Reference: LWC OR FO Wargame Programme 24-28

4 Dec 2023

**STATEMENT OF REQUIREMENT**

**Support for Land Warfare Centre Operational Research Branch Experimentation**

### Force Optimisation Wargaming Programme 24-28

### Background

1. The Army Command Plan directs Commander Field Army to Optimise the Fielded Force through Warfare Development (WARDEV). This directive is cascaded down to all formations under their command. The LWC Operational Research Branch (Op Research) is responsible for delivering robust evidence collection that is targeted to inform Force Optimisation and modernisation programmes and critical outputs such as the **REDACTED**, whilst also shaping future Army exercises. A subset of Force Optimisation, and in response to the challenge included within Commander Field Army’s **REDACTED**, the Field Army has initiated **REDACTED** to focus the analysis and development on specific and discrete **REDACTED**.
2. In support of Fd Army Force Optimisation LWC Op Research utilises wargames, tabletop exercises (TTX) and studies to examine problems and issues. Outputs provide underpinning evidence to support Force Optimisation, modernisation, hypotheses development for further experimentation serials, and ensure best use of resources and assets within WARDEV. It shapes future exercises and operations supporting the drive toward delivering survivable and resilient Warfighting capability against a Peer threat.
3. This programme forms one of the key delivery mechanisms of wargaming within Fd Army and, as directed by **REDACTED** following the **REDACTED**, will incorporate the requirement for coherence with all forms of wargaming delivered by LWC/Fd Army (Facilitated Training, Operational Force Testing, CAPDEV) as well as the wider Defence wargaming enterprise.

### Outline Requirement

1. The requirement is for the agile and responsive scoping, planning, management, and delivery of a programme of analytical wargames, TTXs and facilitated studies, designed, and resourced to gather, analyse, and exploit data producing evidence to support Field Army formations to optimise and modernise. The programme is to be formed of individual wargames, TTX and study activities to permit problems and issues to be examined. The games and study events will, where appropriate and available, make use of existing scenarios that have been planned and developed by the appropriate level HQ. Each wargame will have a 2\*/1\* level sponsor, responsible for defining the aim and scope of each wargame, working in conjunction with LWC and the supplier. Individual points of contact for the Force Optimisation **REDACTED** leads and an LWC HQ Warfare Branch Doctrine lead will also be identified.
2. The requirement is for a programme of activities to understand the current Force Optimisation problems and issues in further detail. The programme is intended to run for four years, recognising potential restrictions imposed by current ASTRID Framework end date and option years. Each year of the wargame programme will incorporate up to eight serials. The type of activity to be conducted (wargame, TTX, facilitated study) will be on agreement with the activity sponsor. The wargame programme activity themes will be aligned to **REDACTED** (or other Force Optimisation priorities as defined by the Field Army) and linked with wider experimentation and analysis being undertaken by Fd Army and LWC Op Research. The outputs from the activities will be formally captured through the delivery of written reports and verbal briefings.
3. The six REDACTED Lines of Operation (LoO) are:
   1. **REDACTED**.
   2. **REDACTED.**
   3. **REDACTED**
   4. **REDACTED**
   5. **REDACTED**
   6. **REDACTED**
4. Themes for year one of this contract may follow on from work conducted in FY23/24 and the selected Contractor will need to familiarise themselves with the activities conducted previously, provided where necessary as GFX.
5. The Contractor will be responsible for fulfilling the following roles and undertaking the following responsibilities:
   1. Programme Management
   2. Programme Coherence
   3. Development of the requirements in conjunction with LWC stakeholders
   4. Wargame & TTX Design & Planning
   5. Wargame & TTX Facilitation & Delivery
   6. Wargame & TTX Scribes
   7. Wargame & TTX Analysis and Reporting
   8. Wargame Technical Support and Assurance
   9. Study Design, Delivery & Analysis
   10. Reports and briefings on Programme delivery.
   11. Financial Reporting and estimation of cost for all activities
6. All scenarios (including requisite Operational Staff Work (OSW), mapping etc) produced in support of this wargame programme will be provided to LWC Op Research to enable future issues to be examined through wargames.
7. Most of the tangible deliverables provided by the Contractor are expected to be **OFFICIAL SENSITIVE**, **REDACTED**. There may be in exceptional requirements the need to produce outputs at **REDACTED,** facilities will be provided to support this**.**

### Detailed Requirement

1. For each of the contract years the Contractor will be required to deliver up to eight activities. Themes for the wargame programme will be identified in the final quarter of the preceding year, however the programme will require flexibility to meet the prioritisation needs of the Fd army. This will be managed through routine programme management. The Contractor shall be required to liaise directly with nominated Fd Army Sponsors and LWC Op Research to fully define the activity scope, aims, type and required outputs.
2. Activities within this programme will be one of the three following formats:
   1. **Facilitated Study.** A facilitated study is an exploration of a topic by undertaking a combination of evidence/literature reviews, structured interviews, structured workshop(s), or modelling/analysis of a problem. A facilitated study may not require a formal COA but should utilise agreed and focussed master and research questions as a minimum. The outcome provides a better understanding of the topic and will provide recommendations for further Fd Army action or may lead to a more detailed TTX, or wargame later in the programme. The formal deliverable will be a short-written report.
   2. **Tabletop Exercise (TTX).** The purpose of a TTX is to explore an identified problem/theme by using a scenario context to play test different Force Optimisation options. While often unopposed a TTX can be run with an adversarial construct. The formal deliverables will be the Concept of Analysis and a final activity report; however, this will be supported by other outputs including headlines report to the sponsor, and where applicable to the method: mapping, Schemes of Manoeuvre, ORBATs, scribe notes, and data capture.
   3. **Wargame.** The purpose of a wargame is to gain a detailed understanding of a problem/theme by using a scenario-based warfare model in which the outcome and sequence of events affect, and are affected by, the decisions made by the players. These are likely to be adversarial wargames. Analytical wargames, as opposed to the TTXs, will often be used to collect and analyse quantifiable datasets. The underlying data sources and models used for the purposes of analytical wargames should be agreed between the Contractor and LWC Op Research. The formal deliverables will be the Concept of Analysis, and a final activity report; however, this will be supported by other outputs including headlines report to the sponsor, and where applicable to the method (mapping, Schemes of Manoeuvre, ORBATs, scribe notes, and data capture).
3. For the purposes of costing the requirement the Contractor shall provide cost estimates for each year of the contract based on the delivery of the requirements listed below. Any adjustments to this programme that increase the scope shall be incorporated through contract amendment, as required.
   1. x2 Analytical Wargame of three days duration
   2. x2 two day Tabletop Exercise
   3. x3 one day Tabletop Exercise
   4. x1 short duration study

1. The Contractor will be responsible for supplying a team to enable the delivery of the wargaming programme. The following resources are typical of the requirement to enable such activity:
   1. **Programme Management.** The Contractor will provide a complete Programme & Project management and oversight function to ensure the programme is delivered within the agreed timescales and within budget. The contractor will be responsible for providing a cost estimate for each activity to be agreed in advance with Op Research. The project management function will liaise closely with the Game Sponsors (or their nominated deputies), the Wargame Designers, key stakeholders and any contracted resources.
   2. **Project Coherence.** Cross-theme management and coherence with wider Op Research and Field Army activities is key to the successful exploitation of this programme. The Contractor should identify an individual responsible for this project coherence. This individual will need to engage across Field Army (including **REDACTED**, Formation Wardev Reps), as well as with the LWC Op Research Enterprise. This role also will seek to maximise the value gained from individual events by drawing insights, data and evidence together from across the programme to create a campaign of mutually supporting events.
   3. **Analysts.** The Contractor will provide a Lead Analyst for each activity. The Lead Analyst shall be responsible for the Concept of Analysis and Data Capture and Management Plan. The Lead Analyst is responsible for ensuring that any models, methods, tools and data that are used in the execution and delivery of the activity are appropriate and validated to the level required for the proposed exploitation of the outputs. Some activities, particularly analytical wargames, may require additional analyst to support collection and analysis of the data collected.
   4. **Wargame/TTX/Study Designers.** For most activities designers are essential. A Designer should work with the Lead Analyst and nominated LWC Op Research to ensure that the wargame will deliver the final report and outputs that meet the needs of the sponsor.
   5. **Facilitators.** Acts as the master of ceremonies during the wargame/TTX. A facilitator will ensure that timings are adhered to, all participants and players are heard, and the aims of the wargame are met. The facilitator will supply the counters and tokens to be used in the wargame.
   6. **Technical Support.** Technical support supplied will be appropriate Suitably Qualified Experienced Personnel and the tools required to produce and deliver the activities. This will support delivery of the technical elements of the game and be expected to provide expertise to support military players as required. This support will also underpin decisions made and support the outcomes of the wargame. The Contractor shall supply the game mechanics, adjudication, and analysis tools, although where available, existing adjudication systems that are appropriate and fit for purpose should be used.
   7. **Scribe.** The scribe(s) will record all the key decisions and events during the wargame and other related activity, such as deep dives. The scribe provides part of the auditable evidence for the wargame outputs.

### Deliverables and Outputs

1. The following Deliverables are required, where appropriate to the activity type, against the above serials, in line with the recommended timescales detailed within extant wargaming handbooks/guides:
2. **Wargame/TTX Concept of Analysis and Data Collection Management Plan.** The Concept of Analysis is a design document and plan for how the wargames/TTX will be designed, delivered, the outputs to be delivered and includes a data collection and management plan (DCMP). It will be produced by the Lead Analyst in consultation with the Authority Representative. It will be provided in an electronic format compatible with Microsoft Office programs. The structure and format of such a document will be agreed in advance with the Authority representative.
3. **Activity Final Report.** Following completion of each activity the Contractor shall produce a report that captures the conduct of the activity, key areas investigated, constraints and limitations of the outputs, and the key outputs including any further analysis conducted post event. The activity reports shall be reviewed by the Authority before final sign off. The activity report shall be delivered within two weeks from completion of the activity. These documents are to be provided in an electronic format, such as pdf or a format compatible with Microsoft Word. The structure and format of such a document will be agreed in advance with the Authority representative.
4. The contractor will also be responsible for providing the following over-arching programme Deliverables:
   1. **Programme Evaluation report.** Prior to completion of the Financial Year a report should be produced that provides an overall holistic assessment of the programme delivered in-year, including assessment on delivery, lessons learned, concerns for programme going forward and a focus on how future programme serials can be delivered more effectively. The report shall be provided in an electronic format compatible with Microsoft Word. The structure and format of such a document will be agreed in advance with the Authority representative.
   2. **Capping Study.** The output from each year will be captured in capping paper produced by the Contractor and briefed as appropriate. The capping study will be provided as concise summary of the insights, observations, and evidence generated within the programme over the year. The report should be expected to be shared with Senior Fd Army personnel and its length should reflect this albeit Annexes can be utilised where supporting evidence is required. These documents are to be provided in an electronic format, such as pdf or a format compatible with Microsoft Word. The structure and format of the capping study will be agreed in advance with the Authority representative.
5. The following Outputs are required, where appropriate to the activity type, against the above serials in line with the recommended timescales detailed within extant wargaming handbooks/guides:
   1. **Playtests/TESTEX.** The Contractor shall conduct internal Playtests/Test Exercise (TESTEX) as required by the wargame team to confirm mechanisms and OA. Where more than one occurs, it is expected the Contractor will require attendance by military personnel for only one of those TESTEX events. At the final TESTEX the Sponsor/Authority Representative will confirm whether the wargame is fit for purpose. All aspects of the wargame should be tested, including turns, variations and any different missions. TESTEXs shall be scheduled to ensure that there is sufficient time to make any changes, with note to mapping as described above.
   2. **Wargame Dress rehearsal.** The dress rehearsal should be conducted at the actual venue and is a final run through. Ideally the Sponsor should be present, along with sufficient representative players to confirm turns, sequence of activities and check any technology that is being used. The Dress rehearsal can be combined with the final TESTEX if scheduling requires doing so.
   3. **Activity delivery.** The wargame, TTX or study will be delivered and appropriately resourced as described above.
   4. **Scribe notes.** The Contractor shall provide an electronic copy of the notes captured by Contractor provided scribes. The records shall be clear to an informed individual. The Contractor shall ensure any abbreviations and individual shorthand are removed or made appropriately clear. The scribe’s notes shall be provided in electronic format compatible with Microsoft Office programs. The structure and format of such a document will be agreed in advance with the Authority representative.
   5. **In-game statistics/insights.** The Contractor shall compile key statistics or insights, as agreed with the Authority Representative, from the wargame. This data requirement is likely to vary from activity to activity. The data collection plan shall be included within the Data Collection and Management Plan and be agreed in advance by the Authority Representative/Sponsor. This is expected in the format of a Spreadsheet compatible with Microsoft Excel.
   6. **Game products.** The Contractor will ensure all game products to deliver the activity, such as mapping and OSW excluding game counters where they are not created bespoke for the activity, are delivered to LWC Op Research. All OSW and briefing materials are to be provided in editable electronic format compatible with Microsoft Office programs.
   7. **Headlines Report.** Following completion of the activity the Contractor shall producea short report based on conduct of the game, identification of key talking points and the initial insights. The headlines report is primarily intended to be a quick review of the activity to be presented to the activity sponsor to enable briefing upward and outwards as required. This report is expected to be not more than a few pages. This report shall be delivered within three working days from completion of activity. It will be provided in an electronic format compatible with Microsoft Office programs. The structure and format of such a document will be agreed in advance with LWC Op Research.
6. The contractor will also be responsible for providing the following over-arching programme Outputs:
   1. **Technical Management.** Technical management of the programme will be managed through fortnightly technical meetings. The Contractor will provide a short brief on the progress of each of the activities taking place during that Contract year. A supporting slide pack shall be maintained as part of the briefing material. This slide pack will include up to date and key information regarding each of the serials, it may also include material supporting programme’s coherence with wider activities.
   2. **Programme coherence.** The Contractor shall be required to support the coherence of activities they are delivering with the experimentation enterprise delivered by Op Research and wider Force Optimisation activities being delivered by Field Army. To achieve this the Contractor may be required to provide briefings on the programme as well as supporting the delivery of other coherence products that are being delivered by other entities. This will be considered to be part of the project management function of the programme.

### Scope and GFX

1. The project will require close cooperation with LWC Op Research to shape interactions with the formations and ensure project deliverables meet the requirements.
2. The Authority will endeavour to provide or enable access to:
   1. Relevant key stakeholders and information.
   2. General support from LWC Op Research.
   3. Access to SME Staff within Fd Army formations.
   4. ModNet accounts and appropriate permissions.
   5. Facilities to host wargame serials.
   6. Appropriate SQEP personnel required to conduct wargames.
   7. Mapping and OSW required to conduct wargames.

### Project Governance

1. The programme will be coordinated by the Contractor in collaboration with the game sponsors, and their delegated Authority Representative, with oversight provided by LWC Op Research. It will be governed as follows:
2. **Programme Management Meeting.** A programme management meeting, beyond routine planning meetings, between the Contractor and LWC Op Research will be conducted at least once every month to:
3. Facilitate meetings with proponents & key stakeholders where appropriate.
4. Conduct progress reviews.
5. Report issues that may affect project delivery.
6. Take corrective actions as required.
7. Be attended by designated Authority Representatives where required.
8. Confirm the programme remains affordable.
9. **Routine working activity** This will be coordinated by LWC Op Research, supported by other Authority Representatives, alongside the Contractor, they will:
10. Facilitate Contractor access to information, documentation and organisations as required, including facilitating appropriate GFX.
11. Conduct quality assurance of all deliverables.
12. Act as designated officer for contractual purposes. They will approve deliverables as fit for purpose prior to payment sign off. This will be under the guidance and approval of the LWC Programme Capability Manager.
13. **Project Risk.** A Risk Register will be prepared by the appointed Contractor and will be updated jointly between LWC Op Research and the appointed Contractor throughout the life of the programme. It will be populated, and risks managed to ensure they are as low as reasonably possible. It will be reviewed at all Programme Management Meetings. The Risk Register shall be provided in electrical format compatible with Microsoft Office programs.
14. **Lessons.** A lessons register will be prepared by the appointed Contractor and will be updated jointly between the Authority and the appointed Contractor throughout the life of the programme. It will be reviewed at all Programme Management Meetings and shall be updated after each wargame serial at a minimum. The lessons register shall also include military planning lessons of organising a wargame, therefore the Contractor shall seek input from the Authority Representative at a minimum. The lessons register shall be provided in electrical format compatible with Microsoft Office programs.
15. **Security.** All Contractors employed on the task should hold at least SC clearance. Individuals that only hold BPSS clearance will be considered on a case-by-case basis. Some of the deliverables may also be expected to be sensitive in nature and will be delivered at the appropriate classification **REDACTED**. Some elements of planning and running the wargame programme may be conducted **REDACTED** and will require appropriate personnel clearance.
16. **General Data Protection Regulations.** It is expected that this contract will require limited handling of personal data. All data collected that could be considered “Personal data” under the new General Data Protection Regulation (GDPR) must be handled in accordance with the regulation. It should be noted that the GDPR widens the definition of personal data to include:

*“Any information relating to an identified or identifiable natural person (‘data subject’); an identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person”.*

Any personal data must comply with entire GDPR however the following key parts of the regulation are expected to be demonstrated as minimum. The six principles of this regulation must be followed, these are:

1. Processing must be fair and lawful.
2. Purposes of processing must be specified, explicit and legitimate.
3. Personal data must be adequate, relevant, and not excessive.
4. Personal data must be kept up to date.
5. Personal data must be kept for no longer than necessary.
6. Personal data must be processed in a secure manner.

A Privacy Impact Assessments (PIA) must be conducted as part of any personal data collection to ensure compliance with the GDPR. In addition, data subjects must opt into having any personal data collected and their consent must be provable. The individual rights of data subjects should also be understood and respected through the collection, processing, and storage of their personal data. All parties involved in the handling of personal data should also understand their obligation to report data breaches as soon as they are discovered. Parties involved in processing personal data should understand their obligation for doing so lawfully. Data must be processed under one of the following bases to be lawful.

1. Consent
2. Contract
3. Legal obligation
4. Vital interest
5. Public Task
6. Legitimate interest

### Assurance and Acceptance

1. Internal technical assurance will be provided by the LWC Task Lead and validated by LWC DH Op Research as required. Independent external technical assurance will be provided through the ASTRID framework PMO as required.
2. Authority Representatives, in collaboration with the Contractor activity leads, will be responsible for ensuring each game delivers the required military insights. Issues surrounding the delivery of this aspect are to be raised with LWC Op Research in a timely manner to allow resolution.

### Payment

1. The contractor will be paid on satisfactory completion of Project Deliverables, either within a Limit of Liability or a Firm Price contract, consisting of several agreed LOEs, Work Packages and supporting Deliverables (terminology to be agreed) which will be endorsed and accepted by LWC Op Research.

### Intellectual Property

1. Deliverables shall all be under DEFCON 705. Contractors are required to inform LWC Op Research as soon as they are reasonable aware if there is any Limited Rights Information to be included in the results and to mark the results to indicate what is and is not Limited Rights Information

**REDACTED**

DH Operational Research Branch