RCloud Tasking Form – Part B: Statement of Requirement (SoR)

Title of Requirement	"What Works" in Creating and Sustaining Inclusivity?
Requisition No.	RQ0000021041
SoR Version	0.2

1.	Statement of Requirements
1.1	Summary and Background Information

Summary

Dstl require contemporary, evidence-based insight into what works concerning creating and sustaining inclusivity. The aims of this work are:

- To review and evaluate the current evidence base on creating and sustaining inclusivity;
- To produce a practical and engaging knowledge bank based on this evidence;
- To provide recommendations for creating and sustaining inclusivity to support the expansion of the knowledge base in the future, as informed by the evidence base;
- To assess whether these recommendations are likely to withstand any projected future changes within the workplace, wider society and to Defence as an organisation, looking out to a 2035+ timeframe.

Background

This activity sits within the 'Inclusivity Climates and their Evaluation' Work Package within the Future Workforce Project, part of Dstl's Future Workforce and Training Programme. The Work Package is aims to provide Defence with evidenced-based approaches to creating and sustaining an inclusive workplace and workforce. This work aims to enhance Defence's D&I strategy for the future, and support the development of means to measure its effectiveness, impact and benefits. More specifically, it intends to:

- Provide a contemporary understanding of what it means for Defence to be inclusive, with a specific focus on what an inclusive culture and inclusive structures look like within Defence;
- Support stakeholders to embed an evidence-informed approach to D&I within Defence, by providing evidence-based insight into how to create and sustain inclusivity, and by providing recommendations to support robust evaluation of D&I strategies and initiatives.

	Redacted – FOI Exemption Note that this is a draft model, currently under review by Dstl, and is likely to comprise cultural factors, such as leadership, team-working and psychological safety; and structural factors, including performance management, reward management and work allocation.	
1.2	**Requirement**	

Technical Approach & Scope:

The aim of this work is to provide Defence with contemporary, evidence-based insight into what works in creating and sustaining inclusivity. This is to consist of, but is not limited to, the following activities:

1) Production of a series of at least eight Rapid Evidence Assessments (REAs), on topics decided by the supplier following consultation with Dstl, and informed by cultural and structural aspects of inclusivity outlined within the Redacted – FOI Exemption taxonomic model of inclusivity. Topics are likely to include leadership, team-working, psychological safety, performance management, reward management and work allocation. The Redacted – FOI Exemption model will be provided by Dstl to the supplier once on contract (as a Government Furnished Asset; GFA). REAs will incorporate the best available evidence on inclusivity in the workplace from traditional database searches, and from grey literature available from industry and international military colleagues. The supplier will be responsible for sourcing this grey literature, but Dstl may provide support for sourcing grey literature from international colleagues where appropriate.

Each REA is to include a series of recommendations for creating and sustaining inclusivity within Defence, informed by the research evidence. The supplier will also need to consider the potential impact of projected future changes within the workplace, wider society and to Defence as an organisation on these recommendations, looking out to a 2035+ time frame. Once on contract, Dstl will provide the supplier with six scenarios from Dstl's *Understanding the Future* Study (as a GFA) as a key source of evidence to inform this analysis.

Furthermore, the supplier is to produce an Evidence Assessment Framework (EAF), in order to inform the assessment of the relevance and robustness of the evidence. Suppliers are invited to outline the format this would take, taking into account the topic and evidence around it. This is to be provided as a specific output, hosted within the knowledge bank (with guidance for its use) in a format that can be understood and used by a non-research audience to support future evidence assessment and evidence-based decision-making.

2) A one-page summary of the key findings for each of the eight REAs, presented as an infographic in each case.

3) The development of an online, interactive "knowledge bank" to enable Defence stakeholders to interact with the best available evidence on creating and sustaining inclusivity (as identified within the REAs) in a way that is practical in a Defence environment, engaging and memorable. This knowledge bank needs to host the EAF, and must be non-proprietary and compatible with MoD IT systems (such as the Defence Learning Environment (DLE[1])). Guidance on how to use the knowledge bank is also to be provided. Dstl will provide a point of contact to work with the supplier to assist with IT compatibility.

[1]The DLE is Defence's primary and mandated Virtual Learning Environment (VLE) which broadly uses four systems: Moodle (Learning Management System), Mahara (ePortfolio), Alfresco (File repository) and Learning Locker (Learning Record Store). These systems are under continuous development to improve user experience and increase the effectiveness of online training within Defence. The DLE acts as a Defence-wide interface to facilitate online and blended learning delivery.

4) A series of recommendations concerning the expansion of the knowledge bank in the future. This should incorporate other aspects of evidence-based practice around workplace and workforce inclusivity, for example intervention evaluations and support and guidance for measuring the effectiveness of strategies and initiatives. This activity will further support a "what works" approach to inclusivity within Defence.

This activity will result in a number of outputs:

- A series of at least eight Rapid Evidence Assessments (REAs);
- A one-page summary of the key findings for each of the eight REAs, presented as an infographic in each case;
- An interactive "knowledge bank" to enable Defence stakeholders to interact with the evidence, including guidance for its use;
- An evidence assessment framework (EAF) to enable assessment of the relevance and robustness of the evidence, hosted within the knowledge bank (with guidance for its use) in a format that can be understood and used by a non-research audience;
- Recommendations on potential future expansion of the knowledge bank.

Throughout this task, the supplier is to consider innovative and creative ways to present the evidence and outputs, potentially involving the use of visuals and dynamic interfaces.

Project and Contract Management

Dstl will provide a Technical Partner (TP) and a Project Manager (PM) to support the delivery of the work. The TP will act to assure the technical methodology of the work (on behalf of Dstl) and will provide an enabling role, providing access to the relevant Government Furnished Assets (GFA), such as people, stakeholders, and information.

Ways of Working

- The Supplier will attend a remote start-up meeting and prepare a presentation for Dstl and selected stakeholders. The presentation is to be delivered to the Dstl Project Manager (PM) for Dstl review one week before the start-up meeting, and include (at a minimum) an outline of the approach to the research and associated timescales. A record of attendees, decisions and actions for this meeting will be produced by the Supplier and delivered to the PM one week after the meeting date.

The Supplier will have remote monthly progress meetings with the Dstl TP and PM (by phone or video conference starting one month after the Contract award). The date of these meetings will coordinate with the supplier monthly progress report.

1.3	**Options or follow on work** *(if none, write 'Not applicable')*
	Not applicable
1.4	**Contract Management Activities**
	Contract Management Activities are captured within the Requirement section
1.5	**Health & Safety, Environmental, Social, Ethical, Regulatory or Legislative aspects of the requirement**
	n/a

1.6	Deliverables & Intellectual Property Rights (IPR)					
Ref.	Title	Due by	Format	Expected classification (subject to change)	What information is required in the deliverable	IPR Condition
D-1	Start-up Meeting Presentation	CA + 1 week	Presentation (.pptx)	O	Presentation pack to include but not limited to: An outline of the approach to the research, chosen method and associated timescales.	DEFCON 705
D-2	Start-up Meeting Minutes	Start-up Meeting + 1 week	Word Doc (.doc)	O	To include a record of attendees, and a record of decisions and actions.	DEFCON 705
D-3	Progress Meetings	Monthly (starting CA+ 6 weeks)	Remote Meetings (MS Teams)	O	Regular progress meetings to include but not limited to: - Details on progress and any key findings. - Update on any risks / issues. - Provision of a slide deck with relevant updates prior to the meeting. Record of discussion provided after the meeting.	DEFCON 705

D-4	Evidence Assessment Framework (EAF)	CA+ prior to production of REAs.	Word Doc (.doc)	O	An Evidence Assessment Framework (EAF) to enable evaluation of the quality and strength of the evidence.	DEFCON 705
D-5	Topic-specific REA reports of what works concerning creating and sustaining inclusivity and inclusive cultures	CA+ regular intervals throughout the work.	Technical Reports - Word document (.doc)	O	REA reports in Word format, in each case to include but not be limited to: • Details on the method used. • Details on literature (from traditional database searches) and grey literature used as available from industry and military international colleagues. • Findings on specific topics informed by cultural and structural aspects of inclusivity outlined within the Redacted – FOI Exemption taxonomic model of inclusivity. Recommendations for creating and sustaining inclusivity within Defence, informed by the research evidence. To include consideration of potential impacts on these in the 2035+ time frame.	DEFCON 705

D-6	One-page summary infographics outlining key REA findings	CA+12 months	TBC	O	A one-page summary of the key findings for each of the eight REAs, presented as an infographic in each case.	DEFCON 705
D-7	Online interactive inclusivity knowledge bank	Jan 2024	TBC	O	To include but not limited to: • A knowledge bank, which allows interaction with the evidence. • Guidance for use of the knowledge bank. The ability to host the EAF developed as part of the REAs.	DEFCON 705
D-8	Recommendations paper on how to extend knowledge bank	Jan 2024	Word document (.doc)	O	To include but not limited to: Details on potential expansion of the knowledge bank, to incorporate other elements of evidence-based practice.	DEFCON 705
D-9	Future Workforce and Training Programme Task Summary –	CA+2 weeks	Word document (.doc) – template to be	O	A one page summary of the task using a template provided by Dstl.	DEFCON 705

	contract start-up summary		provided by Dstl			
D-10	Future Workforce and Training Programme task summary – task completion summary	Jan 24	Word document (.doc) – template to be provided by Dstl	O	A one page summary of the task using a template provided by Dstl.	DEFCON 705

1.7	**Deliverable Acceptance Criteria**

Score	Measure	Mark
3	Outputs are technically and editorially acceptable. Minor changes may be needed to improve exploitability of the output or to tailor the output for the demander.	Accepted
2	Outputs require minor editorial and/or technical revisions prior to acceptance. Minor changes may be needed to improve exploitability of the output or to tailor the output for the demander.	Minor Revisions
1	Outputs require significant editorial and/or technical revisions and further review by the demander.	Major Revisions
0	Outputs do not meet the requirement and are rejected.	Rejected

2	**Evaluation Criteria**
2.1	Method Explanation
	Suppliers will be scored using a scale of 0-3 (0 being unacceptable, 1 being acceptable, 2 being good and 3 being excellent) for the Technical Evaluation criteria detailed below.
2.2	Technical Evaluation Criteria
	Criterion 1 - Understands the requirement The proposal clearly demonstrates that the Supplier's proposed approach will fully address the key research questions/mandatory requirements. **Criterion 2 - Technical approach** The proposal clearly demonstrates a scientifically robust approach to meet the requirement. 2.1 - Theoretical Understanding The proposal clearly identifies relevant theory, frameworks and models. 2.2 - Methodological Approach The proposal approach is clear and appropriate for the requirement (including methodology and analysis approaches).

The proposal is realistic and logical given the requirements.

2.3 - Technical Assurance

Mechanisms are in place to ensure the delivery of a high quality scientific output.

Criterion 3 - Ability to deliver

The proposal clearly demonstrates that the Supplier has the expertise and knowledge to successfully deliver the requirement.

3.1 - Project Team SQEP

Project team members hold a relevant mix of skills/credentials.

Succession planning has been considered e.g. for if someone leaves the research team?"

Project team members have track record working with Defence.

3.2 - Project Management expertise

A clear, logical schedule of activities with adequate/realistic timescales, roles and responsibilities is presented.

The team is ready to take on the work.

3.3 - Risks, dependencies and assumptions

The proposal provides details of key risks and mitigations, dependencies, assumptions and any relevant ethical issues.

3.4 – Security

All security requirements have been outlined.

Criterion 4 - Shows innovation

The proposal clearly demonstrates that the Supplier has proposed novel approaches and innovative methods appropriate to the research question/requirement; as well as an awareness of new trends in the area under investigation.

2.3	Commercial Evaluation Criteria