Statement of Requirement (SoR)

Reference Number	**EW&C L2 DIAMOND FLOW 2 Construct-** Requisition 1000169673 DF2 task1
Version Number	**1**
Date	**05/11/2021**

1.	**Requirement**
1.1	**Title**
	DIAMOND FLOW 2 Construct
1.2	**Summary**
	This SOR addresses an approach to enable delivery of Programme tasks in what has been to date, for Dstl and Industry, a difficult area to find Suitable Qualified and Experienced Personnel (SQEP) to deliver. Diamond Flow 2 will provide continuity and growth in resource provision and technical delivery once Diamond Flow ("DF1") concludes, building on lessons identified from the first phase.
1.3	**Background**

Gaining information and maintaining freedom of movement and action across the electromagnetic spectrum (EMS) whilst denying adversaries of their abilities to do likewise is essential to achieving Information and Joint Force Advantage across the five warfighting domains of Land, Sea, Air, Space and Cyber. The UK is facing highly capable nation state near-peer adversaries many of whom have invested significantly in recent years in their electronic warfare capabilities and who now pose a credible threat to our ability to achieve our intentions through their competence at affecting the EMS.

Diamond Flow ("DF1") has provided Dstl with a successful approach to delivering on Dstl EMS related projects and programme outputs/objectives at scale during 2020-21.

DF1 has provided:

- Access to a range of BAE Systems, partner, and select 3rd party skills and capacity;

- Technical leadership, including definition and delivery oversight of task delivery;

- A centralised and well received approach to financial management and reporting.

Noting that the limit of liability which underpins DF1 is nearly committed, and the DF1 period of performance is due to come to an end (Mar 22), Dstl has a requirement to stand-up a follow on DF2 contract.

| 1.4 | **Requirement** |

For ease of association the requirements are grouped under the three key components of Diamond Flow 2: Skills Pool (SP), Task Delivery Vehicle (TDV) and Enablers along with General requirements as follows:

Skills Pool (SP)

1. BAE Systems shall work together with Dstl to develop a capacity plan covering the duration of Diamond Flow 2, defining the projected demand covering anticipated skills and programme demand. This will be a living document;
2. Forward Demand Plan for skills / capacity shall be managed via weekly meetings (tactical, combine with task management as per TDV below) and dedicated monthly sessions (strategic) or as required;
3. SQEP individuals shall, as far as possible, be retained within DF2;
4. BAE Systems shall, where appropriate, inform Dstl's resourcing processes e.g. triage; whether or not to use Diamond Flow resources to deliver a potential task; opportunities to retain DF resources that are currently un-tasked etc.

Task Delivery Vehicle (TDV)

5. Tasks shall be defined via work plans. Work plans capture the background to the task, provide a definition of what outputs are required and by when, and identify the success criteria of the task. Tasks are scheduled in the backlog in line with the established forward skills demand plan.
6. Weekly meetings (tactical) shall be held to manage / review the delivery of tasks.
7. As per the KPIs (below), Tasks shall be delivered to time and to quality. Any changes shall be agreed according to the change management process (requirement 8);
8. Tasks shall be subject to amendments agreed by Dstl and BAE Systems under a suitable change management process.
9. The CEME Prog Mng shall reserve the right to deprioritise CEME Pgm outputs in favour of other Dstl Prog reqts or emerging Urgent Requirements. An engagement approach with other Progs shall be established.
10. BAE Systems shall be responsible for addressing any instances of under-performance across all tasks.

Enablers

11. BAE Systems shall provide the following Enabling functions supporting the successful delivery of DF2: Capability Stewardship, Task Definition, and Delivery Management.

12. A "Task 1" work plan shall be contracted by Dstl that shall provide funding for Enabling functions, with a budget that scales with DF2. The output of the task shall be a capacity demand plan, a task backlog with associated work plans, and PM reporting artefacts.

13. The budget for DF2 shall be inclusive of all aspects that support the core function of creating a SQEP pool of EMA resource in line with the forward demand plan and their deploying on programme tasks. For clarity this will include but not be limited to costs associated with non-labour costs such as T&S and Materials; non-EMA SQEP labour costs; and any EW&C Lot 2 Management Costs if applicable.

14. Hard KPI's and Soft KPI's at Section 1.3.1 (tables below) shall be used to reinforce and drive the desired working culture with remedial actions and improvements approved at the Quarterly Governance Meetings (QGMs). Hard KPI's shall relate to the delivery of Work Plans and Soft KPI's shall focus on driving best practice working practices.

15. Improvements to ways of working, including KPI's, shall be formally addressed at the QGM meetings chaired by the Dstl Construct Lead

16. Using the processes and procedures of DF1 as a starting point, BAE Systems shall update their ways of working materials to ensure alignment with the DF2 approach proposed. Ways of working materials shall include (but are not limited to) the following aspects:

    a)   Task management and processes;

    b)   Key Performance Indicators (KPI) reporting including Work Plan Tasks time and quality achievement; training output; and resource pool availability;

    c)   Routine meetings and reporting(weekly, monthly, quarterly);

    d)   Technical assurance management covering training and work plan delivery;

    e)   Information and configuration management;

    f)   Quality management;

    g)   Risk management;

    h)   Suitably Qualified and Experienced Personnel (SQEP) demand plan (to be updated monthly and attached to the Quarterly Progress Report) detailing their areas of expertise and the scheduled tasks which they will be supporting;

    i)   Location and infrastructure;

    j)   Security;

    k)   Supplier points of contact and the associated structure;

    l)   Scalability including breadth of supplier base

    m)   Process to determine in conjunction with the Dstl CS that SQEP has been achieved and maintained.

General

17. DF2 shall be awarded c. January 2021, with delivery to end by end March 2023. It shall be placed under Lot 2 of the EW&C framework contract; the Terms and Conditions of the framework will fully apply any deviations will be agreed at contract award.

18. The DF2 contract shall be capped at £9.9m of funding, with Time and Materials (T&M) Purchase Orders issued to cover individual tasks.

19. All information to be generated will be identified as deliverables during Work Plan development. IP rights in the deliverables will be addressed during Work Plan development. The default position will be DC705 with full rights in all background IP, however exceptions may be agreed in writing on a task-by-task basis.

20. The EW&C grade / rate structure shall be utilised.

21. The TDV, Resource Pool and Delivery Vehicle model shall be re-usable by other Dstl programmes (and other Government customers in time).

22. BAE Systems shall ensure a selected group of suppliers will have the opportunity to participate in and benefit from Diamond Flow based on demand identified.

23. Where more than one contractor is involved in delivering a task (e.g. stripy team) a lead contractor shall be determined who will sub-contract to other participants. The lead contractor shall be identified at the Work Plan Definition stage. The lead contractor will be made responsible for ensuring a contractual relationship is in place with their sub-contractor(s) sufficient to meet our requirements in information delivery and IP rights in the deliverables. Ultimate responsibility of delivery (including IP), regardless of lead contractor, lies with the Prime Contractor BAE Systems.

Hard KPIs

Hard KPI	Measure	What is measured	When taken	Action if Measure missed?	
HKPI 1 Deliver Core and non-Core S&T Tasks to Schedule in accordance with their corresponding approved Work Plans	Each Task is delivered on a T&M basis to Schedule & Quality measures drafted in and agreed at Work Plan acceptance	Was the Work Plan delivered within 160 hours?	Work plan delivery date	25% of the 5% BAES AI Work Package Value (AIWPV) applied to associated Work Plan value *(Consistent with EW&C Lot 2 KPI3)*	
		Was the Task delivered to Quality?	Task completion	50% of the 5% AIWPV applied to associated Work Plan value. *(Consistent with EW&C Lot 2 KPI2)*	
HKPI 2 Establish and run a means of Developing Task Work Plans and running a	Each core Task Work Plan (WP) is initiated by the Dstl PM and developed and presented for acceptance by Technical Lead within 160 hours. Acceptance	Was the Task delivered to schedule	Task completion	25% of the 5% AIWPV applied to associated Work Plan value *(Consistent with EW&C Lot 2 KPI 1)*	
		Was the Work Plan accepted	Work plan delivery date	Cover cost of corrective action through	

	Task Backlog and Schedule	by Dstl PM within 2 iterations. Each non-Core Task Work Plan is initiated and accepted by the Programme Manager within the same criteria	within 2 iterations		Technical Contingency (Soft KPI impact only)
			Was an accurate Schedule and Task Backlog available when requested	At each monthly programme meeting	Cover cost of corrective action through Technical Contingency (Soft KPI impact only)
	HKPI 3 Establish and run a means of supporting Task Confirmation and Task Definition	Each Task Statement of Requirement (SOR) is initiated by the Dstl PM and developed and presented for acceptance by Technical Lead within 40 hours. Acceptance by Dstl PM within 2 iterations. Each non-Core Task Definition is initiated and accepted by the Programme Manager within the same criteria.	Was the Task Definition delivered within 40 hours?	SOR delivery date	Cover cost of corrective action through Technical Contingency (Soft KPI impact only)
			Was the Task Definition accepted within 2 iterations	SOR delivery date	Cover cost of corrective action through Technical Contingency (Soft KPI impact only)
			Was an accurate Shared Skills Register available when requested	Task Definition meeting	Cover cost of corrective action through Technical Contingency (Soft KPI impact only)
	HKPI 4 Establish and run a means of supporting Task Resourcing Decisions and joint Capability Management	An accurate Skills Register is available to support Task Resourcing Decisions	Was an accurate Skills Register available when requested	Task Definition meeting	Cover cost of corrective action through Technical Contingency (Soft KPI impact only)
	HKPI 5 – Between 40% and 60% (inclusive) of discharged Spend Sub-Contracted During the duration of the DF construct, reported and monitored quarterly.	Percentage of Spend on Sub-Contracts discharged through DF2 per Quarter. This KPI shall be reviewed Quarterly.	Has 40% to 60% of spend been sub-contracted to Tier 2 suppliers within the Construct.	At each Quarterly Review Meeting for DF2.	Reporting Consistent with EW&C Lot 2 KPI 6.
	Soft KPIs				

Soft KPI's will be used to reinforce and drive the desired working culture with an overall driver of enhancing the Dstl / Industry relationship.

Shared Outcome	Soft KPIs	Measures
We are operating transparently at Programme and Project level	SKPI 1 Industry understand and are able to support what Dstl is trying to achieve and can plan ahead	Dstl shares, where possible, Programme objectives and project outputs with Industry and elicits comment and contribution at reviews where appropriate.
		Programme business rhythm and triage and Task Confirmation decision making are enriched through Industry contribution
		Industry develops plans for future support to sector and shares these with Dstl
We are delivering Tasks in the most beneficial constructs, continuously improving our quality	SKPI 3 Dstl and Industry are able to consider the whole of the Skills Pool, all sites and use single and multi-party team constructs to best deliver to quality	Dstl and Industry review performance against the Task Output schedule and quality KPIs and discuss issues and trends
		No. of Tasks per category (single supplier, multi-party Industry supplier, multi-party Industry/Government supplier) and correlation to quality assessed for trends and second order benefits e.g. upskilling, cross-selling and increased exploitation
We are reducing the workload on key Dstl staff freeing time for them to add impact	SKPI 3 Dstl's commercial, project management and technical staff are able to focus more on the quality execution and exploitation of S&T Tasks	Dstl PGM, PMs and PTAs are increasingly confident with Industry fully delivering, assuring and reporting on Tasks
		The time taken to secure approval of Tasks is decreasing as key Dstl staff become more familiar with Industry's approach
		Dstl staff are able to spend more hours in their working week thinking, planning, visiting customers and exploiting for impact
We are growing the SQEP community and keeping on top of the backlog for Defence	SKPI 4 Industry is able to generate and maintain an increasing EMA workforce in response to an increasing confidence in the demand from Dstl	No. of Tasks Industry has and has not been able to resource and the effect on schedule for those WPs not resourced
		We have a Task Backlog in detail 3 months out, in outline to end of contract; it is trusted and used by Dstl and industry to confidently hire
We are maintaining accurate financial Actuals and Forecasts for all Tasks at all times	SKPI 5 Dstl and Industry financial reporting is timely, accurate and consistent and gives internal and external stakeholders the confidence in us to scale	Task review meetings report financial Actuals and Forecasts at individual Task WP level
		Delivery review meetings report financial Actuals and Forecasts at Diamond Flow level
		Programme formal financial reporting at CEME Programme level into Core and non-Core customers

1.5	**Options or follow on work**

	If demand for this body of work outstrips available Limit of Liability, Dstl may investigate options of extending the value of this contract or placing the work through other means, for example, EW&C Lot 2 or next generation follow on to the EW&C construct.

1.6	Deliverables & Intellectual Property Rights (IPR)						
Ref.	Title	Due by	Format	TRL*	Expected classification (subject to change)	What information is required in the deliverable	IPR DEFCON/ Condition
	Customer Presentation(s)					Presentational progress reports are required to support Monthly and Quarterly Meetings.	For all: Default DEFCON 705 shall apply but this shall be confirmed, or otherwise defined in work plan
	Technical Report(s)					Technical reports are required upon completion of all tasks placed under this SOR. The content of these technical reports shall be agreed through the Work Plan process.	
	Software Source Code					Assessed during Work Plan definition	
	Software Executable Code					Assessed during Work Plan definition	

	Prototype (please provide details of the requirement)				Assessed during Work Plan definition	

Notes- IPR should be inserted / checked by commercial staff before sharing with the supplier(s) to ensure accuracy.

1.7	**Standard Deliverable Acceptance Criteria**
	as per Framework T&C's

All Reports included as Deliverables under the Contract e.g. Progress and/or Final Reports etc. must comply with the Defence Research Reports Specification (DRRS) which defines the requirements for the presentation, format and production of scientific and technical reports prepared for MoD.

Interim or Progress Reports: The report should detail, document, and summarise the results of work done during the period covered and shall be in sufficient detail to comprehensively explain the results achieved; substantive performance; a description of current substantive performance and any problems encountered and/or which may exist along with proposed corrective action. An explanation of any difference between planned progress and actual progress, why the differences have occurred, and if behind planned progress what corrective steps are planned.

Final Reports: shall describe the entire work performed under the Contract in sufficient detail to explain comprehensively the work undertaken and results achieved including all relevant technical details of any hardware, software, process or system developed there under. The technical detail shall be sufficient to permit independent reproduction of any such process or system and requires algorithmic descriptions were they are produced.

Failure to comply with the above may result in the Authority rejecting the deliverables and requesting re-work before final acceptance. |
| 1.8 | **Specific Deliverable Acceptance Criteria** |
| | Any acceptance criteria needed over and above that defined above at Section 1.7 for Technical Reports shall be detailed during the Definition Phase of Work Plan creation. |

2.	**Quality Control and Assurance**
2.1	**Quality Control and Quality Assurance processes and standards that must be met by the contractor**

	☒ **ISO9001** (Quality Management Systems) ☐ **ISO14001** (Environment Management Systems) ☐ **ISO12207** (Systems and software engineering — software life cycle) ☐ **TickITPlus** (Integrated approach to software and IT development) ☐ **Other:** (Please specify below)
2.2	**Safety, Environmental, Social, Ethical, Regulatory or Legislative aspects of the requirement**
	Where applicable specific standards relating to Safety, Environmental and Social Issues shall be identified as part of the Work Plan process

3.	Security
3.1	**Highest security classification**
	[REDACTED UNDER FOIA EXEMPTION]	[REDACTED UNDER FOIA EXEMPTION]
3.2	**Security Aspects Letter (SAL)**
	[REDACTED UNDER FOIA EXEMPTION]
3.3	**Cyber Risk Level**
	Choose an item. [REDACTED UNDER FOIA EXEMPTION]
3.4	**Cyber Risk Assessment (RA) Reference**
	Click or tap here to enter text.[REDACTED UNDER FOIA EXEMPTION] If stated, this must be completed by the contractor before a contract can be awarded. In accordance with the Supplier Cyber Protection Risk Assessment (RA) Workflow please complete the Cyber Risk Assessment available at https://www.gov.uk/guidance/supplier-cyber-protection-service [REDACTED UNDER FOIA EXEMPTION]

4.	Government Furnished Assets (GFA)
GFA to be Issued - No GFA to be managed at Work Plan level by owning Project Managers.	

5.	Proposal Evaluation criteria
5.1	**Technical Evaluation Criteria**
	The proposal shall be assessed on compliance with the requirements in this SoR and by the value for money it provides.
5.2	**Commercial Evaluation Criteria**
	The proposal shall be assessed on compliance with the requirements in this SoR and by the value for money it provides.