

## **STATEMENT OF REQUIREMENT**

### **Overview**

1. In 2018 the UKStratCom Portfolio Office (PfO) embarked on an ambitious plan to mature UKStratCom's approach to prioritisation, portfolio definition and portfolio decision-making by defining an approach, capabilities and tooling to enable the UKStratCom Executive Committee (ExCo) to make decisions with confidence, evidence and at pace. This plan is underpinned by the development of a cloud-based Prioritized Integrated Portfolio Planning Application (PIPPA) that will digitise, automate and speed up the process.
2. In 2019 and 2020, UKStratCom successfully adopted a new prioritisation process that helped the ExCo make better portfolio-wide decisions in support of Annual Budget Cycles (ABC) 20 and 21. This ExCo endorsed Balance of Investment (BoI) approach will be adopted for ABC 22 and beyond. Following the Integrated Review (IR), ABC 22 is required to be more strategic to ensure IR priorities are delivered. To underpin this, a baselining activity, termed 'Strategic Output and Cost Review (SOCR)', will be undertaken to examine and prioritise UKStratCom's cost base to identify strategic opportunities for delivering efficiencies for ABC 22 and ABC 23 (and ABC 24 and ABC 25, if appropriate).
3. Fundamental to these efforts is the successful delivery of the PIPPA programme to mature the overall BoI process, capabilities, and tooling. Processes will be further refined in response to the lessons learnt from ABC 20 and ABC 21. These processes and ways of working will be digitised and enhanced through the implementation of the PIPPA solution; this comprises of two components (DurDen<sup>1</sup> and Agile Definition Portfolio Planning Tool (ADEPPT)<sup>2</sup>) to deliver an end-to-end portfolio decision support environment and accompanying dataset.
4. D Res & Pol is seeking external assistance to support UKStratCom with these activities covering PIPPA developments, ABC 22 and ABC 23 (and ABC 24 and ABC 25, if appropriate), and SOCR. This support should commence Apr 2021 and complete Mar 2023, with a break point at the end Mar 2022 and options to extend for one + one years.

### **Prerequisites**

5. The supplier must be familiar with the following:

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<sup>1</sup> DurDen is a cloud-based solution being developed for UKStratCom to support portfolio management and portfolio decision-making. DurDen is being developed by Whitespace Ltd in association with JHub.

<sup>2</sup> ADEPPT is the system to support the BoI process including the management, prioritisation and analysis of choices in support of successive BoI exercises. Following a detailed analysis of system solutions UKStratCom has decided to trial an Office 365 PowerApps ADEPPT solution in support of ABC 22 and take stock and review actions in August 2021.

- a. MoD financial and capability planning and modelling, and in particular the MoD ABC process.
- b. Portfolio management with a focus on portfolio definition.
- c. The application of Multi-Criteria Decision Analysis (MCDA) to portfolio prioritisation, and financial planning.
- d. MOD Information Technology system architecture and delivery of cloud-based solutions.
- e. UKStratCom portfolio structure.
- f. Successful delivery of change programmes within the MoD.

### **Detailed Requirement**

- 6. External assistance is required to support three related work packages as outlined below. These work packages should be considered indicative. The supplier is required to work closely with the UKStratCom PfO to review and refine the programme of work throughout the contract duration.
- 7. Support to stakeholder engagement up to the ExCo is required to ensure the programme of work is a success.

### **Work package 1. PIPPA Programme**

- 8. UKStratCom requires advice and advisory support to the PIPPA programme to refine the Bol process, and support the development and rollout of the cloud-based PIPPA system.
- 9. Assistance is sought for the following:
  - a. **ABC 22 Bol Process Refinement** (Apr 2021 – May 2021). Building on the lessons identified during ABC 21, there is a review with ExCo members planned for early 2021, and this will include the Integrated Review outcome. It will include a refresh of the MCDA criteria, improvements to the enhancement and savings choices data model, further empowerment to Heads of Capability (HOCs) and High-Level Budgets holders (HLBs), and better integration with Workforce, financial screening, TLB risk processes and the capability audit.
  - b. **PIPPA Programme Stocktake** (May 2021– Jun 2021). Support the review and refresh the PIPPA 2-year plan in light of Project DurDen and Project ADEPPT developments, and other developments within the MOD including the Head Office initiatives R2D2 and the Capability Management Tool (CMT).
  - c. **Project DurDen** (Apr 2021 – Mar 2022). Working with Project DurDen suppliers and the PfO to support the finalisation, testing and rollout of DurDen. This will include assistance with validation and verification, results analysis and benchmarking, tool sign-off and rollout.
  - d. **Project ADEPPT** (Apr 2021 – Mar 2022). Support the rollout and assessment of the initial Office 365 PowerApps ADEPPT solution that will be adopted for ABC 22. Then, work with the PfO to assess this solution against the wider ADEPPT solution requirements in August 2021 and produce an ADEPTT solution road map and implementation plan. Subsequently, support UKStratCom with the implementation of this plan.

- e. **ABC 22 Learning from Experience** (Nov 2021). Conduct a learning from experience exercise with stakeholders (PfO, ExCo members, HLBs and HOCs) on the ABC 22 Bol exercise to identify lessons and make recommendations for ABC 23 and the PIPPA programme more widely.
  - f. **ABC 23 Bol Process Refinement** (Apr 2022 – May 2022). Building on the lessons identified and recommendations from ABC 22.
  - g. **PIPPA Programme Stocktake** (May 2022– Jun 2022). Support the review and refresh of the PIPPA programme rolling 2-year plan.
  - h. **ABC 23 Learning from Experience** (Nov 2022). Conduct a learning from experience exercise with stakeholders (PfO, ExCo members, HLBs and HOCs) on the ABC 23 Bol exercise and identify lessons and recommendations for ABC 24 and PIPPA more widely.
10. Other requirements associated with PIPPA particularly concerning DurDen and ADEPPT may be identified during the duration of the task. These will be reviewed by UKStratCom and the supplier and built into the programme of work if they can be supported within scope and budget. Any changes to the requirements will be agreed with both parties prior to delivery.
11. Deliverables include:
- a. ABC 22 Bol process overview - Power Point and input to PfO instructions (May 2021).
  - b. PIPPA Programme plan refresh (Jun 2021).
  - c. Assessment of ADEPPT solutions and ADEPPT implementation plan (Sep 2021).
  - d. ABC 22 Lessons from experience report (Dec 2021).
  - e. ABC 23 Bol process overview (Power Point and input to PfO instructions) (May 2022).
  - f. PIPPA Programme plan refresh (Jun 2022).
  - g. ABC 23 Lessons from experience report (Dec 2022).

## **Work package 2. ABC BOI Analytical Support**

12. The UKStratCom PfO requires analysis and facilitation support to the implementation of the Bol processes for ABC 22 and ABC 23 (support for ABC 24 and ABC 25 will be defined when required).
13. The Bol exercises will follow the ExCo endorsed Multi-Criteria Decision Analysis (MCDA) and Decision Conferencing process used in ABC 19 and ABC 20. The overall objective being helping UKStratCom ExCo identify an affordable and resource-able programme of work that best delivers the UKStratCom outputs and strategy. This will include improving the collection and management of capability risk information, to support the Command Capability Assessment Report (CCAR), BOI, and PIPPA. The process will be refined as part of the PIPPA programme support provided in Work Package 1. Furthermore, the implementation will feed the PIPPA requirements.
14. Assistance is sought for the following:

- a. **ABC 22 Choice Development** (May – Jun 2021). Support to PfO, HLBs and HOCs with the identification and documentation of the Bol Choices, preparations of HLB and HOC submissions and preparation and support to the STEER ExCo in June.
- b. **ABC 22 MCDA Scoring and Weighting Workshops** (Jun – Aug 2021). Preparation and facilitation of MCDA scoring, normalisation and weighting workshops to assess the relative priority of the various Bol choices.
- c. **ABC 22 MCDA and COA Development** (Sep - Oct 2021). Compilation and presentation of MCDA results and a Single Integrated Priority List (SIPL), sensitivity analysis, Couse of Action (COA) development, preparation and support to the PROPOSE ExCo, and support to the preparation of the Mid-Year Report in October.
- d. **ABC 22 Close** (Nov 2021 – Mar 2022). Analysis support to the PfO to manage and track Choices, COAs and the SIPL as options are formally costed and sentenced, and support to the DECIDE ExCo.
- e. **ABC 23 Preparations** (Jan – Feb 2022). Includes data cleansing, gap analysis and support to the PREPARE ExCo.
- f. **ABC 23 Choice Development** (May – Jun 2022). Support to PfO, HLBs and HOCs with the identification and documentation of the Bol Choices, preparations of HLB and HOC submissions and preparation and support to the STEER ExCo in Jun.
- g. **ABC 23 MCDA Scoring and Weighting Workshops** (Jun – Aug 2022). Preparation and facilitation of MCDA scoring, normalisation and weighting workshops to assess the relative priority of the various Bol choices.
- h. **ABC 23 MCDA and COA Development** (Sep - Oct 2022). Compilation and presentation of MCDA results and a Single Integrated Priority List (SIPL), sensitivity analysis, Couse of Action (COA) development, preparation and support to the PROPOSE ExCo, and support to the preparation of the Mid-Year Report.
- i. **ABC 23 Close** (Nov 2022 – Mar 2023). Analysis support to the PfO to manage and track Choices, COAs and the SIPL as options are formally costed and sentenced, and support to the DECIDE ExCo.

15. Deliverables:

- a. ABC 22 timeline and instructions including process overview and scoring workshop PowerPoints (May 2021).
- b. ABC 22 Single Integrated Priority List (SIPL) of Choices (Aug 2021).
- c. ABC 22 Summary of BOI MCDA analysis, prioritisation, COAs and recommendations (Oct 2021).
- d. ABC 23 timeline and instructions including process overview and scoring workshop PowerPoints (May 2022).
- e. ABC 23 Single Integrated Priority List (SIPL) of Choices (Aug 2022).
- f. ABC 23 Summary of BOI MCDA analysis, prioritisation, COAs and recommendations (Oct 2022).

**Work package 3. SOCR Implementation**

16. To mature the “Understand” phase of the Portfolio Definition cycle UKStratCom require external support to progressively implement a ‘Strategic Output Cost Review (SOCR)’ of the UKStratCom portfolio. The SOCR will be applied to HLBs as directed by the UKStratCom PfO. HLB outputs and cost bases will be analysed to identify efficiencies and opportunities for rightsizing. The outputs of this activity will feed ABC 22, ABC 23 and ABC 24 (and beyond) with strategic choices to generate funding and resource headroom to allow better alignment of resources to the delivery of outputs. This also provides a necessary baselining activity for the PIPPA programme.

17. Through this work SOCR should be applied to (but not limited to) Joint Medical Group (JMG), Defence Digital (DD), Defence Intelligence (DI), Overseas Bases (OB) and Permanent Joint Headquarters (PJHQ). The pace and sequence will be directed by UKStratCom. It is expected a single HLB could take 6-9 months, depending on the complexity and areas of opportunity. It is possible to run HLB reviews in parallel but HLB / PfO involvement may dictate a serial delivery, noting that HLB and PfO involvement is key to the success of these reviews.

18. The following deliverables are required for each HLB SOCR:

- a. HLB scope document once agreed with the HLB Director (4-8 weeks from commence).
- b. Monthly progress reports (monthly).
- c. HLB analysis, findings and recommendations report (on completion).
- d. Lessons identified and recommendations for the onward implementation of SOCR and the PIPPA programme (on completion).

## **Contract Management**

19. Work will be commissioned on a time and materials basis. The external provider will hold monthly and quarterly contract reviews with the UKStratCom PfO to track progress and budget, review priorities, and refine the programme of work. All changes to the programme of work will require prior agreement from the PfO.