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## 1. OVERVIEW OF THE AUTHORITY

- 1.1. Head of Capability Defence Support is a 1\* organisation which operates under Director Capabilities within UKStratCom facing into the Defence Support 3\* HLB organisation as its main customer. It is responsible for the development of new capabilities to meet the Joint Support challenge across Defence, specifically sourcing funding for the 10-year costs associated with these. Working with a dotted line to Director Joint Support, who has responsibility for assuring the team’s outputs with respect to UK Defence Strategic Base development, the team are accountable for any related capability investigations or risk associated studies, to ensure future funding reflects development requirements.

## 2. BACKGROUND TO THE REQUIREMENT

- 2.1. In FY 20/21, a project led by the Defence Supply Chain Operations and Movements (DSCOM) headquarters looked to build a Blueprint for the extant Strategic Base, the ‘As Is’ model, to build understanding of all constituent elements and processes. This looked to develop understanding of the current situation across the operation of the Strategic Base. It looked to consider the Strategic Base under a capability wrap and bring it to a greater level of cohered activity to enable more effective management of the capability, particularly how it achieves a Joint Force outload under Baseline Activity and Current Operations sustainment or to support the surge requirements of a new operation at scale, pace and complexity. The work concluded at the end of March 2021 and the report was shared across Defence, however it recommended that a further piece of work should be conducted on defining a ‘To Be’ model along with the associated future governance and a plan for implementation. In addition, and following the Strategic Base Concept Development Working Group in May 2021, a Concept of Employment for the Strategic Base has been produced which will require final refinement in line with the new ‘To Be’ work ahead of being taken forward as a product of the AGILE STANCE Campaign Plan through to 2024 as an overriding artefact. This must include a detailed plan for development of constituent Concept of Use documents for the Joint Support Enablers which make up the Strategic Base, owned and operated by different FLCs and EOs. Finally, there should be a review of the Strategic Base Capability Planning Group Capability Management Plan and associated Risk, Assumptions, Issues, Dependencies and Opportunities matrix content to ensure alignment with the ‘To Be’ work.
- 2.2. The intent is to procure external assistance to construct a Strategic Base Blueprint for the future, known as the ‘To Be’. The Blueprint will provide a design for the future of the Strategic Base, aligned to the Integrated Operating Concept 2025 and Future Force 2030, to ensure Defence can meet its Joint Force outload commitments. As part of the same project refinement of the draft Strategic Base Concept of Employment artefact, commenced during the Blueprint ‘As Is’ work, and other relevant governance documentation (such as the Strategic Base Capability Management Plan and associated Capability Risk artefacts) must take place. Where Concept of Use

documents already exist, they must be updated to reflect changes in the Blueprint or where necessary new drafts commenced working with the owning FLCs. There should also be a study looking at the existing contractual landscape across the Strategic Base, in particular identifying where risk exists. The outputs from the project will be utilised to guide future development of the Strategic Base through Defence Support Capability Planning Groups and confirm the role and purpose of the Strategic Base Headquarters.

### 3. THE REQUIREMENT

3.1. The first element of the project considers the delivery of a Strategic Base ‘To Be’ Blueprint. Whilst the primacy of the original blueprint was documenting the ‘As Is’ situation, there was a significant prospect to change the way in which the Strategic Base operates, making it more efficient, able to be aligned to the Integrated Operating Concept (IOpC) with which Defence will conduct its business from 2025, as well as the Future Force 2030 concepts. The initial ‘As Is’ model highlighted issues where the Strategic Base, configured for Business-as-Usual activity, will meet thresholds in complexity and quantity, which will prevent it supporting surge outload activity. DSCOM must be able, in future, to identify early any tipping points in thresholds and having clear decision points to undertake proactive intervention and change how the Strategic Base operates to adapt below & above these thresholds. In future, the Strategic Base must be adaptable and responsive, a fully integrated element of the Joint Force, it will underpin Defence’s ability to rapidly deploy credible and sustainable forces globally to demonstrate UK capability and commitment, and to pre-empt or present multiple dilemmas against complex scenarios. To achieve this a plan and resultant ‘To Be’ model is required. The contractor team will be required to undertake focused study, planning and produce a detailed report and model through:

- a) Conduct baseline understanding of the Strategic Base Blueprint ‘As Is’ model and both the outputs of this work and the recommended next steps. By end-February 2022.
- b) Define the Strategic Base Vision for the future, aligned to IOpC and FF30. By mid-March 2022.
- c) Define how the capability will need to operate to meet the future challenges posed on UK Defence. By end of March 2022.
- d) Conduct Business War Gaming of the ‘To Be’ model to ensure it is fit for purpose. By mid-April 2022.
- e) Produce a final model for the Strategic Base ‘To Be’ Blueprint and planned path to achieve the output along with any specific next steps to achieve success. By mid-April 2022.

- f) Refine any relevant Strategic Base processes to improve operating procedures in line with suggested capability development.
- 3.2. All UK based and sovereign Overseas Base Strategic Base elements are to be included within the scope of the project to ensure coherence across all elements which have an involvement in the outload of a Joint Force. This should include all Joint Support Enablers with which Director Joint Support has a Strategic Base interest, however it will not include the ‘Far Bank’ elements of any deployment, which will be considered under a planned additional project of work.
  - 3.3. The second element of the project considers the refinement of the Strategic Base Concept of Employment, which reflects the detail of how the capability will be employed to achieve its aims and outputs in future. Director Joint Support owns the requirement to assure the Strategic Base and its ability to outload the Joint Force, not only through Baseline Activity and Current Operations but also surge linked to significant operational responses. Following the Blueprint ‘As Is’ work being published, the Concept Development Working Group (CDWG) convened to look at the levels of control, freedoms, authorities and permissions required to resolve any potential issues. The main output of the CDWG was a Concept of Employment which looks to cover all the Strategic Base outputs and concepts of Control, Coherence, Coordination and Integration to ensure it can be managed as a capability. This live artefact is solely based on the ‘As Is’ work and will need further refinement aligned to the ‘To Be’ Blueprint to ensure it meets the requirements of the future capability outputs. This will be utilised to guide the progression of the AGILE STANCE Campaign Plan out to 2024 and to specifically assure the testing elements of future validation exercises.
  - 3.4. The refinement of the Concept of Employment must move forward aligned to the ‘To Be’ work to ensure it captures all necessary outputs. The ICB 9 Approvals Questions, which cover the evidence base for the concept; is the concept coherent with Capstone Concepts; key dependencies and impact on the other domains; additional sub-concepts; strategy for implementation; experimentation priorities; new or innovative technologies; critical Policy and Strategy considerations; and finally, financial considerations in implementation. These, supported by the 61 Concept Implementation Plan questions, are to be used to measure the effectiveness of the artefact, with a focus on question 4 and the sub-concepts that can be derived. This should be completed by mid-April 2022.
  - 3.5. The project must also look to understand the current maturity of Concept of Use artefacts for each of the constituent Joint Support Enablers. These require a comprehensive review, and where it is important that one exists to develop how the Strategic Base conducts outload activity under surge they must be drafted or refined to meet the requirements laid down in the Concept of Employment. A detailed plan for refinement or drafting of individual Concept of Use artefacts must be complete and endorsed by the Authority by the end of March 2022.

3.6. In addition, the project will be required to refine the relevant Capability Management Plan content and Risks, Assumptions, Issues, Dependencies, and Opportunities matrix for the Strategic Base Capability Planning Group. This area is already cohered and managed by the Capability Defence Support Branch and to ensure that the Strategic Base will be managed effectively as a capability going forward the relevant artefacts must be reviewed to align. Only those capabilities which contribute to the outload, sustainment or recovery of a Joint Force are to be considered and artefacts which sit outside of the Capability Defence Support team can be used as reference material but will not be altered without the permission of the owning TLB. Specifically, to be delivered are:

- a) Review of the Strategic Base and Support C2 Capability Management Plans to map key outputs to ensure coherent development activity of future capabilities. By early April 2022.
- b) Review of the Risk, Assumptions, Issues, Dependencies, and Opportunities matrices for the relevant Capability Planning Groups to ensure they align with the 'To Be' Blueprint's outputs. By early April 2022.

3.7. The final element of the project will be to deliver a study and report of findings into the associated contractual resilience which exists across the existing Strategic Base landscape. Most important will be the reporting of contractual risks associated with meeting surge outload activity with many existing contracts having been designed to support Baseline Activity and Current Operations activity. This will be aligned to the Blueprint 'To Be' to assure delivery against surge when reviewed against the Defence Demand Signal.

#### 4. BASE LOCATION

4.1. The project will be carried out across the two sites which contribute most heavily to this area of work.

4.2. Firstly, the Capability Defence Support Branch's main working location:

- a) Northwood Headquarters  
Sandy Lane  
Northwood  
Middlesex  
HA6 3HP

4.3. Secondly, the main working location for both DSCOM and the Joint Support organisation:

- a) MOD Abbeywood  
Bristol  
BS34 8JH

## 5. PAYMENT

5.1. Payment for Contractor Deliverables will be made by electronic transfer in accordance with DEFCON 522 (Edition 11/17) as per Annex 1 of Schedule 17 of this contract.

5.2. Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

## 6. STAFF VETTING, EXPERIENCE AND QUALIFICATIONS

6.1. As the Concept of Employment and original 'As Is' Blueprint work was conducted and recorded at the Official Sensitive level all staff conducting the project must be Security Cleared as a minimum. Much of the required data to conduct the study will exist on MODNET Secret and elements of the reporting outputs are expected to contain amalgamated information which may require access to Secret systems. This means personnel must start the project with assured Secret access rites.

6.2. Previous experience of Blueprint work, Concept of Employment/Use document development/drafting would be extremely beneficial for the swift onboarding of the project team, thus reducing the impact of familiarisation. In addition, the team should be fully conversant with how Defence operates and have some experience of the Support domain within Defence.

## 7. KEY MILESTONES

7.1. The potential provider should note the following project milestones that the Authority will measure the quality of delivery against:

**Milestone 1:** Project start meeting

**Timeframe:** Within 1 week of Contract Award

**Milestone 2:** Confirmation of team tasks and breakdown of effort across project

**Timeframe:** Within 3 weeks of Contract Award

**Milestone 3:** Confirmation of data gathering phase complete and understanding of the 'As Is' Blueprint finalised

**Timeframe:** By mid-March 2022

**Milestone 4:** Review of Capability Defence Support Governance Artefacts complete

**Timeframe:** By mid-April 2022

**Milestone 5:** Delivery of Strategic Base 'To Be' Blueprint, refined Concept of Employment, and Capability RAIDO matrix, to be reviewed in a closedown meeting

**Timeframe:** By mid-April 2022

## 8. TABLE OF DELIVERABLES

Task	Associated Deliverable	Format	Acceptance Criteria
<p>Undertake detailed review of Strategic Base Blueprint 'As Is' model and recommendations from initial work to:</p> <ul style="list-style-type: none"> <li>Understand the current short-falls of Strategic Base operation.</li> <li>Codify the impact of post-IR strategic direction on Strategic Base.</li> <li>Understand extant operational thresholds.</li> <li>Understand 'As Is' recommendations for optimal operation and integration of the Strategic Base with suppliers, customers and stakeholders.</li> <li>Provide advice on what recommendations the 'As Is' work presents for 'To Be' development.</li> </ul>	<p>Output will include but is not limited to;</p> <ul style="list-style-type: none"> <li>Brief to the Authority to demonstrate Contractor understanding of the recommendations from the initial 'As Is' Blueprint work</li> <li>Advice to the Authority through an informal email report on the level of ambition that can be achieved across the 10-year period of progression towards likely 'To Be' Blueprint</li> <li>Advice to the Authority on the development of KPIs against the project delivery and ensuing Blueprint development work</li> <li>Demonstrate understanding of capture of threshold, tipping point and variable content, to include suggestions on next steps to develop and simplify these where possible</li> </ul> <p>The contractor is responsible for maintaining a record of advice given, issues identified and agreed actions and next steps.</p>	<p>Verbal brief</p> <p>Outlook email</p> <p>Included in Word/PDF report</p> <p>Included in Word/PDF report</p> <p>Microsoft Excel</p>	<p>Review and acceptance by the Authority's designated PM</p>

<p>Conduct initial Strategic Base stakeholder engagement including:</p> <ul style="list-style-type: none"> <li>• Project Initiation Meeting to take place no later than 5 business days from contract start date</li> <li>• Meetings with Director JtSp and HoC/Chief of Staff Cap DefSp to take place no later than 15 business days from the contract start date and at intervals not to exceed a month thereafter for progress review</li> <li>• Weekly engagement meetings with DSCOM and COS Cap DefSp</li> <li>• Final briefing of Blueprint to Director JtSp</li> </ul>	<ul style="list-style-type: none"> <li>• Contractor to demonstrate full understanding of the baseline requirement and expose the approach that they will take</li> <li>• End of stage reviews to be presented at monthly update meetings to the Authority</li> <li>• Summaries of work undertaken and feedback on findings to be presented at weekly engagement meetings with desk level in the Authority</li> <li>• Stakeholder mapping plan to be produced</li> <li>• Conclusion and findings of the Blueprint work to be presented via Final Briefing to Director JtSp before publish of final Blueprint</li> </ul>	<p>Word/PDF report</p> <p>Verbal brief accompanied by slides</p> <p>Verbal brief accompanied by slides</p> <p>Microsoft Excel</p> <p>Verbal brief accompanied by slides</p>	<p>Review and acceptance by the Authority's designated PM</p>
<p>Develop the Strategic Base ‘To Be’ design over Epochs 1 and 2 to align with IOpC25 and FF30:</p> <ul style="list-style-type: none"> <li>• Design and gain agreement on design principles to assist in delivering the vision and future organisation</li> <li>• Design and present options for future Strategic Base Blueprint (framed as ‘to be Operating Model’ to inform Concept of Employment document refinement and Concept of Use document drafting/editing)</li> <li>• Develop agreed recommendations</li> <li>• Cohere with Enterprise Architecture Practice Business Functional Model</li> </ul>	<ul style="list-style-type: none"> <li>• List of agreed design principles for the development of the Blueprint</li> <li>• Options for future Blueprint design</li> <li>• Provide focused Re-draft, as required, of the Strat Base Blueprint with specific edits made to the draft of Concept of Employment and Concept of Use documents</li> <li>• Re-draft new content and ‘To Be’ elements into the Strat Base and Support C2 CMPs</li> <li>• Plan for development of final Blueprint across the 10-year period</li> </ul>	<p>Word or PDF report</p> <p>Word or PDF report</p> <p>Word or PDF report</p>	<p>Review and acceptance by the Authority's designated PM</p>



<p>Project plan including individual work streams which will align resources and assign target delivery dates against each element</p>	<p>Endorsed plan for delivery to include but not limited to:</p> <ul style="list-style-type: none"> <li>• Date for initial presentation on Blueprint output</li> <li>• Delivery date for final Blueprint output brief and delivery of report</li> <li>• Plan for report on Digital Twin scoping</li> <li>• Plan for Concept of Employment refinement, including input to Strat Base HQ MPX and development to any critical Concept of Use documents to enable the final solution</li> </ul> <p>Further workshops/briefs with relevant stakeholders may be required</p>	<p>Word or PDF report</p>	<p>Review and acceptance by the Authority's designated PM</p>
<p>Prepare and present the final 'To Be' Blueprint strategy:</p> <ul style="list-style-type: none"> <li>• Conduct business wargaming of the model, providing agreed variables and scenarios, to assure future choices and potential funding Options</li> <li>• Review and update content of the Strategic Base CMP, providing guidance on future Capability Development activity to align to Blueprint recommendations</li> <li>• Review and update content of the Support C2 CMP, providing guidance on future Capability Development activity to align to Blueprint recommendations</li> <li>• Provide understanding of the impact of BMfS on the future Strategic Base</li> <li>• Review and recommend any required changes to other DLODs</li> </ul>	<p>Strategy should advise on a governance structure for implementing and managing Sustainable Support.</p> <ul style="list-style-type: none"> <li>• Run a cohered business wargame session that simulates future choices and builds understanding of the true impact of any proposed changes</li> <li>• Report required changes to any relevant Defence doctrine</li> <li>• Impact analysis report included in Blueprint which shows implications across the DLODs, in particular People, Training and Infrastructure areas</li> <li>• Updated CMPs which reflect relevant capability</li> </ul>	<p>Word or PDF report</p>	<p>Review and acceptance by the Authority's designated PM</p>

<ul style="list-style-type: none"> <li>Map the financial flows within the Strategic Base</li> </ul>	<p>models and align with the CONEMP</p> <ul style="list-style-type: none"> <li>Financial map to include spend by TLB within the Strategic Base area, where spend activity has taken place, and evidence of any saving activity against the Strategic Base which could impact on operational outputs</li> </ul>		
<p>Identify Key Performance Metrics and Indicators that can draw upon robust and available data to contribute to the prioritisation of issues and initiatives and to promote employee involvement around sustainability and develop a transparent Supply Chain.</p> <p>Utilise the ICB 9 Approvals Questions, supported by the 61 Concept Implementation Plan questions, as a means to measure effectiveness of the outputs.</p> <ul style="list-style-type: none"> <li>What is the evidence base for the concept and how has this been achieved?</li> <li>How does the concept flow from Capstone Concepts - is it coherent with the Capstone Concept's key propositions?</li> <li>What are the key dependencies and impact on the other domains or other parts of the Force?</li> <li>Priority for the CONEMP refinement; what additional sub-concepts are, or will be, derived from the concept?</li> <li>What is the strategy for implementation (cross-DLOD) of the concept?</li> <li>What are the experimentation priorities moving forward?</li> <li>What new or innovative technologies are envisaged?</li> </ul>	<p>The project delivery should propose an approach to measure the performance towards each output.</p> <p>Agreed list of priority ICB Approvals Questions to be taken for endorsement at presentation of initial Blueprint study ahead of detailed design work.</p>	<p>Verbal brief accompanied by slides</p> <p>Word or PDF report</p>	<p>Review and acceptance by the Authority's designated PM</p>

<ul style="list-style-type: none"> <li>Are there any critical Policy and Strategy considerations that could impede successful implementation?</li> <li>Are there any financial considerations in implementing of this concept?</li> </ul>			
Provide suitably qualified and experienced resource to assist in the final stages of refinement of the existing Strategic Base CONEMP.	<p>Take the existing Concept of Employment and further develop to ensure it fits with the recommended Blueprint 'To Be' model narrative</p> <p>Provide focus and initial drafts of any relevant constituent Joint Support Enabler Concept of Use documents, including the draft of new artefacts or edit of existing as required</p>	<p>Word</p> <p>Word</p>	Review and acceptance by the Authority's designated PM
Review the relevant Risks, Assumptions, Issues, Dependencies, and Opportunities Matrices against both Strategic Base and Support C2 Capability Planning Group areas	<p>Deliver updated RAIDO matrices which consider the 'To Be' and where capability gaps exist that will need to be filled to achieve the final Blueprint, including but not limited to:</p> <ul style="list-style-type: none"> <li>Identify the risks which exist against current capabilities and the contributing gaps which need mitigating activity in the RAIDO</li> <li>Ensure the RAIDO makes clear the plan for mitigation and the required route to resolve, along with any suggested Options for future ABC submission with supporting evidence</li> </ul>	Microsoft Excel	Review and acceptance by the Authority's designated PM



the Discovery Programmes budget, this is likely to include confirmation of deliverables and consumed cost progression monthly.

## 11. DEFINITIONS AND ACRONYMS

MOD - Ministry of Defence.

TLB - 4\* level Top Level Budget.

FLC - Front Line Command.

EO - Enabling Organisation

UKStratCom - UK Strategic Command

HLB - 3\* level Higher Level Budget