20200629-DD-DLLP_SOR_v2.0-OS
Annex B to 700703377

REQUIREMENT: MCF2 RM6008 - FOR THE DELIVERY OF DIGITAL LEADERSHIP LEARNING PROGRAMME (DLLP).

1. PURPOSE

The DDG has requested urgent digital upskilling focussed on both learning and leading in the Digital Age, in order to support its oversight of Defence Transformation. This request, which predates the Covid-19 crisis, is now judged as vitally important to ensure that Defence's senior leadership are better placed to grasp the transformative opportunities that have emerged as a result of the current health crisis. The Defence Academy, Information Warfare Group (IWG) currently delivers a broad upskilling programme. The proposed option sees the initial delivery run by the Contractor, with knowledge transfer and hand-over to IWG who will provide the enduring solution. While this is a new request, it follows on from an existing contract.

2. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

2.1 The scale and pace of disruption brought about by the proliferation of digital technology is unlike anything Defence has seen for over 50 years. This presents huge challenges, but also significant opportunities. Much is being done within Defence to improve understanding. This is principally achieved through the education and upskilling of the Defence workforce, supported by the creation of an IWG in the Defence Academy, bringing together Information, Digital, Cyber and Simulation capability to build knowledge, skills, experience and drive behaviours.

2.2 The DDG requires strategic consultancy support, with CIO (as the Training Requirements Authority) determining this level of expertise is not yet held within Defence, on how to respond to digital disruption across the whole of Defence, having recognised that digital technology is the central nervous system of Defence and the key enabler of wider Transformation. DDG members have recognised that to support digitally enabled change, Defence requires leaders who can understand key technology trends and adopt new behaviours. Committing to such a programme will also send an important message to the rest of the organisation about their intent to lead Defence through transformative change.

2.3 **What specific assistance is needed?** The engagement of the Contractor is intended to provide educational intervention to meet the requirements of the Defence leadership team at 3 and 4-star level.

3. TIMESCALES

The Contractors assistance will be needed for a period of 5 months, commencing as soon as is practical for the DDG within the context of COVID-19.

4. DEFINITIONS AND ACRONYMS

Expression or Acronym	Meaning
CIO	Chief Information Officer
DDG	Defence Delivery Group
DLLP	Digital Leadership Learning Programme
IWG	Information Warfare Group
KUR	Key User Requirements
IWG	Information Warfare Group
TRA	Training Requirements Authority

5. THE REQUIREMENT

5.1 **Description of the work that will be undertaken.** The Contractors DLLP is a strategic (Executive Board level) digital learning package, designed for DDG. The delivery format is to be detailed in the Contractors response, however it is anticipated masterclass style format for the in-person session, with appropriate adjustments made for COVID-19. The Contractor is to deliver up to 9 group sessions, with a maximum number of 20 members per session, over a 6-month period. To be delivered at MOD Main Building or off site at an alternative suitable location (to be identified by the Contractor and agreed prior to delivery by the Authority) with the following Learning Objectives:

- Apprise the digital big picture
- Assess and predict digital capabilities that Defence needs to embrace
- Judge what it will take to lead the change
- Empowers senior leaders to critically appraise digital technologies
- Strengthen cohesion across Defence leadership
- Demonstrate their intent to Defence and wider stakeholders
- Build greater confidence in exploiting digital to drive Defence transformation

5.2 The Contractors DLLP must be ready for immediate implementation and includes a blended approach, with shared delivery by IWG after month 3, culminating in a complete handoff after 6 months in the expectation that an enduring programme is required as personnel, technologies, culture and behaviours all change.

5.3 The aim of the Key User Requirements (KUR) of the DLLP is to develop the DDG's strategic knowledge, skills and attitudes in the following areas to improve their decision making, management and leadership of Defence Transformation.

- The digital and data imperative.
- Data and analytics.
- Artificial Intelligence.
- Ecosystems.
- The Internet of Things.
- Cybersecurity.
- New Ways of Working.
- Innovation culture.
- Leadership behaviours.
- The legislative framework
- Ethics and risk in Digital-based decision making
- Transfer of knowledge, skills, contacts and materials to IWG future delivery by Defence.

5.4 The KURs for the programme beyond the hand-over to IWG will be confirmed using feedback during the Contractors led-phase of the DLLP.

5.5 The DLLP must include a blended approach, including:

a. in person sessions of up to 3 hours each and involving key digital influencers as contributing speakers
b. online supporting materiel.

5.6 Please refer to Appendix A for the Authority's detailed KURs.

5.7 In addition to the KURs at Appendix A. The Contractor is to provide and or note the following:

a) The Contractor will be notified in writing by the Authority no later than **four weeks** before the required start date of each session to be delivered. To confirm delivery date and venue (MoD Main Building or off site)

b) The Contractor must provide details in their invitation to (single) tender response on how they will deliver the requirement taking into consideration the latest Governments guidance on COVID-19. To include how they will effectively deliver the KURs and deliverables considering the health and safety of all participants of the Contractor and Authority staff.

c) The response must include a risk register identifying the risks and how they will be mitigated, in addition, sight of a business continuity plan addressing the current COVID-19 situation.

d) The Contractor must provide to the Authority a copy of any waiver the Contractor will require any personnel involved in the delivery of the contract to accept, in response to the COVID-19 situation.

e) The Authority will complete its own risk assessment, detailing where during the delivery of the contract the Contractors and Authority personnel may contravene the latest Public Health England direction. For example, not being able to observe the 2M distance between Contractor staff and Authority personnel. The Authority recommends that if, during the delivery of the contract, any staff develop COVID-19 symptoms they must follow the latest isolation and medical guidance in accordance with the latest Public Health England direction.

f) The Contractor is to provide the level of staff support for each session as agreed with the Authority prior to each session delivery date. It is the Contractors responsibility to ensure the level of personnel is in accordance with this requirement.

g) If individual Contractor personnel become unavailable prior to delivery or during contract delivery. It is the responsibility of the Contractor to backfill each individual in a timely manner. If prior to the exercise taking place, Contractor personnel become unavailable they are to be replaced prior to the commencement of the sessions.

h) If unavailability occurs during contract delivery, the Contractor must replace the individual within 24 hours of being notified of each individual being unable to attend (for example having to isolate due to COVID-19 symptoms). If the individual is unable to be replaced, and the element affected not delivered, the Authority will not be liable for payment of this element.

DELIVERABLES Serial	**Description**	**Output Type (report, classroom delivery, video link etc)**	**Due Date/ No Later Than/ Frequency**
1. DLLP Session Delivery.	Deliver up to 8 group sessions over 5 months.	In person sessions (up to 3 hours each)	From 8 Jul 20 at approximately 3-week intervals.
2. 'Fishbowl' Session Delivery.	Deliver one 'Fishbowl' session during the contract period.	In person session	Once during delivery and sequenced to reinforce key learning points during in person group sessions.

3. Course materiel	Supporting online resource to accompany individual sessions and programme as a whole.	Delivered through the Defence Learning Environment	From Contract start and throughout delivery.
4. Handover knowledge and materials	Transfer of knowledge, skills, contacts and materials from the Contractor to the Authority (DefAc) needed for continued delivery.	How To guidance	From Contract start and throughout delivery. No later then end of month 5
5. Final delivery report	Final delivery report on programme delivery, including learning content, initial learning outcomes and any future identified needs or KURs arising.	Presentation to CIO as TRA on completion of programme	End of Programme (end of month 5)

5.8 It will be the responsibility of the Contractor to provide all necessary briefing packs, presentations and reports to its contractor staff and DLLP attendees in delivery of the requirement.

5.9 All resultant reports, material and data gathered in the delivery of this requirement will be subject to the conditions of the contract and shall be provided to the Authority on completion of the above deliverables. Some Personal Data may be processed under the contract; however, DEFCON 532B requires the contractor to process, safeguard and dispose of any personal data used in accordance with the Authority Guidelines.

5.10 The prices provided in the Schedule of Requirements Items 1-5 to Contract shall be firm, inclusive of all material, delivery and travel and subsistence.

6. SENIOR RESPONSIBLE OFFICER:
DG JFD

7. POINT OF CONTACT (FOR DAY TO DAY ACTIVITY):
Asst Hd IWG & SO1 Information Capability

8. BASE LOCATION

The base location of where the Services will be carried out at:

Ministry of Defence Main Building

Whitehall

LONDON

SW1A 2HB

9. KEY MILESTONES

9.1 The Potential Provider should note the following project milestones that the Authority will measure the quality of delivery against:

Milestone	Description	Timeframe
1		Months 1-2.5.

	DLLP to be delivered by the Contractor, with IWG shadowing.	
2	DLLP delivered jointly with IWG, under the Contractors leadership.	Months 2.5-5.
3	Complete handover from the Contractor. IWG leads on delivery (with CIO as TRA approving content and delivery mechanism).	Month 5 onwards.

9.2 In anticipation of the hand off of delivery to the IWG from month 5, the Contractor shall provide details of the identified learning needs, a course specification, including detailed learning outcomes for each session, all supporting materiel and contact details for all speakers engaged throughout their delivery of the programme.

10. AUTHORITY'S RESPONSIBILITIES

10.1 **The Training Requirements Authority.** The Training Requirements Authority (TRA) for Digital and IT training is CIO. Whilst Hd of Information Professions is his delegated lead, CIO will personally approve content for the DLLP and DDG due to their specific requirements and seniority. The TRA endorses the requirement, course content and mechanisms for delivery and is responsible for judging whether the aims of the training are achieved and consistent with KURs. This is primarily done by:

- On completion of contract delivery, the Authority will undertake course validation (EXVAL) and assurance (Level 2)[1].
- Reviewing post-project evaluation conducted by the TDA.

10.2 **Training Delivery Authority.** The Defence Academy as a Training Delivery Authority (TDA) through DG JFD is responsible for managing delivery of the contract and transitioning to IWG delivery. Defence Academy/IWG will:

- Undertake course validation (INVAL) and assurance (Level 1)
- Mobilise in-house SQEP to support transfer to in-house delivery.
- Provide TS STRAP-level Cyber immersion (not available from BCG)
- Provide administrative support where not the responsibility of the contractor
- Manage contract delivery
- Conduct post-project evaluation

11. REPORTING

The Contractor is to attend a Monthly project review meeting with the Authority project staff - it is acceptable for these to be by remote means under COVID-19 restrictions.

12. CONTINUOUS IMPROVEMENT

Changes to the way in which the Services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.

13. STAFF AND CUSTOMER SERVICE

Potential Provider's staff assigned to the Contract shall be experienced in the delivery of learning interventions to senior executives in strategic change management and Digital leadership and be familiar with Defence's purpose and Digital transformation ambition.

[1] Level 2 training assurance is undertaken on COMD UKSTRATCOM's behalf by the Joint Individual Training Assurance Team, a branch of HQ JFD which sits outside the Defence Academy

14. SECURITY REQUIREMENTS

14.1 For security purposes, each Contractor staff who supports the delivery and attends Authority establishments in delivering against this requirement must be security vetted to a minimum of SC. The Contractor shall be responsible for any costs associated with obtaining and processing its staff SC clearances, if not already in place for the delivery against this requirement.

14.2 The Contractor shall be informed on a case by case basis, dependent on location, when Contractor staff shall be required to have clearance above SC. The Contractor shall manage the completion of any additional vetting process. The Contractor shall be responsible for any costs associated with obtaining clearance.

14.3 The Contractor shall instruct and take all necessary measures to ensure its staff and any sub-contracted staff do not discuss any details of the DLLP course members details with any external agencies/organisations and do not post any such information on any social or other media. All tutors are to comply with The Data Protection Act 2018. Any suspicious circumstances must be reported immediately to the Authority.

14.4 The Contractor is to inform the Authority, a minimum of 2 weeks prior to arrival of any Contractor Staff irrespective of their nationality, with the following information:

a. Surname
b. Forename
c. Nationality
d. Dual Nationality (if held)
e. Date of arrival
f. Expected Date of Departure

14.5 For urgent, last minute requirements as much notice as possible prior to Contractor staff arriving on site shall be provided.

14.6 In providing access to any Authority establishment the Authority reserves the right to search individuals or their belongings prior to granting access to sites where security requirements are heightened. Refusal of any search by any Contractor staff may result in access being denied.

14.7 The Authority may, at its absolute discretion, issue security passes to Representatives who are approved by it for admission into an Establishment. Security passes shall be issued either as ‘escorted/red’ or ‘unescorted/green’ and a Representative shall not be admitted unescorted unless in possession of the correct type of pass. All Authority-issued security passes shall remain the property of the Authority and shall be surrendered on demand or on completion of the Services. Any Representative who does not have the required security clearance may be issued with a temporary escorted/red security pass. These personnel MUST BE ESCORTED AT ALL TIMES. For the avoidance of doubt, this includes ALL activities within the Establishment including comfort breaks and lunchtimes. The Authority reserves the right to limit or exclude any Contractor staff and/or any of the Contractor’s Representatives access to the Establishment (in whole or in part) at any time.

Appendix A to

20200629-DD-DLLP_SOR_v2.0-OS

KEY USER REQUIREMENTS

KUR	Description	Justification
Title of KUR	**A text descriptor of the KUR**	**Why the KUR is needed**
The digital and data imperative	Transfer of knowledge, skills and understanding of the digital and data imperative.	To explore the risks of inaction and the opportunities inherent in Defence's digital transformation and to engender the desire for the DDG to fully embrace the learning opportunity. There are significant transformational opportunities in Defence to do things better and at reduced cost through the application of Digital methods, tools and techniques.
Data and analytics	Transfer of knowledge, skills and understanding of data and analytics to optimise D&IT opportunities, enhancing capabilities and efficiencies.	To understand how we can create, curate, clean and exploit our data as a strategic asset in order to deliver advantage, productivity and efficiency for Defence and HMG. This will also drive business insight and innovation.
Artificial Intelligence	Transfer of knowledge, skills and understanding of AI to optimise D&IT opportunities, enhancing capabilities and efficiencies.	AI (and Machine Learning) offers multiple opportunities for Defence, from speed of analysis and response to increased automation and workforce productivity. It also holds a number of inherent risks, both operational and ethical.
Ecosystems	Transfer of knowledge, skills and understanding of D&IT ecosystems to optimise D&IT opportunities, enhancing capabilities and efficiencies.	To allow comparison with and development of Defence as a digital ecosystem and to appreciate the benefits to be accrued from developing a digital backbone at the heart of that ecosystem.
The Internet of Things	Transfer of knowledge, skills and understanding on The Internet of Things to optimise D&IT opportunities, enhancing capabilities and efficiencies.	To enable the DDG's appreciation of 5th Generation risks and opportunities, as Defence develops capabilities that are increasingly interconnected with each other in networked systems of systems.

KUR	Description	Justification
Cybersecurity	Transfer of knowledge, skills and understanding of cybersecurity to better protect our data.	Unless threats are tracked, understood and mitigated we will not be able to protect our data, our people or our capabilities and will struggle to achieve strategic advantage.
New Ways of Working	Transfer of knowledge, skills and understanding to embrace D&IT enabled ways of working, enhancing capabilities and efficiencies.	Defence Ways of Working have not evolved at the pace of technological development or the way in which our people live their lives. This leads to a lack of productivity and is a retention and recruitment hazard. The Agile approach should be adopted to be consistent with, and complementary to, cross-government digital and agile ways of working.
Innovation culture	Transfer of knowledge, skills and understanding of innovation to optimise D&IT innovation opportunities, enhancing capabilities and efficiencies.	Embedding an innovative culture across Defence is essential if we are to rapidly adopt and exploit existing and emerging technology from other sectors and industries to Defence's advantage.
Leadership behaviours	Transfer of knowledge, skills and understanding of D&IT aware leadership behaviours.	To ensure the appropriate leadership behaviours (including softer skills) are understood and role-modelled to accelerate digital transformation and unleash the latent talent in Defence's workforce.
The Legislative Framework	Transfer of knowledge, skills and understanding of the digital and information legislative framework	To ensure senior leaders understand the legal framework and implications for digital transformation, principally DPA18 and PRA.
Ethics and risk in Digital-based decision making	Transfer of knowledge, skills and understanding of ethics, bias and risk in digital decision making	To enable senior leaders to understand the ethical dimension to increasing reliance on upon artificial intelligence and machine learning in decision making, to enable critical appraisal, assurance and confidence in expected outcomes.
Transfer to IWG	Transfer of knowledge, skills, contacts and materials to Defence Digital HOIP and DefAc IWG for future delivery by Defence.	To develop organic capability to deliver world-class digital training and education to very senior Defence leaders in perpetuity, delivering VfM and avoiding long-term reliance on EA.