**STATEMENT OF REQUIREMENT (SOR) TEMPLATE**

This document is designed to give a suggested template and guidance into writing SORs. The structure provided by this document gives relevant titles to assist in organising SORs to help fully articulate what you require.

A Statement of requirement is defined as a statement of needs to be satisfied by the procurement of external goods or services. A good statement of requirement should state the requirement completely, concisely, logically and unambiguously. It will focus on outputs rather than how they are to be met. It should contain enough information for potential suppliers to be able to accurately decide and cost services. An SOR should permit evaluations against defined and stated criteria. Finally, it should provide equal opportunity for all potential bidders i.e. not discriminatory against certain suppliers.

The SOR plays a key role in procurement as it forms part of the legally binding contract that sets out the suppliers legal obligations to perform under the contract. If the SOR is not detailed enough then we could pay for something that we do not need meaning we have wasted taxpayers money (and could be personally liable for this cost in certain extreme circumstances).

A supplier proposal is not acceptable as an SOR as we have not asked them for this service or we may be offered a service that we do not explicitly need. Even if we ask for a quote, an SOR is still required.

**Notes for use of this document:**

**This document is intended to be used as a template; you should take the format below to help articulate your requirement.**

**The examples used are not an exhaustive list**

**Some SORs include requests for information from supplier. These have not been included and such requests should be set out in a structured manner in the covering letter of the Invitation to Tender (ITT)**

**Final Reminders**

Please remember that most of commercial do not have the technical knowledge to understand the requirement. So for best contractual protection, you must ensure that everything is stated as clearly as possible and that commercial staff are fully aware of what is happening in order to best advise you. Things to remember for final drafts are:

* Ensure all acronyms fully defined
* Use simple language use that a layman would understand
* Ensure all terms have clear meanings
* Keep the structure logical and easy to follow
* Keep requirements in their own section

**Statement of Requirement (SOR) V1 - DRAFT**

**Pjt PRITCHARD LOE 3 – Infrastructure Systems Assessment and Targeting Wargames**

**Dated 31 August 2022**

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| **Project:** | Pjt PRITCHARD LOE 3 – Infrastructure Systems Assessment and Targeting Wargames | | |
| **Date:** | 30 Aug 2022 | | |
| **Author:** | **REDACTED** | | |
| **SRO:** | **REDACTED** | | |
| **Document Ref:** |  | | |
| **Version No:** | DRAFT V1 | | |
| **Originator:** | **REDACTED** | **Project Manager:** | **REDACTED** |

**Amendment History**

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| **Revision date** | **Summary of changes** | **Action taken** |
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| **Introduction**  **Purpose**  The use of one brigade-engineer-group-focused wargame which look to test an innovative concept. It aims to break urban environments down into a series of interdependent infrastructure systems. Then identify and prioritise vulnerabilities to protect and attack by balancing chance of success against importance. It looks to resurrect World War Two Office of Strategic Services developed doctrine and combine it with 21st century analysis tools.  The wargames aim to test and refine the process internally to the Royal Engineers and then integrate the process into wider targeting cycles. |
| **Background**  Historical analysis of peer-on-peer warfare has identified the impact of targeting infrastructure and industrial systems can have on an adversary. Cold War domination by mass and recent focus on COIN operations, from NI to Afghanistan, has reduced emphasis on infrastructure analysis and targeting to a point that the corporate knowledge was lost. Recent academic thinking has highlighted its re-emerging importance. Sadly, proved within the recent Ukraine invasion, where power, fuel and rail networks have been deliberately targeted. |

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| **Objectives**   * Prove and refine the Infrastructure Assessment Targeting Process. * Provide a tabletop/simulated training scenario which can be reused/rerun for later teaching. * Provide a showcase that can be used to provide a relatable advertisement for the capability to generalist commanders at unit and formation level. |
| **Scope** *(no need to add additional if valid)*   * **What**: The delivery of one-week (5 day) wargame. * **Scale**: Scenarios focused on areas in general at the regional/small nation level, areas in detail down to small city level and individual team analysis down to components of a facility (such as a commercial bulk fuel installation). * **Area of Technical Focus**. Wargame scenarios will include the ability to analyse, plan to effect and then show the impact of actions across the following infrastructure systems:  |  |  |  |  | | --- | --- | --- | --- | | **Primary Sectors** | | **Secondary Sectors** | | | **National Infrastructure Sector** | **Sub Sector** | **National Infrastructure Sector** | **Sub Sector** | | Transport | Aviation | Food | - | | Ports/Inland Waterways | Government | - | | Road | Health | - | | Rail | Finance | - | | Water | - | Defence | - | | Energy | Electricity | Space | - | | Gas | Chemicals | - | | Fuels | Civil Nuclear | - | | Communications | Broadcast | Emergency Services | Ambulance | | Telecommunications | Fire and Rescue | | Internet | Marine | | Postal Services | Police |  * **Levels of Technical Focus**. From national level system networks, to identify single points of failure, to individual components of a facility (e.g. a bulk fuel installation). To include the ability to plan and simulate the impact of execution of the plan. |
| **Requirements**  **Dates**: Q4 FY 22/23, with no less than one month between wargames. Exact dates to be confirmed following contact award.  **Location**: Within the UK either hosted at 3 RSME (Gibraltar Barracks) or at the contractor base location if specific infrastructure is required. All infrastructure costs should be included in the bid. There will be no charge for the use of MOD infrastructure.  **Enabling Staff**: The wargames are to be delivered with no more than three military individuals supporting the exercise control.  **Planning Staff**. The wargames are to be delivered with no more than three military persons helping develop the scenario for a period of one week. |
| **Deliverables**  **Wargames**. One five-day wargame event which enable staff to plan and then model the execution of infrastructure assessment. Followed by targeting at the formation Bde and unit levels.  **Report**. One post exercise report outlining areas of strength and weaknesses of the planning team  **Exercise Storyboard**. One, two-minute video showing the planning process elements and outputs. This is to inform generalist commanders of its utility, delivered within two weeks after wargam.  **Enduring Scenario**. The exercise scenario must be released to the MOD for further planning use, although the simulation software/mechanism will remain the property of supplier. |
| **Security**  **Protection of information**. Mechanisms for analysis, outputs and reports will remain the intellectual property of the UK MOD and will not be used or released externally by the supplier. These will be protectively marked at official sensitive. |
| **Government Furnished Supplies**  Briefing rooms, break out rooms and individual laptops will be available to facilitate the wargames. |
| **Payment**  TBC |
| **Contract management arrangements**  **Contract Manager details REDACTED**  The Supplier shall provide nominated Contract Manager throughout the life of the contract. |