



# **Land Warfare Centre Collective Training Establishments Transition Programme (CTETP)**

## **Project NUMIDIAN**

### **Statement of Requirement**

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## Background

1. The Land Warfare Centre (LWC) currently manages two distinct Training Support contracts (COEFOR and Project HANNIBAL), each with complimentary outputs and both delivering elements of OPposing FORce (OPFOR) and Contemporary Operating Environment FORce (COEFOR).

2. The Single Statement of Need (SSON) for the project is:

*“To provide professional, agile and responsive support to the design, planning, delivery and improvement of training across all Training Levels and Environments. This support will incorporate the provision of Contemporary Operating Environmental FORce (COEFOR), OPposing FORce (OPFOR), Hi-Fidelity Casualty Simulation (CASSIM), EXCON (Exercise Control), production of Operational Staff Work (OSW) and Exercise Scenario writing and Senior Mentoring services. To ensure the training audience is exposed to contemporary and hybrid threats and are sufficiently challenged.”*

## Summary

3. Project NUMIDIAN will deliver a three-year replacement contract which combines and optimises the outputs of the COEFOR and Project HANNIBAL capabilities. It will deliver greater access and flexibility across training levels and environments (live, virtual and constructive). It will continue to provide training support to existing customers whilst aligning and informing requirements for Project Actors Adversaries Audiences Enemy and Specialists (A3ES) within CTPP.

4. The requirements include:

- a. Technical writing and live simulation to deliver a true to life training experience for Mission Ready and Combat Ready exercises. This is through role players portraying conflict environments, including COEFOR and OPFOR.
- b. High fidelity casualty simulation and pyrotechnics.
- c. OPFOR, White Cell, EXCON, HICON, Operational Staff Work (OSW) production and mentoring, at Trg Levels DELTA and F to I, which trains Headquarters so that they are competent at integrating capabilities and prepared for readiness or operations.
- d. Threat Tactics Courses for Trg Levels FOXTROT (Battle Group (CT4)) to HOTEL.
- e. Support to Individual Trade Training and Subsequent Trade Training as required.

## Purpose and Status of the SOR

5. The NUMIDIAN Statement of Requirement (SOR), together with referenced supplementary information, describe accurately and comprehensively outputs of the contract, so that it can form the basis of an agreement with Industry to deliver those outputs. These may be added to and otherwise amended in the course of pursuing a final agreement with Industry.

6. This SOR sets out all the requirements required to be delivered by the Service Provider as part of the NUMIDIAN Contract. The requirements are to be delivered by an external party or parties termed ‘the Service Provider’, under the terms and conditions of the contract.

7. The descriptions of the requirements contained herein have been refined through consultation with representatives from customers and stakeholders, as well as analysis of relevant documentation, including policy covering training at every stage of the Defence Systems Approach to Training (DSAT) process. This SOR has been prepared with commercial and governance considerations in mind.

8. The SOR sections are summarised as follows:

- a. **Section 1 – Contract Management.** Contains information on how the Contract will be executed, reviewed and managed throughout its lifetime. Also provides information on any administrative expectations the Authority has for the Service Provider.
- b. **Section 2 – Personnel Management.** Contains the requirements for the provision of personnel by the Service Provider.
- c. **Section 3 – Training Delivery.** Contains the requirements for the delivery and support of training.
- d. **Section 4 – Equipment.** Contains the requirements for storage and management of all equipment and supplies necessary to complete training.

### Contingency Planning

9. The Service Provider shall use all reasonable endeavours to assist the Authority outside of the Contract parameters in the event of any extra requirements arising due to any unforeseen event, such as part of a Transition to War (TTW) scenario, national emergency, disaster or unforeseen task. It is difficult and sometimes impossible to plan for such events; each event will be different and will require varying levels of support. However, any event may potentially lead to a change in the requirement or level of support required for a period. For example, in the TTW scenario there would likely be an increase in the requirement to train extra individuals, which will indirectly mean that additional support is required during this period. This would require careful and meticulous planning by the Service Provider and Authority. Any changes to provision will be subject to separate negotiations and agreement on price variations in accordance with the Change Control Procedure detailed within the Contract.

### Performance Monitoring

10. Performance monitoring will be carried out by the Authority. The contract will contain performance management/monitoring clauses and KPIs. Serials within this SOR will correspond directly to a KPI/PI, this is referenced within Appendix F Sch2 Annex A.

### Statement of Requirement

11. The table below outlines the Service Requirement:

Ser	Requirement	Requirement Description	Additional Information	Standard
<b>1. MANAGEMENT</b>				
1.1	The Service Provider (SP) shall manage all requirements and provisions under the contract to fulfil and deliver the training requirement.	<p>1. The SP shall proactively contribute to discussions with the Authority on how best to utilise the Contract's services. This will include the ability to be proactive in identifying innovative processes and procedures that can add value or gain efficiencies within the delivery of the scenario requirement.</p> <p>2. At Contract Award (IOC) the SP shall be available to commence exercise design and planning as agreed with the Authority and maintain management plans as detailed in Appendix H Annex A.</p> <p>3. At Contract Commencement (FOC): All supervising Command &amp; Control (C2), Real Life Support (RLS) staff and other supporting staff shall be available and deployed at every Training Event. See Annex B to Schedule 2 for further information.</p> <p>4. The SP shall attend the following:</p> <p>a. Weekly, monthly, and quarterly Training Establishment Management Relationship Meetings for the various levels of management.</p> <p>b. Relationship Meetings with an OF5 (Colonel or equivalent) from Operate Pillars LWC.</p> <p>5. It is essential that all SP command and liaison staff have a working knowledge of current and emerging Defence Training systems, methodology and requirements.</p> <p>6. The SP shall be capable of delivering in all weather and ground conditions 24/7.</p>	Knowledge of the Military Training regime requirements (e.g. Initial Trade Training (ITT), Subsequent Trade Training (STT), Distributed Training (DT) and Collective Training Mission and Combat Ready Training) will be required.	1. 100% Availability
1.2	The SP shall provide an independent permanent Contract Management Team (CMT), who are not part of any Training Event delivery resources, with whom the Authority can engage with when planning and specifying future requirements across the whole range of contracted roles, services, and training establishments in the UK and Overseas. This will include a Point of Contact (POC) Service.	<p>1. The SP CMT shall:</p> <p>a. Possess a detailed understanding of the Authority's training scenarios and objectives to enable them to provide the correct resource, including direction and oversight of the contracted support to each Training Event and provide feedback for After Action Reviews (AARs), lessons learnt and customer satisfaction.</p> <p>b. Have the skill sets to carry out this requirement.</p> <p>c. Be integrated and embedded within the Authority CMT. Point of Contact (POC) details must include Out Of Hours (OOH) contact details to provide a 24/7service.</p> <p>d. Ensure that the detailed requirements of each Training Event and exercise serials are satisfied. To include, but not limited to, Command and Control (C2) at events with appropriate administrative instructions and/or actions at training establishment level.</p> <p>e. Provide a collaborative interface with training organisations to support training requirements in order to:</p> <p>(1) Contribute to the development of Training Events with the Authority identifying innovative processes and procedures that can add value or gain efficiencies within the delivery of the scenario requirement.</p> <p>(2) Prepare their staff in understanding the relationships to be played out within the role play activity with respect to representing the detailed networks and characters of the scenario.</p> <p>(3) Provide a design and planning capacity prior to Training Events and engage</p>	<p>1. Authority Customers are, but not limited to:</p> <p>a. CTG, to support CSTTG, CRTC and MRTC.</p> <p>b. IBS.</p> <p>c. AMSTC.</p> <p>d. Army Spec Ops HQ.</p> <p>e. LWC Operate Pillar.</p> <p>2. The SP's Contract Management Team (CMT) will be responsible for provision of their own accommodation and Real-Life Support costs, at their own expense.</p> <p>3. The SP's CMT will be independent from delivery of Training Events, and shall not be utilised as Training Event resources such as, but not limited to, Role players (RPs), EXCON etc.</p> <p>4. The Authority Contract Management Team (CMT) are currently based at Warminster and the SP CMT will be co-located and provided with office space including communications/IT.</p> <p>5. Office space including communications/IT will be provided but will depend on location and availability.</p> <p>6. The SP POC is required 24/7 (normal office working hours are considered to be 08:00-17:00hrs), subject to local arrangements.</p>	<p>1. 100% Compliance</p> <p>2. Full compliance with the Contractor's method statement (as applicable) unless otherwise agreed with the Authority.</p> <p>3. The SP shall ensure that personnel are suitably qualified/skilled to ensure that the services are provided at all times and in all respects in accordance with the service specification, the Contractor's method statement and industry best practice.</p>

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		<p>with Authority event design and planning teams.</p> <p>(4) Possess an understanding of the military Defence training regime requirements, to enable SP contribution into informed discussions with the Authority on how best to utilise the contract's assets.</p> <p>(5) Translate the Authority's demands into the right resources in support of activity at the training establishments.</p> <p>(6) Able to react to consultant advice on the day to deliver a different desired effect on the story board/scenario.</p> <p>(7) Contribute and attend mission exploitation and training exploitation symposiums and review events.</p> <p>(8) Have the requisite skills in order to provide detailed and meaningful reports, feedback, and Learning from Experience (LFE) to an appropriate standard.</p> <p>(9) Exploit continuous improvement opportunities in order to better understand operational areas of support.</p> <p>2. The SP's Contract Management Team (CMT) will be linked to its site and event management structures. It must be:</p> <p>a. <u>Integrated</u>. The SP will integrate with the Authority, School, Op Gp (Operations Group) and Collective Training Establishment (CTE) planners to affect the changing nature of the training and operational requirement.</p> <p>b. <u>Intelligent</u>. The SP's management and planning team will have the ability to quickly assimilate information, design and plan support and direct its subsequent activity.</p> <p>c. <u>Agile</u>. The SP's management and planning team will meet changing requirements in an effective and timely manner in line with the contractual change mechanism.</p>		
1.3	Manage Contract performance ie management and delivery, to ensure standards and targets are met, in line with Key Performance Indicators (KPIs).	<p>1. The SP shall be required to attend regular meetings with the Authority in the form of:</p> <p>a. Monthly Performance Meeting.</p> <p>b. Quarterly Contract Review and Development Board.</p> <p>c. 6 monthly Strategic Contract Board.</p>	1. Produce Monthly Management Status Report (MMSR) 5 days prior to meetings.	<p>1. 100% Compliance Full compliance with the Contractor's method statement (as applicable) unless otherwise agreed with the Authority.</p> <p>2. As per the standards detailed at serial 1.2 above.</p> <p>3. Information is to be submitted in the agreed format within 2 working days of request.</p>
1.4	The SP shall provide appropriate command and liaison at Training Establishment level to ensure that the detailed requirements of each Training Event and exercise serial are satisfied. This will include C2 at the Training Event or on the	<p>1. During each Training Event the SP shall:</p> <p>a. Provide an Event Supervisor who will attend Rehearsal of Concept Drills prior to Training Events to understand the training objectives and training delivery. The supervisor shall manage contractor staff in Training Event locations (UK and overseas).</p>	<p>1. Control, coordination and direction shall be delivered through the SP's integrated management team and a collaborative work approach with the Authority.</p> <p>2. During the life of the support arrangement, the SP may be asked to deliver RPs to unstructured Mission Ready Training (MRT) tasks. Termed as unstructured due to the nature of the</p>	100% Availability

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	ground with appropriate administrative instructions and/or actions.	<p>b. Provide co-ordination of all contracted aspects of support to training.</p> <p>c. Contribute to the development of the Training Event with the Authority identifying innovative processes and procedures that can add value or gain efficiencies within the delivery of the scenario requirement.</p> <p>d. Provide a liaison and customer relationship function.</p> <p>e. Provide a POC for the Authority.</p> <p>f. Provide leadership, management, and appropriate workforce solutions to the contracted training support arrangement.</p> <p>g. Possess an understanding of the military individual and collective training regime requirements and scenarios, to enable SP to contribute to informed discussions with the Authority on how best to utilise the assets. This shall provide direction and oversight of the contracted support to each Training Event and provide feedback for AARs.</p> <p>h. Understand the training and operational demands for which the Authority are preparing personnel and FEs.</p> <p>i. Translate the Authority's demands into the right resources in support of activity at the training establishments.</p> <p>j. Direct and manage the provision of all support to the Training Event in accordance with the Demand Order or equivalent.</p> <p>k. Prepare their staff in understanding the relationships to be played out within the role play activity with respect to representing the detailed networks and characters of the scenario.</p> <p>l. Provide engagement with the Authority's Training Event planning teams.</p> <p>m. Attend EX co-ordination conferences, EX planning conference pre-Event delivery.</p> <p>n. Attend mission exploitation and review events.</p> <p>o. Provide input (signed off by the Authority) and contribute to the lessons learnt in the After Action Questionnaire (AAQ) reporting process, after each Training Event.</p> <p>p. Able to react to appointed Authority advice on the day, to deliver a different desired effect on the story board/scenario.</p> <p>q. Supervisor and/or management staff shall attend planning and rehearsals prior to training objectives and delivery.</p> <p>2. SP shall provide embedded command and liaison team at each principal Training Establishment. This should be the minimum supervisory personnel required to support low level events with Role Players (RPs) numbers not exceeding 50 persons. SP POC will be available in person or by VTC/tele conference for planning meetings. For Training Events a supervisor shall manage contactor staff in Training Event locations (UK and overseas).</p>	<p>requirement being unplanned and arising to meet a specific operational need.</p> <p>3. The SP shall be expected to work with the Authority to provide efficient and effective support to training. To this end, the Authority is developing an assessment and evaluation tool for use during events to monitor the performance and effectiveness of support. The detail for some elements of training will be managed using the Collective Training Exercise Management System (CTEMS) and will be measured against training objectives.</p> <p>4. The current CTEMS tool which the Authority use is Exonaut, provided by 4CS. This is to provide a MEL/MIL management capability as well as the bearer for a performance observation and assessment tool called MIMIR.</p> <p>5. The SP shall have visibility of the Main Events List (MEL) and Story Boards to ensure specific scenarios are resourced.</p> <p>6. Flexibility is required due to delivery of clinical training serials and/or scenarios being interpreted differently than anticipated or rehearsed and require RPs to respond appropriately.</p> <p>7. The embedded command and liaison team shall maintain a presence at all principal training establishments, with the capacity to support expeditionary Training Events overseas. POC to be available for planning meetings and reces to training areas.</p>	
1.5	The SP shall provide Event Management for activities	<p>1. Event management to include:</p> <p>a. Pre-event tasks/administration.</p>	<p>1. SP Management must be sufficient in numbers and quality of personnel to supervise and administer a dispersed workforce over large distances.</p>	

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	including training locations, both in the UK and overseas.	<ul style="list-style-type: none"> <li>b. Admin, liaison and support functions for its staff when employed on Training Events.</li> <li>c. Post-event wash-up tasks.</li> </ul> <p>2. The SP shall provide an Integrated Pre-Event Planning Management Team, Delivery Management Team, and an embedded Liaison Team to provide an interface with military training staff.</p> <p>3. The SP embedded liaison team shall reach agreement with the Training Establishment in providing support to each Training Event. Agreement shall be formally signified by Issued Demand Order or equivalent.</p> <p>4. The SP shall be responsible for management, supervision, and direction of SP resources (GFE/X, real life support and human) at each point of delivery.</p> <p>5. During the Training Event, the SP will be responsible for:</p> <ul style="list-style-type: none"> <li>a. Logistics and Quartering (G/J4) liaison/planning.</li> <li>b. Enhancing plans, ideas, and scenarios.</li> <li>c. Troubleshooting.</li> </ul> <p>6. Training Event staff shall attend:</p> <ul style="list-style-type: none"> <li>a. Exercise co-ordination conferences and Rehearsals of Concept Drill prior to any Training Events to understand Training objectives and contract delivery.</li> <li>b. Attend operational symposiums and post return interviews for Mission Ready Training.</li> <li>c. Attend any pre-event wargaming sessions when required.</li> </ul>	<p>2. Real life support is defined as that which is required to fully support the RPs. For example, food (on occasions where food is provided by the Authority under Pay As You Dine (PAYD) arrangements, is restricted to core meals only unless provided on a repayment basis), accommodation, transport, PPE, clothing and administrative support.</p>	
1.6	The SP shall designate a Casualty Control Coordinator/ Manager for those Training Events, when required, to manage all SP casualty activity in liaison with the training establishment.	<p>1. The Casualty Controller shall coordinate:</p> <ul style="list-style-type: none"> <li>a. All COEFOR provided casualty RPs and interpreters.</li> <li>b. Allocate story boards to casualties at the start of each day.</li> <li>c. Confirm with the training establishment that realistic clinically accurate injury patterns are replicated.</li> <li>d. Ensure the casualty RP is wearing the appropriate clothing/uniform and has in his/her possession the scenario, ID and medical documents.</li> <li>e. Make up relief in place for patients for STARTEX or patients from the previous day that remain in hospital.</li> </ul>	All RPs shall be capable of operating in all weather and ground conditions.	
1.7	The SP shall be capable of delivering short notice or surge training in a timely effective manner in order to meet unplanned mission ready operational requirements at any training location identified by the Authority.	<p>1. The SP must have the ability and skill sets to liaise with Training Establishment Exercise Director.</p> <p>2. Representative populations must be convincing and provide the complexity of the target theatre.</p> <p>3. The SP must have the ability to fabricate training adjuncts as described by Training Establishment in order to deliver immersive high-fidelity simulation within the context of</p>	<p>1. Agility of the SP is key to enable the Authority to deliver Mission Ready Training (MRT) in order to meet any rising operational need.</p> <p>2. Unplanned operational requirements are by their very nature likely to be relatively short notice that requires agility in raising representative adversary and population groupings.</p>	1. Be able to meet 95% of increased requirements within specified timelines.



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		a bespoke and novel operational deployment in Conventional and All Hazards CBRN environment.	<p>3. Previous examples include:</p> <p>a. Reactionary fabrications were required for the safety of clinical staff when treating the Ebola virus within 4-6 weeks, however timeframes could be shorter.</p> <p>b. GRITROCK type Op fabricated central line vests and cannulation sleeves which were developed to ensure safe drawing of blood products whilst in full Personal Protective Equipment (PPE).</p> <p>c. Op NEWCOMBE required replication of female genital mutilation adjuncts on child simulation bodies to raise cultural awareness and ethical discussion at senior clinician level.</p>	
1.8	The SP shall operate a robust change process capability in order to action any changes to the requirement.	1. Respond to notification within agreed timelines. (See Appendix G Sch2 Annex A)	<p>1. Agility and ability to respond to changes or additions to the requirement are essential to allow the training provider to provide the required training to meet any rising or imminent operational need.</p> <p>2. Agility of the SP is also key to enable the Authority to deliver Mission Specific Training (MST) in order to meet a rising operational need.</p> <p>(For guidance and information purposes only: Op GRITROCK had a six-week window for training to be delivered by AMSTC on the deadly Ebola Virus. Op CABRIT responding to political determination to station FE forward in Eastern Europe).</p>	1. Shall meet 100% of the requirement.
1.9	The SP shall provide and maintain all deliverable management plans as specified.	See Appendix H Sch2 Annex A		
1.10	The SP shall conduct and be compliant with all Health and Safety regulatory requirements including risk assessments for all contract and training activities.	<p>The SP shall ensure:</p> <p>1. Safety Standards are adhered to at all times; in particular, in accordance with casualty simulation products and make-up, ensuring they are hypo-allergenic, non-staining and only to use medical grade or recognised makeup products.</p> <p>2. Not to use any product that is known to cause allergies such as Latex.</p> <p>3. The SP shall be responsible for the coordination and control of:</p> <p>a. Real Life Support (RLS) issues such as Climatic Injuries, dignity during medical examination, accommodation and feeding requirements.</p> <p>b. For provision of heating and lighting for personnel in Category B and C accommodation. See Appendix C Sch2 Annex A</p> <p>c. All Individual clinical adjuncts adhere to a written risk assessment that is shared with the Authority.</p> <p>d. All individuals are fit to deploy to a Trg area, UK or overseas, and work in any weather day or night.</p> <p>e. All pyrotechnics to be properly assessed and constructed to industry standards, approved by the Authority.</p> <p>4. Shall complete and share their risk assessments for Training Events with the</p>	<p>1. The SP shall ensure they advise RPs on safe removal of all products.</p> <p>2. The Authority is responsible for risk assessments for all training activity that will be shared with the SP.</p>	1. 100% Compliance of all Safety Standards adhered to at all times with no exceptions.

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		Authority.  5. The SP shall complete the MOD Risk Assessment Compliance Course, when required.		
<b>2. PERSONNEL MANAGEMENT</b>				
2.1	The SP shall plan, procure and manage the required personnel for each Training Event.	<p>1. The SP shall provide the following:</p> <ol style="list-style-type: none"> <li>Correct amount of personnel.</li> <li>Personnel who are fully trained and have the SQEP required for their role prior to the Training Event.</li> <li>Provide the correct equipment in order to support and fulfil the requirement.</li> <li>Support at the right time.</li> <li>Be at the right location within the UK or Overseas.</li> <li>Provide continuity of staff to build and maintain expertise.</li> </ol> <p>2. The SP shall manage their workforce in all HR matters, including, but not limited to, security and discipline.</p>	<p>1. Required personnel scalable from 1 to 300 pax (see Annex D to DEFFORM 47) (this is based on current contract activity and could increase or decrease); crowd scenes with this mass of people may be required.</p> <p>2. There could also be, at times, concurrency requiring approximately 1000 pax (or less) at any given time at various training locations around the UK and Overseas.</p>	
2.2	<p>The SP shall provide security management support to ensure SP compliance with JSP 440, subordinate policies and agreed variations between the CMT and security stakeholders as defined in the extant COEFOR Security Policy.</p> <p>NB: The Security Policy will be reviewed annually, and any updates promulgated accordingly.</p>	<p>1. The SP shall provide security management support to ensure compliance with JSP 440, subordinate policies and agreed variations between the CMT and security stakeholders.</p> <p>2. The SP shall ensure their personnel are vetted to the standards defined in extant Authority Security Policies including the agreed variants.</p> <p>3. The SP shall support the CMT discharging their responsibilities by:</p> <ol style="list-style-type: none"> <li>Facilitating the Event Security Officer (EvSyO) or CMT fulfilling their Risk Management and Auditing Responsibilities through: <ul style="list-style-type: none"> <li>the provision of access to observe security related activities for the purposes of assurance and contract management;</li> <li>the provision of data, records, and operating procedures to comply with the security risk controls; and</li> <li>the provision of training for mitigations required by Authority Security Policy.</li> </ul> </li> <li>The SP shall ensure that all their personnel are correctly vetted, and this is briefed to the Authority's Event Manager, prior to each event.</li> </ol>	<p>1. The directed security risk management approach for Authority and SP Security Management is promulgated by ARMY HQ via the Land Warfare Centre Contract Management Team.</p> <p>2. The SP shall facilitate full audit by the CMT of management controls twice per year to enable directed reviews of the Risk Balance Case.</p>	1. 100% Compliance with the Authority's security policy with no exceptions.
2.3	All staff employed by the SP must be deemed competent and have received any specific training, in order for them to carry out any specific task assigned to them. This includes, but is not restricted to, correct and current driving licences, mandated Authority WHTs (including those for pyrotechnics and replica firearms)	<p>1. Training establishments require ethnic CASSIM/ enemy forces/ indigenous population from a similar geographical region or the specific country and may require them to be non-English speakers for the exercise.</p> <p>2. Personnel required to handle weapons systems will have passed the Authority's Weapon Handling Test (WHT) and associated firing practices.</p> <p>3. Personnel required to drive (supplied) specialist military vehicles will have been trained, familiarised and passed the requisite assessment on the platform in use to Authority standards, including issue of an in date FMT 600 or MYDrive account.</p>	<p>1. Group 1 (those you have access to arms, ammunition and ACTO) activity will see an increase in weapon handling skills requirement. The SP will be expected to deliver trained employees to any given Training Event in accordance with the Demand Order. The SP will be expected to deliver training to its employees without recourse to the Authority providing the venue and equipment.</p> <p>2. Standard of Language Proficiency (SLP) is an MOD measure ranging from level 1 (Survival) to level 5 (Expert). Where SLP</p>	

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	and agreed recognised language skills (including English).  All to be recorded and maintained in a register or database which the Authority can access at any time.	4. Personnel to have agreed language qualifications where required.  5. The SP shall be conversant with, and brief personnel on the scenario/ role/Training Tactics and Procedures (TTPs) and Decisive Action Training Environment (DATE) doctrine as required.  6. Personnel shall adhere to Training Area Standing Orders and Supporting Unit MT Orders.	levels are mentioned, they should be translated to the International English Language Training System (IELTS) standard as a baseline for all language requirements. (JSP 510 refers).	
2.4	The SP shall have the ability to train the trainer and trainees. This capability shall include language training and skills.	1. The SP must be capable of delivering 'Train the Trainer' training on all serials and/or adjuncts used during any Training Event.  2. Train the Trainer will be provided by the Authority in the first instance for the SP to deliver training to its own staff in order to be 'role ready' for Training Events including any requirements for weapons ie Weapon Handling Test compliant.  3. The SP shall provide SQEP in certain languages to ensure the RPs have appropriate understanding to perform any speaking roles according to the speaking scripts.  4. A minimum of 2 x SP staff to be trained to become Defence General Service Driver Conversion Instructors (DGSDCI).  5. Observer Mentoring training to be provided by the Authority, in the first instance, to then enable the SP to train its own staff, as required.  6. The SP must be capable of manoeuvring and controlling OPFOR icons on the Authority provided simulation software.  7. Following any training provided by the Authority, the SP must be capable of training their own staff to meet the support roles.	1. The SP shall be expected to deliver trained employees to any given Training Event in accordance with the Demand Order or equivalent.  2. The SP shall be expected to deliver training to its employees without recourse to the Authority providing the venue and equipment.	1. Minimum Standard of Language Proficiency (SLP) 4 for any language requirements  2. It is desirable that language trainers are competent and hold a minimum qualification of: Post 16 Adult Teaching Certificate.  3. Language trainer requirement will meet 100% delivery.  4. Language trainer delivery will meet 95% timeliness for all Training Event serials in accordance with the instructions agreed between the trainers and the site management team.
2.5	The SP shall provide appropriate staff to deploy with exercising troops within the UK and overseas training areas for extended periods of time as and when required.	1. The SP shall provide personnel who:  a. Have met the Authority's vetting standards, received induction training and have been appropriately trained and deemed as competent to meet the Authority's requirement prior to its delivery.  b. Have the ability to operate in physically demanding terrains in the field in all weather, day and night.	1. UK and overseas deployment required as stated within the contract including any surge requirement.  2. To include Real Life Support (RLS) staff to enable training personnel to live and operate in austere conditions where and when required.  3. Field exercises are designed to replicate fully the realities of operations, which includes interface with indigenous population and indigenous security forces. Troops under training will gain the necessary understanding of the realities of operations, which includes conversing with Indigenous people.  4. To include General Training Personnel (GTP). See Appendix D Sch2 Annex A for further information.	1. Shall meet the requirement in full.  2. Provide personnel who have the appropriate security clearance.
<b>3. TRAINING DELIVERY</b>				
3.1	The SP shall provide technical writers to deliver exercise scenarios and Operational Staff Work (OSW); and/or assist military planners in their delivery,	1. The technical writers shall as a minimum, but not limited to:  a. Deliver exercise scenarios and OSW.  b. Provide support to military planners in writing exercise scenarios and OSW.	1. Provide support to military units and their personnel during training through the integration of a current and complex environments in accordance with theatre reality, real world events and training objectives.	1. Provide the required SME and/or technical output to time and quality for the required Training

Ser	Requirement	Requirement Description	Additional Information	Standard
	including provision of dynamic scripting.	<ul style="list-style-type: none"> <li>c. Be conversant with military Training, Tactics &amp; Procedures.</li> <li>d. Understand the training and operational demand for which individuals and Force Elements (FE) are being prepared.</li> <li>e. Understand the military individual and collective training regime requirements.</li> <li>f. Understand the training objectives.</li> <li>g. Be able to generate separate work packages concurrently.</li> <li>h. Expect short notice requirements and periods of surge activity.</li> <li>i. Provide continuity of staff in order to build and maintain expertise.</li> <li>j. Provide after action reports for each training rotation, detailing lessons learnt.</li> <li>k. Develop, design and script scenarios for exercises (live, virtual and constructive).</li> <li>l. Develop and execute classroom exercises, role play scenarios and other interactive learning activities.</li> <li>m. Develop operating environment products.</li> <li>n. Maintain all developed training products in an Authority owned computer system.</li> <li>o. Expect to deploy on the exercise to provide the dynamic scripting as necessary and capable of operating in all weather and ground conditions.</li> </ul>	<p>2. Resumés and supporting documentation on the individual(s) shall be submitted to the Authority prior to the commencement of contractual support. The Authority reserves the right to reject Individuals if their experience does not support the training objectives. This also includes RPs who are not of sufficient quality.</p> <p>3. Personnel shall be able to demonstrate tactical Intelligence &amp; Security (G/J2) experience, on contemporary operations working at all levels.</p> <p>4. Personnel shall possess prior experience of generating intelligence and tactical ground reporting using relevant J2/Intelligence applications on operations.</p> <p>5. All material produced by the SP will be owned by the Authority.</p> <p>6. Historically, there are approximately 25 exercises per year that require technical writers. The number of writing days required prior to an exercise has historically ranged from 10 to 80 days per exercise, depending on the complexity and whether scenarios from previous exercises can be re-used/adapted. Additionally, technical writers are required to attend the exercises, which usually range from between 2 and 25 days. In total, technical writers have historically been used for approximately 1,500 days (15,000 hours) pa.</p>	Event or Exercise scenarios.
3.2	The SP shall provide suitable personnel to support all Training Events by providing exercise design, planning, delivery and continuous improvement of Training Events.	<p>1. Exercise support provides a critical function that underpins the success of an exercise and delivers the following functions:</p> <ul style="list-style-type: none"> <li>a. Exercise Design: Design an exercise in accordance with the Field Army Training Directive, Defence Mission Task List and the Field Army Chain of Command/Exercise Director. Outputs including but not limited to: <ul style="list-style-type: none"> <li>(1) Attend and brief at Exercise design conferences to ensure that the Exercise Director and HICON are aware and agreed on the exercise parameters.</li> <li>(2) Conduct writing weeks (likely to be 5-20 days per Training Event) and provide scenario writing capability.</li> <li>(3) Generate exercise Concept of Operations (CONOPS).</li> <li>(4) Generate high level exercise control (HICON) operational objectives as required.</li> <li>(5) Generate side control (SIDECON) operational objectives as required.</li> <li>(6) Generate low level exercise control (LOCON) operational objectives as required.</li> <li>(7) Generate opposing force (OPFOR) strategic and operational objectives.</li> <li>(8) Generate scenarios as confirmed by the Training Requirements Authority (TRA).</li> <li>(9) Generate scenario amendments in accordance with direction given by the Training Requirements Authority (TRA).</li> <li>(10) Generate Collective Training Objective gap analysis.</li> <li>(11) Generate the Initial Planning Conference (IPC) slide pack (produced in collaboration with stakeholders).</li> <li>(12) Generate White Cell themes. These shall continue to be developed during the plan and delivery phases to enable commanders and staff to be exposed</li> </ul> </li> </ul>	<p>1. Whilst the SP CMT may be based in Warminster, they will be required to travel within the UK and overseas, for exercise periods, and shall be capable of operating in all weather and ground conditions.</p> <p>2. Normal working pattern will be based around 0800-1700hrs, Monday to Friday.</p> <p>3. During exercise execute periods long days (typically 0700-2200 hrs) for certain staff may be required. During the execute period for the most demanding exercises, a 24/7 presence may be required. These requirements will be articulated in the Demand Order.</p> <p>4. EXCON is critical to the design and execution of the exercise, providing 'the wrap', in which the exercise scenario is based, writing and executing the MEL/MIL, controlling the OPFOR and advising the Exercise Director on how to adjust the 'complexity rheostat'.</p> <p>5. Attend and input at Authority meetings when required (e.g. Exercise co-ord, planning, training conferences etc).</p> <p>6. Attend operational symposiums and post return interviews for Mission Ready Training (MRT).</p>	<p>1. Able to meet the requirement in full.</p> <p>2. All EXCON Personnel are required to have SC level clearance.</p>

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		<p>to the appropriate levels of complexity and cognitive friction.</p> <p>b. Exercise planning:</p> <p>(1) Support planning events, including but not limited to the Initial, Main and Final Planning Conferences (IPC, MPC and FPC) and Scripting/Writing weeks for each exercise.</p> <p>(2) Develop exercise scenarios in accordance with the Exercise Director's direction.</p> <p>(3) Generate IPC, MPC, FPC briefing packs liaising with key stakeholders in accordance with CSTTG Blue Book.</p> <p>(4) The SP shall refine outputs generated during the design phase and deliver documentation including, but not limited to:</p> <ul style="list-style-type: none"> <li>- Master Schedule</li> <li>- Exercise in-briefs EXCON Battle Rhythm</li> <li>- Exercise synchronisation matrix</li> <li>- Intelligence Summary (INTSUM)</li> <li>- White Cell scripts</li> <li>- Baseline Operation Order (OpO) for: HICON, OPFOR (Red)</li> <li>- Fragmentation Orders (FragOs) for HICON, OPFOR (Red)</li> <li>- Forces Synchronisation Exercise Coordinating Conference Main Events List (MEL)</li> <li>- Master Injects List (MIL)</li> <li>- Exercise construct and scenario slide pack.</li> <li>- Maintain all developed training products (e.g. The repository of Training Event documentation) in an Authority owned computer system.</li> </ul> <p>c. Exercise Delivery: Support, manage and control Training Events as specified in the demand order. The SP shall deliver outputs including, but not limited to:</p> <p>(1) A Pre-Start Exercise conditions check.</p> <p>(2) Enable the daily Forces Synchronisation meeting (Forces Sync).</p> <p>(3) Deliver FragOs as required to HICON, SIDECON, LOCON, OPFOR (Red).</p> <p>(4) Report opportunities to enable the training audience to be consistently tested within mission zero and optimisation; and further exploit the Exercise Director's intent.</p> <p>(5) Maintain situational awareness to deliver and receive 4-hourly Situation Reports (SITREPs) to and from LOCONs.</p> <p>(6) Conduct rapid planning cycles to decide courses of action that can be executed within 4-12 hours when opportunities are identified to react quicker than Blue Forces.</p> <p>(7) Conduct rapid planning as required, 24/7, at any appropriate time during Training Events.</p> <p>(8) Task the White Cell to apply the directed activity across the full spectrum of integrated actions.</p> <p>(9) Collate training analysis data to provide evidence for training observations as directed by training establishments for the After-Action Review (AAR) and Training Analysis Report.</p> <p>d. Exercise Continuous Improvement:</p> <p>(1) Support the Authority and the Lessons Cell in the capture and production of observations from training.</p> <p>(2) Conduct continuous improvement reviews after each Exercise with the Authority to ensure best practice for exercise delivery is captured and</p>	<p>7. Attend and coordinate any pre-event wargaming sessions when required.</p> <p>8. Writing operational staff work for exercises requires individuals with sufficient experience and capacity to deliver this critical stimulus and underpins the credibility of the exercises.</p>	

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		implemented.		
3.3	The SP shall provide RPs to represent the key personnel within a Bde HQs to conduct a Higher Control (HICON) for Training Events.	<p>1. The SP shall provide credible HICON RPs to:</p> <ul style="list-style-type: none"> <li>a. Ensure the exercise is relevant, challenging with sufficient wrap at the appropriate formation level, depth, complexity and scale to test the training audience.</li> <li>b. Execute command and control over the training audience; this includes the delivery of orders to and realistic command and control of the training audience.</li> <li>c. Operate British Army Command and Control (C2) IM/CIS systems.</li> <li>d. Respond and react to all trg audience activity representing the training audience higher HQ.</li> <li>e. Provide SME representation to support the delivery of the activity across the appropriate G1-9 and functional areas.</li> <li>f. Provide watchkeepers to maintain situational awareness.</li> <li>g. Ensure observations and training lessons are captured and shared with CTG Training delivery centres.</li> </ul> <p>2. The SP shall deliver the required training outputs as specified on a demand order. See Appendix D Sch2 Annex A</p>	<p>1. HICON. A staff designed to provide the representative functionality of a higher HQ in sufficient fidelity to enable assessment of the exercising troops' performance towards required competence, allow testing of the troops under training in all aspects whilst operating under a 1* HQ in a complex environment and enable training.</p> <p>2. The HICON should provide sufficient representation to support TL ECHO to HOTEL Training Events.</p> <p>3. Trg activity may be 24/7 for the duration of the Event.</p> <p>4. The HICON function can be scalable according to the tempo of the activity. At full staffing for heightened periods of activity and at low staffing during low activity periods.</p> <p>5. A HICON requirement could include, but not limited to:</p> <ul style="list-style-type: none"> <li>a. HICON Lead – Assumed to be an individual SQEP in Tech writing.</li> <li>b. Exercise Design – Assumed to be an individual(s) SQEP in Tech writing.</li> <li>c. HICON Delivery: <ul style="list-style-type: none"> <li>(1) Event Manager (to coordinate and oversee the delivery of the HICON).</li> <li>(2) Scenario Manager – Assumed to be a SQEP individual that has been involved in the exercise design work for continuity.</li> <li>(3) Functional Leads – SP shall coordinate requirement and oversee assignment of SQEP once number and type of positions known from Wargame/Briefing with HQ.</li> </ul> </li> </ul>	
3.4	The SP shall provide Subject Matter Experts (SME) and technical support personnel to assist and support the military planners in planning and delivering exercise scenarios and play, including attendance at the exercise planning week, as required.	<p>1. SMEs shall have detailed and in-depth knowledge of the target scenario and the role of any character to be portrayed.</p> <p>2. SMEs must be able to challenge the training audience at all levels up to the most senior personnel present, in such a manner that generates a realistic friction of working in an alien environment, both politically and economically, with due regard for the networks and influences of the prevailing global situation. For example, at Trg Level H this would be the General Officer Commanding (GOC).</p> <p>3. SMEs must have the gravitas of senior government, non-government or military officers and be convincing in role. SMEs are expected to be able to assist with the development of role player backstories and brief them, providing the RPs with the context for their role.</p>	<p>1. Use of SMEs and/or technical support personnel enables a more realistic training environment.</p> <p>2. Use of technical support personnel provides intelligent support to military units and their staff during MRT through the provision of complex operational reality-based scenarios and inputs. This intelligent provision requires a centralised, controlled, repository of data rich reports, created, maintained and amended as required. This is increasingly utilised in Field Training (FT) events during collective training.</p> <p>3. Provide support to any Post Exercise Report process for each Training Event.</p> <p>4. All material produced by the SP will be owned by the Authority.</p>	<p>1. Provide the required SME and/or technical output to time and quality for the required exercise scenarios.</p> <p>2. The Authority require 100% staffing at all exercises.</p>
3.5	The SP shall deliver foreign language training to personnel as required and detailed within the demand order.	<p>1. The language trainer shall be:</p> <ul style="list-style-type: none"> <li>a. Fluent in English and in the language(s) specified within the demand order.</li> <li>b. Able to provide basic language training through knowledge of key phrases and words that can be used to greet in order to open conversations and work alongside</li> </ul>	<p>1. Standard of Language Proficiency (SLP) is an MOD measure ranging from level 1 (Survival) to level 5 (Expert). Where SLP levels are mentioned, they should be translated to the International English Language Training System (IELTS) standard as a baseline for all language requirements. (JSP 510 refers).</p>	<p>1. Minimum Standard of Language Proficiency (SLP) 4 for any language requirements.</p>

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		<p>indigenous personnel on operations, convey military instructions and communicate in case of an emergency.</p> <p>c. Able to provide more advanced training to those who need to gain a greater understanding and grasp of the indigenous language depicted within the demand order.</p> <p>d. Able to communicate in a confident and realistic manner to groups of military personnel at locations designated by the demand order.</p> <p>e. Able to pronounce words and phrases correctly as listed on the military-issue language cards.</p> <p>f. Expected to deploy with exercising troops within the UK and overseas training areas for extended periods of time when specified within the demand order or equivalent.</p>	<p>2. The Authority shall indicate to the SP any changes to the language requirements with as much lead time as possible, through liaison with the Event Management Team. As an illustration, the following languages are those anticipated as the most common used; this is not an exhaustive list and does not specify priority.</p> <p>a. English b. Russian c. Ukrainian d. Arabic e. Kurdish f. Spanish g. French h. Pashtu i. Dari</p> <p><a href="#">Op Language Cards</a></p>	<p>2. It is desirable that language trainers are competent and hold a minimum qualification of: Post 16 Adult Teaching Certificate.</p> <p>3. Language trainer requirement will meet 100% delivery.</p> <p>4. Language trainer delivery will meet 95% timeliness for all Training Event serials in accordance with the instructions agreed between the trainers and the site management team.</p> <p>5. Comply with the Authority's security policy and procedures (ACSO 2190).</p>
3.6	The SP shall provide Interpreters to act as language RPs that interface with exercising troops and indigenous RPs.	<p>1. The Interpreters shall be:</p> <p>a. Appropriately attired to meet the scenario role requirements, for example provision of replicated protective body armour and other equipment, costumes and accessories.</p> <p>b. Required to wear protective body armour and other equipment when specified in the demand order or equivalent.</p> <p>c. Sufficiently equipped and capable of operating with troops under training in demanding terrain and conditions.</p> <p>d. Able to communicate, read and write at SLP 3 in English and SLP 4 in the language specified within the demand order or equivalent.</p> <p>e. Expected to deploy with exercising troops within the UK and overseas training areas for extended periods of time when specified within the demand order or equivalent.</p> <p>f. Be capable of deploying and operating on a physically demanding exercise at an austere location in all weathers, day and night.</p>	<p>1. Exercises are designed to replicate fully the realities of operations, which includes interface with indigenous population and indigenous security forces. Through this training Individuals will gain the necessary understanding of the realities of operations, which includes conversing with indigenous people.</p>	<p>1. Interpreter requirement will meet 100% delivery.</p> <p>2. Interpreter delivery will meet 95% timeliness for all Training Event serials in accordance with the instructions agreed between the trainers and the Site Management team.</p> <p>3. Zero failures in providing service delivery through lack of physical robustness or inappropriate clothing.</p> <p>4. Where SLP levels are mentioned, they should be translated to IELTS (JSP 510 refers).</p> <p>5. Comply with the Authority's security policy and procedures (ACSO 2190).</p>
3.7	The SP shall provide real-life Interpreters to act as an interface with invited foreign nationals	<p>1. On occasions the SP shall be asked to provide Interpreters for real life interpretation between British personnel and invited foreign nationals to the level of SLP 4 in the required languages. Interpreters will be required to have a clear understanding of military terms in some cases.</p>	<p>1. Standard of Language Proficiency (SLP) is a MOD measure ranging from level 1 (Survival) to level 5 (Expert). Where SLP levels are mentioned, they should be translated to the International English Language Training System (IELTS)</p>	



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	within or outside the Exercise context.		standard as a baseline for all language requirements. (JSP 510 refers). <a href="#">Op Language Cards</a>	
3.8	The SP shall provide a Cultural Understanding Advisor (CULAD) who shall deliver relevant and up-to-date cultural understanding, training and advice.	<p>1. The Cultural Understanding (CU) Advisor shall:</p> <p>a. Be able to communicate at SLP 3 level in English and SLP 4 in the language(s) specified within the demand order.</p> <p>b. Be expected to liaise with Defence Cultural Unit when required and provide an understanding of society and cultural norms, highlight errors and set out the expected conduct of military personnel depicted by the exercise scenario.</p> <p>c. Be capable of delivering interesting, relevant and up to date real world information about the target environment in order to enhance CU training and advice.</p> <p>d. Communicate in a confident manner to diverse audiences ranging from individuals to groups of up to approximately 400 personnel for programmed and ad hoc briefings.</p> <p>e. Be the cultural advisor to the military commander (role player) during the Training Event.</p>	<p>1. CU training gives military personnel a thorough and detailed awareness of a specified theatre of operations providing necessary insight into the local culture/society, language, religion, politics, tribal structures and the security forces that will be partnered.</p> <p>2. In addition to programmed activities, CU Advisors will also be expected to participate in ad hoc and unstructured briefing and education of groups and individuals throughout the exercise duration for which they are booked in the UK and overseas; and shall be capable of operating in all weather and ground conditions.</p> <p>3. The CU Advisor shall have a thorough knowledge of the culture/society of the relevant country/specific region with a current personal background.</p>	<p>1. CU Advisor requirement will meet 100% delivery.</p> <p>2. CU Advisor will meet 95% timeliness for all Training Event serials in accordance with the instructions agreed between the trainers and the Site Management team.</p> <p>3. Where SLP levels are mentioned, they should be translated to IELTS (JSP 510 refers).</p> <p>4. Comply with the Authority's security policy and procedures (ACSO 2190).</p>
3.9	The SP shall provide a SQEP peer plus Opposing Force (OPFOR) capability in the constructive and virtual environment.	<p>1. The OPFOR shall:</p> <p>a. Replicate our likely adversary's doctrine and tactics to consistently test training audiences through mission zero and optimisation on Training Events.</p> <p>b. Be scalable and represent an enemy as dictated by the demand and as appropriate to the level of the exercise to provide a credible and relevant adversary for all Training Levels.</p> <p>c. Be capable of conducting combined arms, high intensity operations.</p> <p>d. Be able to provide suitable inputs, cues and stimuli to the training audience.</p> <p>e. Provide and exploit its overmatching capabilities (long range fires, (simulation) unmanned aerial systems (UAS), air defence, combat mass, cyber and electro-magnetic activities (CEMA) and CBRN in accordance with OPFOR tactics and doctrine, giving it a peer-plus capability. This should include an OPFOR threat capabilities cell that could plug into HANNIBAL to replicate these capabilities across Live, Virtual and Constructive training and simulation.</p> <p>f. Be guided by the Authority HQ and/or the Training Establishment to execute plans as a peer plus OPFOR and able to consistently test the training audience through mission zero and optimisation.</p> <p>g. Provide SMEs to plan and deliver to provide the following capabilities: Manoeuvre, Joint Fires, CSS, CBRN, Air and Aviation, Intelligence, ISTAR, Information Warfare e.g. detection and jamming, Engineer, and Cyber.</p> <p>h. In between the delivery of the Training Events, be required to develop and plan future exercises (Information Manoeuvre concept based on concept of employment of 77 Bde by 6 (UK) Div).</p>	<p>1. Office space and Communications/IT will be provided by the Authority, this is currently based in Warminster; however, travel to Training Establishments may be required if technical links cannot be established or maintained.</p> <p>2. Normal working pattern for SP permanent type staff will be based around 0800-1700hrs, Monday to Friday. All other contractor personnel eg RPs' working hours will be specified on the demand order.</p> <p>3. During the execute period, a 24/7 presence will be required and shall be capable of operating in all weather and ground conditions.</p> <p>4. A peer plus OPFOR wants to win, replicates likely adversary doctrine and tactics, and will overmatch the training audience in certain capabilities (in line with our most dangerous adversaries). Importantly the OPFOR must consistently test the training audience through mission zero and optimisation the constructive environment and virtual environments.</p> <p>5. Mission Zero is completed and achieved in the initial phases of a Formation HQ, Group or unit's collective training exercise during unit or battlegroup exercises, which are validated. It provides a basic collective competence check expressed as an assured baseline achievement of competence. The requirement for Mission Zero is specified in the Force Preparation Order. The standard is advertised and transparent. Mission Zero can and will be repeated until that standard is met.</p>	<p>1. Shall meet the requirement in full.</p> <p>2. Provide personnel who have appropriate security clearance.</p>



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		<p>i. Be required to undergo initial familiarisation training with the Authority to learn likely adversary's doctrine and tactics prior to reaching FOC.</p> <p>j. Be free thinking and will be unconstrained but will be controlled by the Exercise Director and EXCON.</p> <p>k. Be able to exploit weaknesses in the training audience's plan and use its comparative advantage over the training audience to consistently test the training audience through mission zero and optimisation.</p> <p>l. Have the confidence and competence to act freely and replicate our likely adversary's doctrine and tactics.</p> <p>2. SMEs shall have detailed and in-depth knowledge of the target scenario and the role of any character to be portrayed.</p> <p>3. The SMEs must be able to challenge the training audience at all levels in such a manner that generates a realistic friction of working in an alien environment, both politically and economically with due regard for the networks and influences of the prevailing global situation. SMEs must have the gravitas of senior non-government, government or military officers and be convincing in role.</p>	<p>6. Optimisation occurs following completion of Mission Zero. A unit, formation or battlegroup's training will be focused on optimisation informed by Field Army priorities and may include the opportunity to innovate, experiment and develop the fundamental will to win. This will be enabled by adversarial missions against an OPFOR seeking to defeat the training audience.</p> <p>7. Able to support, manage and deliver Training Events of differing durations and complexities.</p> <p>8. Provide continuity of staff to build and maintain expertise.</p>	
3.10	The SP shall provide Senior Mentors (SM).	<p>1. The SM shall:</p> <p>a. Be required for each Exercise in support of the Divisional or Corps Commander.</p> <p>b. Be required to deploy to UK and overseas to mentor the Divisional or Corps Commander and staff for the US led 'Warfighter' and formation exercises.</p> <p>c. Be required to attend planning events and staff Training Events prior to the exercise.</p> <p>d. Support Comd CSTTG in identifying themes for the AAR.</p> <p>e. Be provided with appropriate RLS including transport by the SP.</p> <p>2. A choice of SQEP SM are required to be available to ensure the right mentor is matched with the needs of each Divisional Commander.</p>	<p>1. Desirably a SM should, at least, have held the position of a 2* with Divisional Command experience.</p> <p>2. The SM shall be capable of operating in all weather and ground conditions.</p>	<p>1. Able to meet the requirement in full.</p> <p>2. Provide personnel who have the appropriate security clearance.</p>
3.11	The SP shall provide Staff Advisors (SA).	<p>1. The SA, if required, shall:</p> <p>a. Be required for each Exercise in support of the relevant staff branch.</p> <p>b. Be required to deploy to UK and overseas to mentor the staff for the US led 'Warfighter' and specific formation exercises.</p> <p>c. Support Comd CSTTG in identifying themes for feedback to the training audience.</p> <p>d. Be provided with appropriate RLS including transport by the SP.</p> <p>2. A choice of SQEP SAs are required to be available to ensure the right advisor is matched with the needs of the relevant staff branch.</p>	<p>1. Desirably a SA should be of sufficient Knowledge, Skill and experience (KSE), currency and credibility.</p> <p>2. The SA may be required to attend planning meetings and staff Training Events prior to the exercise.</p> <p>3. The SA shall be capable of operating in all weather and ground conditions.</p>	<p>1. Able to meet the requirement in full.</p> <p>2. Provide personnel who have the appropriate security clearance.</p>
3.12	The SP shall provide RPs for a range of roles including but not limited to those listed below:	<p>1. The SP shall provide the RPs for the full range of roles at three levels in the Live environment (this is not an exhaustive list):</p> <p>a. Critical Role: In addition to carrying out the functions set out in Speaking Role</p>	<p>1. The level of role player shall be specified in the demand order or equivalent for each Training Event in the UK and overseas. Requirements for each of the example roles are specified in individual requirements.</p>	<p>1. Able to meet the requirement in full.</p>

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	a. Critical Roles b. Speaking Role c. Supporting Artiste	<p>(below), the RPs shall also be required to interact within the event and provide credibility and competency to their role. E.g. White Cell types, LOCON, SIDECON, OPFOR; Simulated Local National - Professional, Tradesman, Stallholder, Ministry Representative, Community Council Representative, Local Councillor, Tribal Elder, Mullah, Priest, Provincial Governor, Junior Minister, Senior Minister; and Weapon Handling personnel.</p> <p>b. Speaking Role: RPs shall be required to impersonate an identifiable individual subject under individual direction and to speak where the precise words spoken do not matter. E.g. LOCON, SIDECON, OPFOR; Simulated Local National - Professional, Tradesman, Stallholder; Simulated Indigenous Security Forces - NCO, Signaller, Military Intelligence NCO; Simulated Uniformed Police - Patrolman, NCO; Simulate Local Police - Patrolman, Check Point Commander; National Directorate of Security - Security detail; Simulated Insurgent - Insurgent, Team Leader (Local), Team Leader (Specialist), Insurgent (Specialist); Weapon Handling personnel – NCO, SNCO; and Walking Wounded.</p> <p>c. Supporting Artiste: RPs shall not be required to give individual characterisation in a role or speak dialogue other than crowd noise or reaction. E.g. Simulated Local National - Male, Female, driver; Simulated Indigenous Security Forces - Soldier; Simulated Uniformed Police - Patrolman, Driver; Simulated Local Police - Patrolman, Driver; Simulated Insurgent - Insurgent, Driver; Weapon Handling personnel – Soldier; and Walking Wounded.</p> <p>See Appendix D Sch2 Annex A for further information.</p>	<p>2. During Training Events, an accountable permanent management mechanism shall be in place (sustainment/ support function acting as POC for all administrative and sustainable issues) to liaise with Training Staff to receive direction and resolve issues, organise staffing and deployment and enforce standards that include personal behaviour, adherence to Character Role Play and exercise training requirements, ability to react and change as required.</p> <p>3. Critical RPs may be required at short notice.</p> <p>4. All RPs shall be individuals who are not part of any permanent management team.</p> <p>5. All RPs shall be capable of operating in all weather and ground conditions.</p>	2. Provide personnel who have the appropriate security clearance.
3.13	The SP shall provide a RP Co-ordinator.	<p>1. The RP Co-ordinator will manage the RPs assigned to fulfil the demand order or equivalent.</p> <p>2. The SP shall ensure RPs are provided an appropriate brief on the scenario and their role to enable to provide realistic and natural responses to the training audience (e.g. not reading from a script) in accordance with the level specified in the demand order. This could include briefs from technical writers, SMEs and/or Event management staff. RPs shall:</p> <p>a. Provide compliant representation of roles, as specified by the Demand Order or equivalent, throughout the Training Event.</p> <p>b. Be able to operate in realistic conditions carrying out realistic practical activity replicating the complex human terrain.</p> <p>c. Provide personnel with the behaviour and competency level to adapt both collectively and as individuals, in support of Training Objectives (TOs).</p> <p>d. Provide support replication based on up-to-date knowledge of the population or role depicted in the demand order or equivalent.</p> <p>e. Be able to represent a variety of characters, specified by Training Staff during an exercise activity.</p> <p>f. Be able to operate in realistic austere conditions carrying out realistic practical activity authentic to the role.</p> <p>g. Be prepared to submit personal (exercise) information for data capture for exercise purposes. Ensure this data is destroyed at the end of the exercise.</p> <p>h. Be clothed and equipped to be self-supporting and be realistic to the role.</p>	<p>1. The requirement of a co-ordinator shall be specified in the demand order or equivalent for each Training Event. Requirements for each of the example roles are specified in individual requirements.</p> <p>2. During Training Events, an accountable permanent management mechanism shall be in place (sustainment/ support function acting as POC for all administrative and sustainable issues); to liaise with Training Staff to receive direction and resolve issues, organise staffing and deployment and enforce standards that include personal behaviour, adherence to Character Role Play and exercise training requirements, and the ability to react and change as required.</p>	<p>1. Able to meet the requirement in full.</p> <p>2. Provide personnel who have the appropriate security clearance.</p>

Ser	Requirement	Requirement Description	Additional Information	Standard
		i. Be capable of deploying and operating on a physically demanding exercise at an austere location in all weathers, day and night.		
3.14	<p>The SP shall provide and deliver simulated injuries and illnesses to specific training scenarios that depict realistic clinical events. These clinical events shall include all battle, disease and non-battle injuries present in contemporary operations, including, but not limited to:</p> <ul style="list-style-type: none"> <li>- Amputation simulation appropriate to ballistic/blast injury;</li> <li>- Gunshot wound injury;</li> <li>- Burns injuries;</li> <li>- Open fracture simulation;</li> <li>- Casualties make up depicting a wide range of wounds.</li> </ul>	<p>1. The SP shall deliver CASSIM that will endure through the patient care pathway (point of injury to Strategic Evacuation (Strat Evac)) including, but not limited to:</p> <ul style="list-style-type: none"> <li>a. Simulation fidelity needs to differentiate between muscle, tendon, ligament and bone.</li> <li>b. Injury patterns match mechanism of injury i.e. prosthetic limb left attached.</li> <li>c. Entry/exit wounds to be replicated to all body regions enabling realistic treatment plans and surgery to be conducted.</li> <li>d. Percentage of body surface area affected to be calculated in preparation for treatment.</li> <li>e. Replicate full or partial thickness thermal injuries in accordance with the mechanism of injury and story board.</li> <li>f. Replicate realistic thermal injuries to enable all exercising troops/personnel to dress the wounds appropriately.</li> <li>g. Fracture sites will require obvious deformity in order to splint and transfer (Pre-Hospital Care Setting).</li> <li>h. A selection of resilient wounds from differing mechanisms of injury that will require cleaning, closing i.e. suture/glue/steristrip and dressing.</li> <li>i. Glass, wood, metal, plastic etc, foreign bodies embedded in wounds.</li> </ul> <p>2. The SP shall provide CASSIM RPs.</p> <p>See Appendix D Sch2 Annex A for further information.</p>	<p>1. A patient may receive care in the Pre-Hospital Care and Deployed Hospital settings prior to being Strategically Evacuated and requires makeup and adjuncts to be robust and resilient for approximately 72hrs. CASSIM will enable exercising personnel to:</p> <ul style="list-style-type: none"> <li>a. Experience exposure to simulated polytraumas injuries that may be experienced on the battlefield.</li> <li>b. Enable the implementation of medical treatment Training Objectives (TOs) in a safe environment.</li> </ul> <p>2. Replication of clinical signs and symptoms of disease, non-battle injuries and battle injuries (including female/male, adult/child casualties) in line with the MEL and Clinical Story Boards, will allow the gathering of objective evidence of Individual, team and departmental clinical skills and dynamics. Utilise a comprehensive range of clinical adjuncts in order to improve immersive simulation.</p> <p>3. Realism of the Operational Threats may be required e.g. during Op GRITROCK fabricated cannulation sleeves were made to improve safety of blood taking procedures on patients with Ebola Virus.</p> <p>4. MRT may require greater understanding of emerging medical threats and how to replicate them regarding makeup and clinical adjuncts. Fabrication of adjuncts may be required to improve immersive simulation.</p> <p>5. Forecast of Events as scheduled on CHURCHILL and Force Preparation Schedule (FPS) and other Defence Training is set annually for Training Events within the UK and Overseas.</p>	<p>1. Able to meet the requirement in full.</p>
3.15	<p>The SP shall deliver adjuncts for invasive procedures to allow live sharp training for clinicians to determine clinical diagnosis and treatment plans.</p>	<p>1. The SP shall be responsible for providing clinically and anatomically correct examples worn by Casualty RPs or placed on simulation bodies, including but not limited to:</p> <ul style="list-style-type: none"> <li>a. Airway adjuncts to intubate or perform surgical airway procedure.</li> <li>b. Phlebotomy adjuncts - cannulation sleeves, central line vest.</li> <li>c. Adjuncts to depict sexual health presentations.</li> <li>d. Training adjuncts to include all body fluids and foreign bodies.</li> <li>e. Thoracic vest to perform needle decompression, thoracostomies and chest drain insertion.</li> <li>f. Intraosseous access to sternum, humeral head, tibial tuberosity, pelvic crest.</li> <li>g. Gunshot wound pants to deliver difficult junctional wound control, with internal bleeding tubes and packable cavities.</li> </ul>	<p>1. The SP, on occasion, shall deliver clinical based scenarios via a demonstration stand to accommodate senior military visitors (up to 3*) and their civilian counterparts or similar.</p> <p>2. Trace elements include vomit, faecal matter and blood to be replicated in order to test infection control procedures.</p> <p>3. Casualty wounds penetrated with trace elements during make-up procedure to test the cross contamination from clinical staff to patients.</p> <p>4. Other conditions can also be simulated on wearable skin like pants.</p>	<p>1. Able to meet the requirement in full.</p> <p>2. Provide personnel who have the appropriate security clearance.</p>

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		h. Catheterisation pants.		
3.16	The SP shall provide casualty simulation bodies and mannequins.	<p>1. Simple Mannequins provided must include examples of, but not limited to:</p> <p>a. Representation of various genders, ethnicity, appropriate age ranges, e.g. adult, child and baby and a range of weights and heights.</p> <p>2. Simulation bodies and mannequins provided must include examples of, but not limited to:</p> <p>a. Invasive procedures carried out on simulation bodies in order to increase immersive simulation and challenge the individual/team's non-technical skills.</p> <p>b. Various genders, ethnicity, appropriate age ranges, e.g. adult, child and baby and a range of weights and heights.</p> <p>c. That ergonomically fit a range of environments e.g a sat in vehicle (passengers and drivers), lying in a bed and sat in a chair.</p> <p>d. Care of the Dead and paediatric serials can be achieved using simulation bodies.</p> <p>3. Simulation bodies must be able to simulate the following range of procedures, but not limited to:</p> <p>a. Non-invasive would include but not be limited to:</p> <p>(1) blood pressure.</p> <p>(2) pulse.</p> <p>b. The following would be highly desirable however could become essential:</p> <p>(1) temperature.</p> <p>(2) respiratory rate.</p> <p>(3) pupil reactivity.</p> <p>c. Minor invasive would include but not be limited to:</p> <p>(1) intravenous access.</p> <p>(2) airway access.</p> <p>(3) catheterisation.</p> <p>(4) central line.</p> <p>(5) arterial line.</p> <p>d. Major invasive would include but not be limited to:</p> <p>(1) surgically opening the chest.</p> <p>(2) surgically opening the abdomen.</p> <p>(3) surgically opening the pelvis.</p> <p>(4) changes to bone or tissue structure.</p> <p>4. The SP shall be responsible for the provision, upkeep and replacement of mannequins; to also have the ability and expertise to engage with the Authority and react to any emerging or cutting-edge developments or requirements.</p>	<p>1. A simulation body provides a realistic opportunity to perform invasive procedures in a safe, controlled environment in order to demonstrate procedural care, individual and team communication, Crew Resource Management and effectiveness.</p> <p>2. A mannequin provides a less responsive physical representation of a human figure but does not provide realistic physiological functions.</p>	<p>1. Able to meet the requirement in full.</p> <p>2. Provide personnel who have the appropriate security clearance.</p>
3.17	The SP shall provide computer operators when required.	<p>1. The SP shall:</p> <p>a. Provide the correct number of computer operators for each exercise as defined in the demand order. These may include, but not be limited to, EXCON, SIDECON, OPFOR, HICON Operatives or general Computer Operators/ Analysts.</p>	<p>1. Computer operators shall:</p> <p>a. Be trained (2-day package) on the use of the simulation software by the Authority HQs in the planning phase immediately before the exercise.</p>	<p>1. Able to meet the requirement in full.</p> <p>2. Provide personnel who have the appropriate security clearance.</p>

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		<p>b. Provide computer operators for training, rehearsals and the delivery of exercises.</p> <p>c. Provide computer operators who shall be capable of manoeuvring and controlling icons on the Authority provided, simulation software.</p> <p>d. Provide dedicated analysts to collate training data and information (working in conjunction with the Observer Mentors (OMs)) to provide evidence for training observations both in AARs and OfT.</p>	<p>b. Manoeuvre icons on the simulation and will be overseen by the SP Team and the Authority.</p> <p>c. Personnel with some military experience would be desirable.</p> <p>d. Shall interrogate the data on the system to provide the Authority with evidentiary feedback on the exercise.</p> <p>e. Provide continuity to build/maintain expertise.</p>	
3.18	The SP shall deliver the US TRADOC owned ODIN based, Threat Tactics Course (TTC) provided to the SP by Authority HQ, as and when required.	<p>1. The TTC shall be focused on training Task Force Hannibal designated Force Elements where/when directed and G2 cells from the exercising training audience when required.</p> <p>2. The TTC, shall include but is not limited to:</p> <p>a. Current threat updates on Hybrid OPFOR threat capabilities (doctrine, Tactics, Techniques and Procedures (TTPs), organisation and equipment).</p> <p>b. Warfighting functions to include both offensive and defensive tactics.</p> <p>c. Planning exercise (PLANEX).</p> <p>d. Course content/delivery material shall be kept up to date.</p>	<p>1. The TTC will be delivered as developed by HQ HANNIBAL in collaboration with U.S. TRADOC G2.</p> <p>2. Any development of TTC products and course content shall be approved by HQ HANNIBAL (the TDA) and LWC Warfare Branch (the TRA).</p> <p>3. TTC shall provide threat tactics training using ODIN information enriched by change as it occurs in the Contemporary Operating Environment (COE) and informed through insights from MRTC Staff and HQ HANNIBAL.</p> <p>4. The Authority HQs shall be the TDA for TTC and LWC Training Plans shall be the TRA for TTC (Note: Ratified on completion of developing DSAT process).</p>	
3.19	The SP shall have the ability to operate an MAA Open and Specific (Mil UAS Class 1b) Remotely Piloted Air System (RPAS) capability.	<p>1. Operators must be able to represent the following roles, but not limited to:</p> <p>a. Targeting for Artillery e.g. Ukraine Battle Group.</p> <p>b. Targeting for land manoeuvre kinetic effect e.g. VBIEDs in Mosul, Iraq.</p> <p>c. Deployment of a kinetic effect payload (Syria).</p> <p>d. Use of RPAS as a 'hittile' or Trojan Horse (IED) kinetic effect e.g. Yemen/Iraq.</p> <p>e. General ISR (FMV, thermal scanning) for recce.</p> <p>f. Reputational risk.</p> <p>g. Swarming threat.</p> <p>h. Media capability.</p> <p>i. Other civilian use.</p> <p>2. At FOC the SP must be a member of and compliant with the MAA Contractor Approved Organisation Scheme (MAA RA 2501 and 1028) and must be fully compliant with any national regulations for location of the Training Event.</p> <p>3. The SP must comply with MAA RA 1600-1605. The SP is responsible for keeping up to date with applicable Aviation Authority regulations.</p>	<p>1. Provision of equipment is detailed in Appendix A Sch2 Annex A.</p>	
3.20	The SP shall have the ability and capability to provide Battle Noise Simulation (excluding the use of Plastic Explosive), in a safe and environmentally friendly manner,	<p>1. The SP must be able to represent the following effects which are examples of but not limited to:</p> <p>a. Battlefield noise e.g. hand grenade, bangs, artillery fire, small arms fire.</p>	<p>1. The SP must be able to use GFX low level BATSIM e.g. smoke grenade, thunder flash in addition to their own representative effects.</p>	

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	in support of the training objectives.	<p>b. Obscuration e.g. smoke.</p> <p>c. IED effect e.g. roadside or suicide.</p> <p>d. Smell e.g. Chemical Attack.</p> <p>2. The SP will deliver these effects in accordance with training requirements and as dictated by the training scenario.</p> <p>3. The SP must be compliant with PAM21, PAM4, Defence Ordnance Safety Group (DOSG), Risk Management Accreditation Document Set (RMADS) and appropriate Defence Ordnance Safety Regulations (DOSR).</p> <p>4. The SP must ensure that those personnel handling Small Arms should be trained and compliant with all Safety Operating Procedures.</p>		
3.21	The SP must ensure that the Training Audience is immersed in, and challenged by, the complexity of the Information Domain throughout Training exercises.	<p>1. At FOC the SP must be capable of but not limited to:</p> <p>a. Providing Information Manoeuvre in the Road to War and the build-up material to Collective Training exercises.</p> <p>b. Providing credible scenarios with intelligence picture of the complex human terrain of influence operations, Intelligence, Cyber, Networks and Security at the appropriate level and scale for the exercise.</p> <p>c. Integrating with the Authority HQs to help deliver the Information Manoeuvre effects and responses.</p> <p>d. Integrating with CTEs/Trg Establishments and other Information Manoeuvre capability providers to deliver the required effect to the training audience at the appropriate level and scale for the exercise.</p>	1. To include, but not limited to, the activities that an Enemy, Adversary or RP would undertake in the areas of Networks, Intelligence, Cyber, Influence and Security, with the level and scale of input based upon the Training Level being exercised and its requirements, in the Live, Virtual and Constructive environments.	

#### 4. EQUIPMENT

4.1	The SP shall be responsible and accountable for the Management of all GFE/X that is issued to them	<p>1. The SP shall be responsible for the GFE/X provided as per Appendix A Sch2 Annex A, and ensure:</p> <p>a. Distribution to the SP's training support staff as appropriate to the scenario.</p> <p>b. Day to day management and maintenance of GFE/X whilst on loan from the Authority to ensure an acceptable level of cleanliness and serviceability. This includes the daily cleaning of weapons and vehicles and a final clean at the conclusion of each exercise or Training Event.</p> <p>c. When the Training Event finishes the SP will be held accountable and responsible for the return (defined within the bounds of the activity/event timeline) of the correct numbers of GFE/X and its status of serviceability (albeit normal wear and tear accepted).</p>	<p>1. The Authority will only supply equipment to the SP that is unique to the military or not commercially available e.g. current British military and foreign power weapon systems plus associated ancillaries, specialist communication systems to meet the requirements of the scenario.</p> <p>2. The SP shall be issued with GFE/X prior to commencement of the training event.</p> <p>3. Where the Authority's equipment requires storage facilities the Authority will provide it.</p> <p>4. Wash down facilities for vehicles will be provided by the Authority and shall be operated within the specified Health and Safety guidelines.</p> <p>5. If any issued equipment requires rectification or is found to be faulty then the SP will notify the Authority at the earliest opportunity but no later than 6 hours after discovery, equipment is to be quarantined until the Authority requests its return.</p>	<p>1. 100% compliance with no exceptions</p> <p>2. Administration of the Authority's GFE is in accordance with Section 6 (Loans) of Schedule 3.</p> <p>3. All GFE/X failures to be reported within 6 hours of occurring.</p> <p>4. Loss of equipment to be reported immediately with no exceptions or mitigation allowed.</p>
4.2	The SP shall provide all equipment not covered or supplied by GFE/X including any	1. The SP shall make provision for any transport requirements they may have during training environments for both administrative tasks and role-playing simulation.	See Appendix A Sch2 Annex A	1. 100% compliance with no exceptions

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	transport requirements, which is to include technical vehicles.	<div>2. Vehicles provided for transport must be appropriate to the exercise and/or local terrain. These should include, but not limited to:<ul style="list-style-type: none"><li>a. Technical vehicles.</li><li>b. Vehicles which are to manoeuvre across all terrain.</li><li>c. Vehicles allowing for Mounted GPMG, if required.</li></ul></div> <div>3. This equipment shall include, but not limited to, items such as:<ul style="list-style-type: none"><li>a. Replica weapon systems.</li><li>b. Provision of OPFOR/PF uniforms.</li><li>c. Provision of appropriate personnel clothing to the scenario (unless not commercially available).</li><li>c. PPE and equipment.</li><li>d. Sleeping systems.</li><li>e. RLS (including laundry and drying facilities) and tentage to allow training to operate in the field.</li></ul></div>		