



Ministry  
of Defence

**MOD Commercial**

FLEET/00724  
Managed Learning Services

***New Style of Information Technology  
(Deployed)(NSoIT(D)) Training Needs  
Analysis***

This Contract is made

**BETWEEN** (1) **HER BRITANNIC MAJESTY'S SECRETARY OF STATE FOR DEFENCE**, acting by the Directorate of Head Office and Corporate Services (HOCS), Kentigern House, 65 Brown Street, Glasgow G2 8EX ("the Authority")

**AND** (2) **CAPITA BUSINESS SERVICES LIMITED**, 4<sup>th</sup> Floor, Barnard's Inn, 86 Fetter Lane, London, EC4A

1. The Contractor shall provide the Services described in the Statement of Requirement, in accordance with the Conditions of Contract (as detailed in Framework Schedule 4 – Order Form and Call-Off Terms for the Managed Learning Services dated 4<sup>th</sup> July 2017 – to the Framework Agreement entered into between the Authority and the Supplier on RM3288), the firm prices attached and the Contractor's Work Order

2. The Contract shall come into effect on the date of acceptance until 31<sup>st</sup> August 2019.

3. Except where there is prior written approval from the Contracts Branch no payment shall be made for work performed which is outside the scope or period of the Contract.

4. If there is a conflict between the documents described in Item 1 above, the order of precedence shall be:

- 1.
2. Statement of Requirements at Schedule 1
3. Conditions of Contract (as detailed in Framework Schedule 4 – Order Form and Call-Off Terms for the Wider Public Sector dated 4<sup>th</sup> July 2017 to the Framework Agreement entered into between the Authority and the Supplier on RM3288)

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## **Schedule 1**

### **Schedule of Requirement**

#### **STATEMENT OF REQUIREMENT - A TRAINING NEEDS ANALYSIS IS TO BE CONDUCTED TO DETERMINE THE TRAINING REQUIRED TO SUPPORT NSOIT(D) OPERATIONAL CAPABILITY**

##### **Background**

1. The NSoIT(D) Programme will deliver the software, hardware and associated support to host the information and command and control services used by deployed Commanders and their staff. It will provide access to information at classification levels from OFFICIAL to SECRET (including Mission Configurable SECRET).
2. The Delivery Programme is financially structured around two Main Gate Business Cases (MGBC) and approvals; MGBC1 was submitted in Sep 16 and MGBC2 is planned for Apr 18.
3. Tri-service NSoIT(D) Black, Blue and Red services are required to be in-service by mid-2019. It is therefore imperative that the Training Defence Line of Development (TLoD) work strand is developed and matured in order to deliver this Operational Capability (OC) within programme delivery timescales.

##### **Requirement**

4. This Statement of Requirement (SoR) outlines the requirement to conduct targeted elements of a Training Needs Analysis (TNA), in accordance with defence policy, to support the development of steady state training for NSoIT(D) Blue and Red operators and Black, Blue and Red administrators and maintainers, thus enabling personnel to Operate, Maintain, Diagnose and Repair (OMDR) the capability.
5. It also provides direction on how the TNA should be conducted and provides details of some of the key issues and considerations that must be made in its conduct. The TNA will inform the transition timescales from interim training to the steady state training to be delivered for all NSoIT(D) training.
6. The supplier shall provide a TNA completed to the standards prescribed in JSP 822 Part 2 (V3.0 Apr 17) pages 13-63 (specifically including the mandated elements set out below and in the annexes), endorsed by the Training Steering Group (TSG) comprising key stakeholders.
7. While the TNA will require sub-division into the programme's component parts, it will also need to consider 'System of Systems' implications and any other interdependencies between sub-systems. Details of the requirement in full can be found at Annex A.

##### **Travel**

8. There will be a requirement for travel to stakeholder locations which include, but are not limited to:

- a. HMS Collingwood (Fareham).
- b. HMS Sultan (Gosport).
- c. Navy Command Headquarters (Portsmouth).
- d. Army HQ (Andover).
- e. Air Command (High Wycombe).
- f. Air 90SU – RAF Leeming (Yorkshire).
- g. Number 1 Radio School, Training Delivery Squadron (Cosford).
- h. MoD Abbey Wood (Bristol).
- i. Information Systems and Services (ISS) (Corsham).
- j. Defence School of Communications and Information Systems (DSCIS) (Blandford).
- k. Industry premises as required (UK based).

9. Stakeholder contact details will be provided at the initial TSG meeting but the tender should account for all travel costs associated with all reasonable stakeholder engagements required to conduct the work.

### **Security Clearance**

10. The conduct of the TNA may require access to material up to SECRET. All personnel must have suitable security clearances to access this material (SC). If SECRET material access is required it will be made available by the Authority.

### **Government Furnished Equipment / Information**

11. The Equipment Authority (EA)<sup>1</sup> shall make available any relevant NSoIT(D) equipment, technology or documentation to the supplier as required to facilitate training analysis, design and delivery. The supplier may request additional information.

### **Governance**

12. The TSG will oversee the endorsement of any deliverables and will be the point of contact for the duration of the work, details of its membership can be found in Annex A.

13. The TSG will also govern and endorse the interim training solution for HMS QUEEN ELIZABETH (QNLZ), ensuring that the training solution is compliant as required and that all interim training analysis, design, delivery artefacts are available to the Programme TNA.

14. The TNA deliverables will be reviewed iaw the endorsement process as detailed in Annex B. Payment to the supplier will only be authorised upon endorsement of the report by the TSG. Any remedial work to be carried out at the expense of the contractor.

15. Contract management and progress will be conducted by the TLoD lead and governed by the TSG.

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<sup>1</sup> The EA for NSoIT(D) is Information Systems and Services Deployed Platform Services (Corsham).

## **Controlled Information**

16. All material protectively marked OSC and above, and 3<sup>rd</sup> party proprietary information supplied to / provided by the Authority should be treated as Controlled Information in accordance with the Managed Learning Service Framework agreement.

## **Supplier and Suitably Qualified and Experienced Personnel**

17. The supplier must be able to provide personnel that meet the following criteria to produce the TNA deliverables:

a. Must have a thorough understanding of the Defence Systems Approach to Training (DSAT) and demonstrable experience in writing Training Needs Analyses.

b. Must have a demonstrable track record of consistent on-time delivery of TNA deliverables to high standards.

c. Should have good tri-service knowledge, preferably with demonstrable experience of Information Systems and Services equipment. Experience from other sectors aligned with Front Line Commands, such as wider MoD and Defence, will be considered with suitable justification and risk mitigation by the supplier.

d. Should be prepared to work in an iterative and collaborative manner, accepting and incorporating stakeholder input and feedback.

18. Suitable evidence may consist of relevant TNAs, other training analysis work or samples of work (or accessible references) where the author is clearly identified. Testimonials, where provided, must have an identifiable source (exact post and/or name and rank). They are only to be included where current contact details can be provided and the individual has given consent to be contacted by the Maritime Training Acquisition Organisation (MTAO) to discuss the reference in context.

19. The supplier must provide details of all previous relevant MoD contracts completed.

## **Duration**

20. The proposed duration for this task is in accordance with the Deliverables and Timescales at Annex A and roadmap to NSoIT(D) steady state training by 31<sup>st</sup> August 2019. Interim training<sup>2</sup> is required to be delivered for QNLZ prior to Capability Insertion Period in Q1 2019.

## **Annexes:**

- A. Detailed Requirement for the Delivery of a Training Needs Analysis for NSoIT(D)
- B. Endorsement of Deliverables.

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<sup>2</sup> The Interim Training Solution for QNLZ will be contracted and delivered separately but will be subordinate to the overarching TLoD TNA process. Interim training assurance and governance will be provided by the TDLod TSG.

## **DETAILED REQUIREMENT FOR THE DELIVERY OF A TRAINING NEEDS ANALYSIS FOR NSoIT(D)**

### **Task Description**

1. The NSoIT(D) programme will deliver improved C4ISR OC within a single information environment that meets the needs of single service user and deployed joint force<sup>3</sup>. Providing access to coherent, assured Information and Communication Services (ICS), regardless of an individual's location, this improved ICS will act as a force multiplier across the full spectrum of military operations and with allies and partners<sup>4</sup>.
2. The delivery of NSoIT(D) Red, Black and Blue hardware, software, associated services and completion of critical DLoD enabling activity is required in order to deliver tri-service OC by mid-2019.
3. Subject Matter Expert support is required for the development and production of a TNA for all maintainer roles associated with the NSoIT(D) capability. The TNA is to, where appropriate, draw upon existing training solutions<sup>5</sup> for similar capabilities and develop them as required for the NSoIT(D) training solution.
4. The TNA will provide the required analysis of the capability and the training solutions to support:
  - a. Joint / Information Services Operating Centre (JISOC / ISOC) Operator Training.
  - b. Tri-service NSoIT(D) Black, Blue, Red Maintainer / Administrator Training.
  - c. Tri-service NSoIT(D) Blue, Red Operator (User) Training<sup>6</sup>.
5. The design and development of a fully JSP 822 Defence Systems Approach to Training (DSAT) compliant NSoIT(D) training solution that incorporates the NSoIT(D) roles identified at Para 4 and following associated documentation (non-exhaustive):
  - a. FTS (incl TPS, WTS and RTGS).
  - b. LSpecs.
  - c. Aspecs.
  - d. AStrat.
  - e. Course Handouts / Notes.

<sup>3</sup> Concept of USE for New Style of IT (Deployed). Dated 16 Aug 17.

<sup>4</sup> JFC/CAP/C4ISR/nsoit(D)/388 - NSoIT(D) Programme Reset Key Messages. Dated 5 Dec 17.

<sup>5</sup> 6.098.17 Training Needs Analysis Version 1.0. Dated 11 Mar 16.

<sup>6</sup> It is expected that this will be core system training. Application training will depend on Application delivery and functionality at the calendar date of training.

- f. Courseware Material. Training may be delivered at several locations.

The Training Design Contractor will be required to use the Training and Finance Management Information System (TAFMIS) to manage and record training development activity and progress.

6. Delivery of pilot courses for all roles identified at Para 1, using where possible existing SQEP<sup>7</sup>. Pilot course documentation is to be updated with any changes required after the course has completed and accepted by the TRA.

7. Training courses to support the NSoIT(D) roles are to be designed, developed and piloted prior to the fielding and maritime roll out of operational equipment. This will ensure that the courses can be assured and endorsed prior to delivery.

8. All associated training material is to be delivered in a consistent format that is compatible across all Defence CIS delivery schools<sup>8</sup>, this will ease the transition from legacy Black, Blue and Red systems to NSoIT(D) steady state training.

### **Deliverables and Timescales**

9. While the minimum requirements are outlined below, potential TNA suppliers will be assessed on the basis of their proposal to add further value in terms of versatile, cogent and thorough analysis. The Deliverables of the TNA listed below should be produced in accordance with the guidance outlined in JSP 822 Part 2 (V3.0 Apr 17) pages 13-63, as well as any direction given either in this SoR, or in subsequent discussion with the TSG.

10. Further guidance can be found in the Maritime Acquisition Training Line of Development Guidance Part 1: Project Team Guidance which is available on the Acquisition Systems Guidance GP2.8 page. Such requirements, updated through discussion or clarification activities, will be finalised prior to contract award. A proposed delivery timeframe, where C= date of contract award, is shown below. There will be flexibility over these dates depending on information available from equipment suppliers and SME availability<sup>9</sup>:

a. **Deliverable 1 by C+2 weeks: Training Support Plan (TSP):** Conduct a kick-off meeting with elements of TSG and agree the plan and timelines for delivery to include resource allocation, timelines, as well as identify the methods by which SMEs will be engaged. The TSP will also identify any training policy or funding constraints that may affect the TNA and specify who is responsible for the management of the TNA process and how the outputs will be measured. The TSP will be maintained as current throughout the TNA process.

b. **Deliverable 2 by C+6 Weeks: Scoping Exercise Report:** The deliverable shall acquire as much relevant information as possible about the training need and requirement. Key dependancies and DLoD implications and influences, notably policy, constraints, commitments, assumptions, target audience, personnel strategies, support-solutions and risks are to be collated. The report should also detail what is

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<sup>7</sup> The TNA process should engage with all FLC manning authorities.

<sup>8</sup> To be ratified by the TSG.

<sup>9</sup> FLC establishment leave periods may also affect SME availability.



appropriate to the training need and importantly, make training solution recommendations. Engagement with nominated DLoD personnel will be necessary throughout this stage. It is also imperative that consideration of the range of Target Audiences as well as the impact of Programme Faraday<sup>10</sup> is fully demonstrated.

c. **Deliverable 3 by C+3 months: Role Analysis (RA):** A focussed RA, comprising a Role Scalar and Role Performance Statement (RPS) for the Joint / Information Services Operating Centre (JISOC / ISOC Operator), NSoIT(D) operators (users) and maintainers. This work will also review existing RPS, ICF, TNAs and associated studies and will consider the implication of Programme Faraday to ensure coherence with The Naval Engineering

Strategy<sup>11</sup>. The key output will be an RPS for each identified role (split by rank and specialisation where appropriate) with detailed Performance, Conditions and Standards (PCS) and an initial training category informed by an auditable Difficulty, Importance and Frequency (DIF) analysis.

b. **Deliverable 4 by C+5 months: Training Gap Analysis (TGA):** A TGA undertaken in the context of existing and any future constraints and all factors identified in deliverables 2 & 3 which should be reviewed before commencement. Identification of the training gap between the requirements of the RPS / Individual Competence Framework (ICF) and any existing Training Objectives (TOs) clearly articulated for each of the NSoIT(D) elements, all broken down into Knowledge, Skills and Attitudes (KSA); an assessment of the ability of any committed or assumed training solutions to satisfy identified training gaps. In instances where residual gaps are identified, this Deliverable shall undertake a high-level assessment of other potential solutions. The TNA should ascertain residual training gaps against existing plans and commitments. Where analysis suggests that these assumptions and constraints may not provide a comprehensive training solution that meets the requirement, the supplier should highlight gaps and recommend solutions. As an example, the training solution is likely to rely on the equipment that is being used to deliver current training. The TNA should determine if this will service all specific training requirements for the NSoIT(D); if it cannot, the TNA should highlight key gaps and potential solutions for further consideration by the TSG.

c. **Deliverable 5 by C+7 months: Training Options Analysis (TOA):** Building on deliverable 4, and taking full account of reviewed deliverables 2-4. The TOA should primarily recommend a cost effective solution to train those gaps identified and endorsed for further assessment by the TSG. This will inform future acquisition planning, notably in terms of empowering the TSG to seek additional funding in instances where training gaps are considered serious enough to warrant further work. This TOA shall, as a minimum, outline the nature of the gap, fidelity requirements and describe a potential range of costed remedial training options. If relevant to the project, Defence Training and Education Coherence (DTEC)<sup>12</sup> rules should be considered within the TOA.

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<sup>10</sup> Programme Faraday

[http://defenceintranet.diif.r.mil.uk/Organisations/Orgs/Navv/Organisations/Orgs/ACNS\(Spt\)/ACOS\\_EngSup/Pages/Faraday.aspx](http://defenceintranet.diif.r.mil.uk/Organisations/Orgs/Navv/Organisations/Orgs/ACNS(Spt)/ACOS_EngSup/Pages/Faraday.aspx)

<sup>11</sup> The Naval Engineering Strategy 2017 – Enabling, Empowering and Equipping our Engineers. Navy graphics 16/0635.

<sup>12</sup> The DTEC rules specify how the SCs are to achieve coherence in the procurement of information systems, thereby leading to improvements in efficiency and effectiveness for T&E capability. The rules promote the sharing and re-use of assets across Defence

d. **Deliverable 6 by C+9 months: Training Needs Report:** Following a final review of the accuracy and validity of deliverables 1-5, deliverable 6 comprises a Training Needs Report that specifies the requirement and recommends a training solution through the evaluation of options. The report should include details of the resources required to design and support the recommended training and contain an Implementation Plan and Training Need Evaluation (TNE) strategy.

## Definitions

11. Definitions used for describing the deliverable are:

- a. **Must / shall.** Failure to comply with this requirement will result in the deliverable failing to be endorsed.
- b. **Should / could.** It is strongly recommended that this is included. Any other method or approach will be considered, provided it achieves the outlined aim to the TSG's satisfaction.
- c. **May.** This may be included if it adds value to the final report.

## Governance

12. The TSG will oversee the endorsement of any deliverables and will be the point of contact for the duration of the work. The TSG shall consist of the following (endorsing members indicated by an asterisk\*):

- a. The NSoIT(D) Project Team Project Manager\*.
- b. Training Requirements Authorities (TRA) – RN, Army, RAF Branch Manager(s)\*.
- c. NCHQ Training Capability Manager(s)\*.
- d. NCHQ TNA QA\*.
- e. Capability Managers – RN, Army, RAF\*.
- f. Training Delivery Authority (TDA) Representative.
- g. Training Establishment Representatives.
- h. Single Service TDLod Representatives.
- i. MTAO.

13. Other representatives or bodies may be invited to the TSG as required.

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and will establish an approved catalogue of services which can be drawn upon and reused in future projects. Further information can be found in JSP 822 Part 1 (V3.0 Mar 17).

## Required Content

14. All deliverables under this requirement will be subject to review and acceptance by the TSG in accordance with the endorsement process detailed in Annex B.

15. The following are stakeholders in the TNA and should be consulted during its production in addition to the TSG membership:

- a. Training Establishment course managers.
- b. Relevant Instructors.
- c. Training Establishment SO2 Training Management (for MWS / 22 GROUP / DSCIS Training Design aspects).

16. In order that the NSoIT(D) training solutions are comprehensive, offer optimal value for money, and are delivered in the requisite timeframe, all TNA must be conducted in accordance with the following guiding principles:

- a. While the TNA should pursue the methodology outlined in JSP 822 Part 2 (V3.0 Apr 17) pages 13-63. It must be undertaken in the context of existing commitments and constraints that shall be determined and agreed during the start-up meeting. Nugatory work, especially where there is no financial or commercial 'freedom of manoeuvre' should be minimised, albeit justified within TNA deliverables. This SoR outlines the minimum requirement and takes account of commitments and constraints at this juncture.
- b. The TNA should conduct the full range of analysis in high-level DSAT documentation needed to support subsequent training design activity. However, the deliverables should be tailored according to the programme and content of deliverables outlined above.
- c. All deliverables must be written in plain English, with good spelling and grammar. Further they must be written using unequivocal language that states the relevant points clearly and precisely. Abbreviations shall be explained in full if not common to the tri-service community.
- d. All risks and assumptions shall be captured and formally passed to the TSG for recording within the overarching project Risk Register and Master Data Assumption List (MDAL).
- e. Any alternative processes or classification systems used within the TNA process must demonstrate, to the TSG's satisfaction, as being at least as effective as those defined in JSP 822 Part 2 (V3.0 Apr 17) pages 13-63. The output of the analysis shall align with the Authority's Training Categories in use at the time of the Tasking Order.

f. It is imperative that the TNA provides a detailed audit trail in order for any deliverables to be endorsed by the SMEs within NCHQ TNA QA authority and the TSG endorsing members. All deliverables must be supported throughout by evidence that has been clearly audited and referenced.

g. All documents produced must demonstrate that they have been subject to an internal quality review process prior to issue. This must be completed by providing evidence of the outcome of the review process in addition to sign-off on the front cover.

h. All documents produced shall maintain the same numbering system (in line with guidance in JSP 822) as used within the prior deliverable to allow cross referencing between deliverables and tracking of tasks within the RPS through to their final Training Objective.

17. All analysis must show clear evidence that MOD and Single Service training strategy and policy, notably synthetic training<sup>13</sup>, Capability Joint Training Evaluation and Simulation work and the DTEC Agenda,<sup>14</sup> has been understood with implications and dependencies thoroughly considered.

18. The supplier shall warrant all documents, evidence and pictures provided in support of the deliverables will become Crown property, entirely free for use by the TSG for further use in any downstream activities of the procurement of training. Bidders are to warrant that they will not attempt to re-sell, re-use or distribute such documents, evidence and pictures obtained or generated in the course of this task without the express permission of the Authority.

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<sup>13</sup> JSP 822 Part 1 (V3.0 Mar18) Pages 91-96 Simulated Training.

<sup>14</sup> JSP 822 Pt 2 (V3.0 Apr 17) Pages 135-144 The Defence Training and Education Coherence (DTEC) modelling and simulation rules.

## **ENDORSEMENT OF DELIVERABLES**

1. The TSG, either in or out of committee, will be called upon to validate ALL deliverables, identifying any concerns or direction for further work back to the supplier. Each product will be endorsed as a separate product and full endorsement will be conferred upon delivery of all products; endorsement of this final deliverable will reflect successful completion of the entire task.
2. A review of assumptions, risks and findings must be undertaken prior to the release of each subsequent deliverable; pursuing such an iterative approach is critical to ensuring the final output is as up-to-date and relevant as practicable.
3. The review and endorsement process runs as follows:
  - a. Each deliverable will be circulated for comment and consideration to the TSG.
  - b. Members will have 10 working days to respond to the PT lead with their comments.
  - c. Collated comments will be passed to the supplier for action, with a TSG to be held no sooner than 3 working days later.
  - d. Subject to all comments being actioned, the report can then be endorsed by the TSG.
  - e. If the report cannot be endorsed and requires re-work, the supplier will then submit an up-issued version for the above process of circulation and comments with another 10 working days for TSG review.
  - f. The report may, on occasion, be endorsed out of committee by TSG endorsing members.
4. The report may be re-submitted and reviewed as many iterations as is necessary to gain TSG endorsement. Without endorsement, payment cannot be authorised.
5. The TSG will oversee the endorsement of any deliverables and will be the point of contact for the duration of the work. The TSG shall consist of the members as articulated in Annex A.
6. Other representatives or bodies may be invited to the TSG as required.

Schedule 2

Pricing Schedule

Commercials and Invoicing

[REDACTED]

## Appendix - Addresses and Other Information

**1. Commercial Officer:**

Name: David Parker

Address: Room 303, Building 1/080, Jago Road, HMNB Portsmouth,  
PO1 3LU

Email: david.parker136@mod.gov.uk

☎: 02392 727473

**2. Project Manager, Equipment Support Manager or PT Leader**  
(from whom technical information is available):

Name: [REDACTED]

Address: [REDACTED]

Email: [REDACTED]

☎: [REDACTED]

**3. Packaging Design Authority:**

Organisation and point of contact: N/A

(where no address is shown please contact the Project Team in Box 2)

☎ N/A

**4. (a) Supply/Support Management Branch or Order Manager  
Branch/Name: See Box 2**

☎ See Box 2

(b) U.I.N.: N5299R

**5. Drawings/Specifications are available from: N/A****7. Intentionally Left Blank****8. Quality Assurance Representative: N/A**Commercial staff are reminded that all Quality Assurance requirements  
should be listed under the General Contract Conditions.AQAPS and DEF STANs are available from UK Defence  
Standardization, for access to the documents and details of the  
helpdesk visit <http://dstan.uwh.diif.r.mil.uk/> [intranet] or  
<https://www.dstan.mod.uk/> [extranet, registration needed]**8. Public Accounting Authority:**1. Returns under DEFCON 694 (or SC equivalent) should be sent to  
DBS Finance ADMT – Assets In Industry 1, Level 4 Piccadilly Gate,  
Store Street, Manchester, M1 2WD  
☎ 44 (0) 161 233 53972. For all other enquiries contact DES Fin FA-AMET Policy, Level 4  
Piccadilly Gate, Store Street, Manchester, M1 2WD  
☎ 44 (0) 161 233 5394**9. Consignment Instructions:**

The items are to be consigned as follows:

See Schedule of Requirement

**10. Transport.** The appropriate Ministry of Defence Transport Offices  
are:A. **DSCOM**, DE&S, DSCOM, MoD Abbey Wood, Cedar 3c, Mail Point  
3351, BRISTOL BS34 8JH

Air Freight Centre

IMPORTS ☎ 030 679 81113 / 81114 Fax 0117 913 8943

EXPORTS ☎ 030 679 81113 / 81114 Fax 0117 913 8943

Surface Freight Centre

IMPORTS ☎ 030 679 81129 / 81133 / 81138 Fax 0117 913 8946

EXPORTS ☎ 030 679 81129 / 81133 / 81138 Fax 0117 913 8946

B. **JSCS**JSCS Helpdesk ☎ 01869 256052 (option 2, then option 3); JSCS Fax No  
01869 256837 [www.freightcollection.com](http://www.freightcollection.com)**11. The Invoice Paying Authority:**

Ministry of Defence

☎ 0151-242-2000

DBS Finance

Walker House, Exchange Flags

Fax: 0151-242-2809

Liverpool, L2 3YL

**Website is:**<https://www.gov.uk/government/organisations/ministry-of-defence/about/procurement#invoice-processing>**12. Forms and Documentation are available through \*:**Ministry of Defence, Forms and Pubs Commodity Management  
PO Box 2, Building C16, C Site  
Lower Arncott

Bicester, OX25 1LP (Tel. 01869 256197 Fax: 01869 256824)

**Applications via fax or email:** [DESLCSLS-](mailto:DESLCSLS-)[OpsFormsandPubs@mod.uk](mailto:OpsFormsandPubs@mod.uk)**\* NOTE**1. Many **DEFCONs** and **DEFFORMs** can be obtained from the MOD  
Internet Site:<https://www.aof.mod.uk/aofcontent/tactical/toolkit/index.htm>2. If the required forms or documentation are not available on the  
MOD Intranet site requests should be submitted through the  
Commercial Officer named in Section 1.