Pass.  |
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| **A.9** | **Safety and Environmental Provisions** |
| A.9.a | When on the Site the Contractor is to comply with all MOD Safety, Health and Environmental Protection regulations and policy. |
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| **A.10** | **Quality Assurance** |
| A.10.a | A Standard Quality Assurance Requirements Checklist (SQARC) will be finalised by a Licensed Government QA Practitioner within the Defence Quality Assurance Field Force (DQAFF). If deemed appropriate for this contract the specific conditions will be provided and the Commercial Officer will ensure that any potential supplier has the relevant quality controls and processes. |
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| **A.11** | **Contract Monitoring** |
| A.11.a | For the purposes of contract monitoring, representatives of the Contractor will routinely report to the Designated Officer on the performance of the Contract. |
| A.11.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 do so. |
| A.11.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 broker a resolution. |
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| **A.12** | **Government Furnished Assets** |
| A.12.a | The Contractor will be furnished with the pieces of Government Furnished Assets (GFA) as detailed at Annex A to this SoR. |
| A.12.b | The Contractor is to report to the Designated Officer any failures of GFA at the first instance for repair or replacement, as appropriate. |

| Ref | Requirement | Additional Information | Quantity | Standard of Performance |
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| **B** | **Deliverable Requirements** |  |  |  |
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| B.1 | Astra Sprint Operating Model Problem Review (‘Kick Off’).  | Provision of the core activities associated with the initial consideration, confirmation, management and development of the Astra Sprint Operating Model (SOM) and to include.  |  | See Work Package 1 (Para A.5a). |
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| B.2 | Astra Sprint Operating Model Design.  | The provision of project support to the design and drafting of an Astra Sprint Operating Model which will deliver an intuitive and readily accessible method for submission, management, and delivery of innovation projects: |  | See Work Package 2 (Para A.5a) |
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| B.3 | Into BaU Test-Cases.  | Successful testing of ‘into BaU’ processes for at least 4 successful innovation projects. The projects will be prepared using the end-to-end SOM processes stage-tested in WP2 and be used to identify any systemic omissions from the SOM.  | 4 | See Work Package 3 (Para A.5a) |
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| B.4 | Legacy Astra Sprint ‘Pull-Through’.  | The effective end-to-end baselining of the legacy Astra Sprints against the new Astra SOM endorsed at WP3. |  | See Work Package 4 (Para A.5a) |
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| B.5 | Identification of SOM Spiral Development Candidates.  | The effective development of candidate process areas for FY23/24 process improvement activity. The SOM must continue to improve the speed of innovation transition into BaU. |  | See Work Package 5 (Para A.5a) |
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| B.6 |  |  |  |  |

**Annex A**

**Government Furnished Assets (GFA)**

|  | **Government Furnished Equipment (GFE)** | **Government Furnished Information (GFI)** | **Government Furnished Resources (GFR)** | **Government Furnished Facilities (GFF)** |
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| **Description** |  | - The Defence Ideas and/or ORCHARD platform’s operating system data in order to design a compatible SOM.- The content of Astra Sprint proposals that require to be uploaded onto system as ‘test cases’ (see WP3). | - MODNet Laptop & MODNet accounts.- Access to MOD SMEs who will assist with the construction of the SOM.  |  |
| **Quantity** |  | By agreement with Defence Ideas and Astra Core Team. | TBD. Informed by method/level of support agreed with contractor.  |  |
| **Terms of Loan** |  | Purpose intended for use as set out in GFI Description (above). | As detailed in the Secondment Agreement / contract |  |
| **Task** |  | To enable the hosting of the SOM on the agreed digital platform. | To develop a MODNet compatible process hosted on Defence IT platform. |  |
| **Date of Supply and Return** |  | As agreed | As agreed |  |
| **Location of Supply** |  | Digitaly | Work site |  |
| **Reporting** |  | Form and frequency | Form and frequency |  |
| **Maintenance Responsibilities** |  | MOD | MOD |  |
| **Replacement Responsibilities** |  | N/A | N/A |  |
| **Responsibility for Delivery / Collection** |  | As agreed | N/A |  |
| **Packaging Issues** |  | Security classification of GFI is mainly UNCLAS but up to OFFICIAL SENSITIVE. | N/A |  |
| **Disposal Arrangements** |  | As agreed | N/A |  |
| **Warranties** |  | Defence will endeavour to provide accurate and complete data.  | N/A |  |
| **Force Majeure / Relief / Compensation** |  | Supply is on a reasonable endeavours basis only. Where a lack of accurate or complete data can be shown to place detriment to the contractor’s ability to deliver, amendments to the Work Package will be by agreement.  | Supply is on a reasonable endeavours basis only |  |