

Introduction

1. This is an exercise to support the Business Modernisation for Support (BMfS) Programme. The exercise is required to deliver User Requirements¹ sufficient to develop new Defence Support organisation (DefSp) standardised business processes, establish the User Requirements for the BMfS pilots, platform services and enablers (Common User Portal (CUP), Operational Data Service (ODS) etc) and identify exploitation opportunities within current Def Spt processes and services to increase Def Spt capability in the short term. Currently MOD has no Supplier undertaking this activity. Therefore, a team suitably qualified and experienced in Business Analysis, User Research, Content Design and User Requirement Definition is required.
2. The successful Supplier shall make available SQEP personnel to undertake the activities within this SOR either in the physical presence of the Project Team or where this is not possible, and with the agreement of the Authority's designated Project Manager, by virtual means:
 - a. Each individual provided by the supplier as part of the resource will be assumed to each work between core working hours 08:00 - 18:00 exclusively under the contract. Billing against the contract will be tied to hours worked at the contractual rate for each individual.

Required Support	Requirement
Supplier Resource to work with SpTx staff at Abbey Wood in Bristol, run workshops in FLCs and other locations and conduct User Story discovery capture.	a) 7.5 hours day (unpaid lunch) b) 5 days per week c) 21.5 days per month d) 8 months
Option 1 - Supplier Resource on an agreed call-off basis for availability of up to a total of 4 months, prior to contract end date, to transfer knowledge/upskill business change SpTx staff as they are recruited.	Option 1 a) Up to 5 days per week b) Up to 21.5 days per month c) Up to the equivalent of 4 months d) To include knowledge transfer, including written materials/artefacts.

Activity

3. Using the Defence Support scenarios identified by the Authority (Support Business Change Manager), and an [Agile](#) project delivery approach, the team are required to undertake the activities in the following table. A Scenario is a complete description of a business problem that enables requirements and solutions to be viewed in the context of the overall problem. Scenarios provide a way of communicating contextualised business need that can be used to test all elements of a solution (process, organisation, technology, information) (The Open Group Architecture Framework).

Activity	Delivery Date	Format	Acceptance Criteria
3.1 Confirm with each Front-Line Command (FLC) / Top Level Budget-holders (TLBs) (Air, Land, Maritime, Stratcom, SDA & DE&S) change authority that the identified Defence Support	20 business days from Contract Start Date (CSD).	Reports in Microsoft Office 365.	TLB change authority agreement, noting para 6a. and 6b.

¹ A User Requirement: A problem statement with all of the characteristics of a requirement, recorded from the perspective of the sponsor, informed by significant stakeholders.

scenarios are sufficiently detailed to define their business User Requirements.			
3.2 Review all elements of the scenarios against a potential future standard operating model (e.g. process, organisation). Where the current scenarios do not fully satisfy the TLB, articulate additional scenarios with the BMfS Support Change Manager and confirm impact	Commencing 20 calendar days from CSD for duration of contract.	Reports in Microsoft Office 365.	TLB change authority agreement of programme increment plan.
3.3 Conduct business process capture to enable the development of improved Defence Support business processes and supporting services by:	Aligned to Sprint ceremonies/ returns.	JIRA BizzDesign Reports in Microsoft Office 365.	By the Authority in discussion with the supplier and IAW para 4. and 5.
a. Identify and map the “As-Is” Business Processes that support the Core Transactions. Validate (gap analysis) the end-to-end (E2E) data flows mapped by the Defence Support Authority, Enterprise Architecture Practice (EAP) in the Business Function Model.	Aligned to Sprint ceremonies/ returns. Commencing 20 calendar days from CSD for duration of contract. Noting para 6d and e that may dictate a more frequent approach.	JIRA BizzDesign Reports in Microsoft Office 365.	By the Authority in discussion with the supplier and IAW para 4. and 5.
b. Identify “quick win” exploitation opportunities to increase operational effectiveness of the “As-Is” service as part of the above activity.	Commencing 20 calendar days from CSD for duration of contract. noting para 6d and e	Reports in Microsoft Office 365.	Authority to agree and present to TLBs prior to presenting to the Change Board.
3.4 Develop User Journeys/Stories (Requirements) & Process Standardisation to support the BMfS Change Lead in gaining acceptance by FLC/TLB change authorities as per the agreed backlog:	Commencing 20 calendar days from CSD for duration of contract.	JIRA Reports in Microsoft Office 365.	Agile ceremonies are to be completed in compliance with GDS standards.
a. Programme Increment (PI) planning and Sprint planning as agreed by the Authority will define scope of the Sprints and the expected outputs, including confirmation of Done for each	Commencing 20 calendar days from CSD for duration of contract.	JIRA and Reports in MS products.	The Supplier will provide appropriate toolsets (e.g. JIRA) to manage the Sprints deliverables and ensure the Agile ceremonies are completed in compliance with GDS.

Sprint in accordance with GDS guidelines. The Supplier will be held to account for delivery of outputs against the defined Scenario.			Product Backlog item DONE as defined is an agreed useable, and potentially releasable product or product increment. https://www.scrumguides.org/scrum-guide.html#artifact-transparency-done
b. Develop User Journeys that define the sequence of events or experience that User(s) will encounter during the given scenario	At Sprint ceremonies, from CSD through to contract end date. Backed up by the daily event meeting.	JIRA and Reports in MS products.	Authority and TLB change manager acceptance. See para 4 and 5 while noting 6e.
c. Develop User Stories to sufficiently elaborate the User Requirement within the User journey as defined by the scenarios.	At Sprint ceremonies, from CSD through to contract end date. Backed up by the daily event meeting.	JIRA and Reports in MS products.	Authority and TLB change manager acceptance. See para 4 and 5 while noting 6d.
d. Develop a standardised Def Spt business process model, that considers all Defence Lines of Development (DLODs), to support the future standardised Def Spt capability (where applicable as agreed against pan Defence definition).	At Sprint ceremonies from CSD through to contract end date. Backed up by the daily event meeting.	JIRA.	Authority and TLB change manager acceptance. See para 4. and 5. The Supplier will provide an automated ability to transfer all data to the Authority's toolset (JIRA/BizzDesign/MS Office products).
3.5 Apply British industry standards to support the development of the standardised 'To Be' process model of those processes reviewed.	From CSD through to contract end date.	British Industry standard (e.g. BSI, DEFSTAN)	GDS standard. See para 4.
At the end of each sprint and at the end of the contract it is the supplier's responsibility to facilitate and conduct an orderly transfer of all activities, knowledge and information to the Authority's designated personnel.			

Option One - Programme Increment Seamless Transfer:

Activity	Delivery Date	Format	Acceptance Criteria
3.6 The supplier will be expected to provide sufficient LFE and knowledge transfer to the Authority to support the establishment of an Authority led capability to progress the programme.	Supplier Resource on an agreed call-off basis for availability of up to a total of 4 months, prior to contract end date	Artefacts, LFE reports and Project notes.	To satisfy Civil Service BA incumbents.

4. All activity under the contract must be conducted in accordance with the Government Digital Standards such that:
 - a. The User Stories are required to be of a breadth, depth and quality to articulate the Def Spt needs to direct but not constrain the future Def Spt platform services, enabling projects and Demonstration of Feasibility Studies (DoFS).
 - b. The Business Scenarios and User Journeys and User Stories must fully reflect the totality of the business needs in order to test future solutions and future Def Spt platform services.
 - c. The artefacts; to include but not be limited to completed Scenarios, User Journeys, User Story templates, process maps, standardisation proposition, industry alignment proposition and Sprint assessments, are to be of sufficient quality to be assessed by FLC/TLBs change authorities and pass GDS service assessments. GDS SQEP exists within the Support IS team.
5. The following criteria are to be applied to the development of User Journeys / Requirements / Stories throughout the exercise:
 - a. To be developed in discussion and as necessary collaboration with the Authority's EAP².
 - b. The Supplier's team are required to conduct a search for the owners of relevant legislation and DEFSTANs such that the products/scenarios under consideration adhere to defence doctrine. This could include, but not be limited to, legislation, Defence Standards and policy.

Quality

6. The Supplier's team will deliver their contracted obligations using the GDS design principles:
 - a. Definition of Done or 'Good' should be agreed at the commencement of the Sprint Planning between the Product Owner and the Supplier Scrum Team.
 - b. Programme Increment Retrospectives should be held at the end of the Programme Increment – Confirmation of Done Success.
 - c. Sprint planning should define scope of the individual Sprint and the Outputs, including acknowledging definition of Done. Scope / Capture / Analyse / Review. Final decision on definition resides with the Authority.
 - d. Sprint Retrospectives should be held at the end of each Sprint – Confirmation of Done Success.
 - e. Daily Stand-ups, format to be agreed with the Authority, 15 mins, should be held to ensure the Scrum team are able to back brief on activities and work completed in the previous 24 hours and the outline for work to be conducted in next 24 hours.

Location

7. For the purpose of this contract the base location is the Supplier's Business Premises or other such place as per their own organisation's Covid-19 ways of working. It is expected that the

² The Defence Support EAP is responsible for the technical solution.

standardisation analysis activity will be conducted from the base location virtually with the Authority. Personnel may be required to operate within MOD establishments and therefore must satisfy access requirements and be SC cleared.

Governance

8. At the end of each Sprint the Supplier must present the Sprint outputs in terms of a GDS service assessment to an assessment panel which will be led by the Authority Team Lead. The Authority will have 10 business days to review and accept all products received. Where the products do not adhere to the agreed definition of Done, the Supplier must take corrective action and will have 10 business days to do so and re-submit.
9. Stakeholder engagement is to be conducted in accordance with direction from the Authority lead and their domain specific Support IS Business Change Managers.
10. The Contract reviews will take the following format:
 - a. **Monthly Meetings.** The Supplier's designated lead will attend a monthly meeting, with the Authority's designated Project Manager(s) and Commercial Officer(s), within 10 business days immediately following the last business day of each month. Documents to support the meeting will be delivered to the both the Authority's designated Commercial Officer(s) 3 business days prior to the meeting. All documents to be in an agreed format. The meeting agenda will include, but not be limited to:
 - Review of the evidence of activity against the PI/Sprint plans for approval and prioritisation, by the Authority. Monthly reports should detail; progress and record of decisions from Agile ceremonies (see para 6) including a review of the risks (including % of completion and any revisions to time/resource estimates).
 - Approved Travel & Subsistence claims.
 - Supplier's designated lead to distribute minutes within 5 business days of the monthly meeting. Parties to respond within a further 5 business days to request any changes / amendments. Should no requests be submitted within 5 business days of receipt, the meeting records will be considered final and agreed.

Productivity and Flexibility of Personnel

11. Supplier's Team composition, to be determined by the Supplier should allow for surge activity. The Authority envisages roles to address the expected activities of research, analysis and design. In order to maintain the programme velocity, the Supplier will be required to:
 - a. Ensure the supplier's team delivers in the most optimal manner. Defence Support is a highly complex arena. Therefore, it is expected that the Supplier's team will be on task for the duration of the Contract. Any changes to the Supplier's Team will be on agreement with the Authority. The Supplier is expected to offer replacement personnel CVs for the Authority's approval and provide assurance of business continuity including onboarding activities. The term onboarded refers to all activities required to enable the Supplier personnel to commence activity with the Authority. The Authority will not pay for Supplier internal handover activity.
 - b. Onboarded and replacement Personnel will be subject to written approval by the Authority before engagement on the contract. To facilitate approval, a Curriculum Vitae must be submitted for each proposed candidate. The Authority reserves the right to request additional information and/or conduct interviews.

- c. Should the Authority determine that a change in personnel is required for any reason, the supplier is to provide a replacement within 10 business days from when the Supplier has been notified by the Authority with suitable qualification and experience.
- d. Supplier's personnel are to be SC cleared and to adhere to all advertised MOD policies and procedures when on site.

Travel and Subsistence

- 12. Supplier personnel may, subject to COVID-19 restrictions, from time to time be required to undertake business travel to support project activity. This may include but is not limited to Front Line Commands (High Wycombe, Andover, Portsmouth) & MOD Bristol etc.
- 13. For works performed away from the Supplier's normal business location, all reasonable travel and expenses shall be met in accordance with the rates set out in Appendix A of this SOR. The Authority will only consider the remuneration of expense claims when supported by a valid VAT receipt.
- 14. All travel and all overnight stays will require prior written approval from the Authority's Project Lead or their delegated representative. All requests must outline purpose and reason for travel, method of travel and estimated costs.

GFX

- 15. The Supplier will be issued with laptop devices, that remain the property of the Authority, and are supplied for the sole use of accessing MOD applications and services. Use of the devices and access to data implies the supplier will adhere to MOD security policy.
- 16. It is anticipated that the laptop devices will be issued to the identified team members within ten business days of the Supplier's submission of the signed Tasking Order Form. In order to expedite the contract start date the Supplier must submit the following information regarding their team members to the Authority's designated Commercial Officer along with the signed order form:
 - Full Name
 - Date of Birth
 - Address (that the laptops will be delivered to)
 - Contact telephone number
- 17. To facilitate a seamless transition, the Supplier must provide contact details (as listed above) of any changes to personnel (approved by the Authority) no later than ten business days prior to their commencement of any work performed under the Contract. It is the Supplier's responsibility (at their own cost) to securely deliver the laptop device to the new team member.
- 18. At the close of the contract, a review will take place to ensure laptop devices are returned in the same condition that they were issued, subject to fair wear and tear. All documents, artefacts, information pertaining to the delivery of this programme needs to be returned to the Authority or destroyed at the MOD's request.

Appendix A

TRAVEL AND SUBSISTANCE (T&S) POLICY AND GUIDANCE

It is the Supplier's responsibility to utilise the most economically viable method of travel.

Travel	Financial limit	Additional Guidance
Using your private vehicle for duty travel (excluding travel to Base Locations)	30 pence p/mile	Supplier Personnel must ensure they have Business Use included in their insurance policy.
Air, Rail and Sea Travel	Standard class ONLY	Supplier must book the most cost-effective tickets to ensure VFM for Defence.
Subsistence	<ul style="list-style-type: none"> • Over 5 hours £ 5.00 • Over 10 hours £10.00 • Over 12 Hours £15.00 • Evening Meal (overnight stay) £22.50 • Breakfast £10.00 	<p>Day subsistence – reimbursement for daytime refreshments including lunch and evening meal, where the length of absence on business justifies it. And only claimable when working away from the stated base locations.</p> <p>Night subsistence – reimbursement of costs for evening meal, accommodation and breakfast incurred by an overnight stay on business.</p> <p>Claims for breakfast cannot be claimed when included in overnight accommodation costs.</p> <p>Under no circumstances can alcohol be claimed under the contract</p> <p>Where the visit is of a short duration (less than 5 hours from start (departure) to return (to work/home)), no subsistence claims are payable. Additional travel costs can be claimed as normal.</p>
Hotels	UK Max. Rate £125.00	<ul style="list-style-type: none"> • Cap Rates include the cost of breakfast and Tax. • If a hotel is required above the max rate, Authority budgetary approval will be required. • Supplier's staff shall be prepared to utilise Military accommodation when deemed appropriate by the Authority.

Table 1 – MOD Travel Policy and Guidance