

Statement of Requirements for: 703610452 - TacSys Organisation Design

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1. OVERVIEW OF THE AUTHORITY

1.1. Tactical Systems (TacSys) is a delivery team within MOD Defence Digital responsible for delivering the Land Environmental Tactical Communication and Information Systems (LE TacCIS) Programme on behalf of Army HQ, and Headsets for Armoured Fighting Vehicle Platforms. The LE TacCIS Programme consists of various sub programmes and projects amounting to a total value of circa £6Bn over the next 10 years. In parallel to delivering future capability, TacSys needs to continue to sustain in-service capability in support of the Front Line Commands (FLCs). The team consists of c380 people; with a distribution of approximately 50% Crown Servants and 50% Private Sector Support.

2. BACKGROUND

2.1. TacSys is headed by a military 1* and currently structured around 3 delivery lanes managed at the B1 level focused on delivery of capability change, with an in-service team again B1 led focused on supporting current capability. Functional support is largely matrix managed including: commercial, finance, engineering, integrated logistical support, project controls, risk, stakeholder management and approvals that provide pan team support and expertise. The complexity of LE TacCIS, especially the challenges around the delivery of future Tactical Communication and Information Systems (CIS) via Project MORPHEUS, is only set to increase; whilst the demands on the team are already stressing both the organisational structure and capacity of the team. This includes contracting for industry partners that might in the future assume some of the roles and responsibilities currently managed within TacSys.

2.2. In addition to needing to manage the current programme of work, TacSys is required to adjust its current ways of working to ensure it aligns to wider transformational programmes. These include Defence Digital Strategic Workforce Transformation (SWTx), Project and Service Delivery Professionalisation (PSDP) (which includes moving towards a more Service orientated approach to delivery) and changes to the Army Operating Model (AOM). TacSys also needs to look for opportunities to take advantage of wider digitisation and smarter ways of working to become more efficient.

2.3. As well as supporting the immediate needs of TacSys, there is also a requirement to provide a model that has wider utility across other delivery teams within Defence Digital, most notably to support the transition to a Service Executive Model (SEM), and to understand how teams can optimise their own structures within the strategic intent of Strategic Workforce Transformation (SWTx). SWTx is looking to reduce the number of Crown Servants, upskilling the remainder.

2.4. The following artefacts are provided as Government Furnished Information (GFI):

Document Title	Description	File Name/Location
Project and Service Delivery Professional (PSDP)	An introduction to Defence Digital's Project & Service Delivery Professionalisation (PSDP) initiative.	Issued with ITT.
Service Executive	Defence Digital strategy for this change initiative under the PSDP that will impact TacSys	Issued with ITT.

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Model (SEM) Strategy	Delivery Team within the next 12 months. The Service Executive Model drives impacted delivery teams to establish Portfolio Integration Offices.	
LE TacCIS 3 Authorities Model	Model governing the interactions between Army Headquarters (Capability Authority) TacSys (Design Authority) and the Field Army (Operating Authority) during delivery and governance activities across TacSys.	Issued with ITT.
TacSys Current Staff Report	A variety of views of the organisation of the delivery team and its constitution in terms of different types of staff (military, civilian, contractor).	Issued with ITT.
LE TacCIS Background Information	Land Environment Tactical Communications and Information Systems (LE TacCIS) programme aims to deliver tactical military communications.	https://www.gov.uk/guidance/le-taccis-programme

3. REQUIREMENTS

3.1. The requirement is to:

Serial ID	Description/ Deliverables	Outputs	Output date	Acceptance Criteria
1	<p>The Contractor shall</p> <ul style="list-style-type: none"> • Create and provide a framework/structure with supporting guidance against which TacSys can objectively assess and optimise their future operating model, organisational structure and ways of working (to include proposal of evaluation criteria in respect of alternative designs, for agreement with the Authority). • It is expected that this will need to be supported by various briefs by the Authority (anticipated to be no more than 5) to the Contractor to understand the current construct and challenges • Considerations to include: <ul style="list-style-type: none"> a) Optimising ways of working/exploitation of data and extant digital tools to improve resource efficiency b) Reviewing and developing the organisational construct c) Review the resource requirements and suggest ways of optimising the workforce, including looking at functional expertise and balance between Crown Servants and Private Sector Support. d) Ensuring wider coherence with key stakeholders and wider transformation initiatives. 	[1] Organisational Design (OD) methodology.	Completion within four (4) weeks of contract award.	<p>The OD Methodology to include, but not be limited to:</p> <ul style="list-style-type: none"> a. Executive Summary. b. Methodology based on proven, repeatable consultancy approaches. c. Definition of information discovery, capture & analysis techniques (e.g. structured info set, standard visualisations, options evaluation techniques). d. A proposal for how the Authority might measure the impact on outcomes e. Having wider utility across the other SDO DTs. <p>to the satisfaction of the Authority's Nominated Representative.</p>

Serial ID	Description/ Deliverables	Outputs	Output date	Acceptance Criteria
2	<p>The Contractor shall</p> <ul style="list-style-type: none"> • Facilitate (Specify and invite attendees, create agenda, run workshop, liaise with Authority lead to organise workshop location) at most three (3) internal workshops to assist the TacSys delivery team in analysing its structure, future design and operating model using the agreed OD methodology. • Facilitate (Specify and invite attendees, create agenda, run workshop, liaise with Authority lead to organise workshop location) at most two (2) external workshops to engage with wider stakeholders in order to communicate the OD methodology and key considerations pertinent to TacSys OD. • Based on stakeholder inputs from the workshops, document the recommended TacSys OD. • Workshops to be held at JPO or Abbey Wood. • No workshops to take place during the month of August. 	[2] TacSys Organisational Design.	Completion within twelve (12) weeks of contract award.	<p>The TacSys Organisational Design, to include but not be limited to:</p> <ol style="list-style-type: none"> a. OD to be justified through use of the OD methodology and evaluation criteria for alternative designs agreed with the Authority. b. Optimal resource against current Order book and methodology for on-going management. c. Setting the conditions for wider exploitation of the model/framework across other teams in DD; most notably to ensure that other delivery teams can reuse it to model and optimise their own structures through two (2) centralised briefs and supporting written material). This will then help provide other teams with the ability to reuse the same approach tailored to suit their own specific requirements. <p>to the satisfaction of the Authority's Nominated Representative.</p>

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3	<p>The Contractor shall</p> <ul style="list-style-type: none"> • Define the future resource requirements for TacSys against the Order Book based on the optimal design and expertise required. • Review resource balance, ways of working to become more efficient/effective and document recommendations. • Recommend how TacSys can improve ways of working. • Considerations to include: <ul style="list-style-type: none"> a) What roles need to be retained by TacSys v which roles could/should be outsourced to a Delivery Partner. b) Opportunities to exploit digital tools/technology to improve ways of working. 	[3a] Future Resource Requirements.	Completion within twelve (12) weeks of contract award.	<p>The Futures Resource Requirements, to include but not be limited to:</p> <ul style="list-style-type: none"> a. Indication of headcount and mix of skills, experience, and knowledge. b. Guidance on resource splits between Crown Servants and industry partners within operational constraints. c. to the satisfaction of the Authority's Nominated Representative.
		[3b] Improvements Plan.	Completion within four (4) months of contract award.	<p>The Improvements Plan, to include but not be limited to:</p> <ul style="list-style-type: none"> a. Action plan to include role responsibility, priority, approximate timescale. b. Recommended Improvements justified through evidence. <p>to the satisfaction of the Authority's Nominated Representative.</p>

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4	The Contractor shall <ul style="list-style-type: none"> Provide an objective assessment on how TacSys should look to transition to a Service Executive Model (SEM) based on alignment to the DD SEM Strategy and considering the reality of the capabilities currently in-service/being delivered by TacSys. 	[4a] Blueprint to achieve future state.	Completion within twelve (12) weeks of contract award.	The Blueprint to include, but not limited to: <ol style="list-style-type: none"> Capture of target (To Be) state at a specific future date (or under specified conditions). to the satisfaction of the Authority's Nominated Representative.
		[4b] Outline Implementation Plan	Completion within four (4) months of contract award.	The Outline Implementation Plan, to include but not be limited to: <ol style="list-style-type: none"> Having sufficient detail to enable the development by the Authority of a transition plan to achieve the end state documented in the Blueprint. to the satisfaction of the Authority's Nominated Representative.

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Serial ID	Description/ Deliverables	Outputs	Output date	Acceptance Criteria
5	<p>The Contractor shall</p> <ul style="list-style-type: none"> • Provide a final report to summarise key recommendations. • To be supported by a verbal face to face brief to key stakeholders including Questions & Answers (Q&A). 	[5] Final Report and supporting verbal brief to key stakeholders	Completion within four (4) months of contract award.	<p>The Final Report, to include but not be limited to:</p> <ol style="list-style-type: none"> a. Rationale linked to evidence in support of each recommendation. b. Incorporation of all outputs and qualities identified in the above requirements into a consolidated final report. c. Verbal brief summarising the approach and key conclusions <p>to the satisfaction of the Authority's Nominated Representative.</p>
6	The Contractor personnel shall work from the Base Locations for a minimum of two (2) days per working week or otherwise agreed with the Authority's Representative.	N/A	N/A	The Contractors personnel are working from the Base Location as specified.

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Serial ID	Description/ Deliverables	Outputs	Output date	Acceptance Criteria
7	The Contractor shall <ul style="list-style-type: none"> • Chair a kick-off meeting with the Authority • Undertake weekly check in with the Project Lead. • Provide a written concise monthly progress report on progress against the Outputs in this requirements table 	[7a] Kick off meeting.	Within 2 weeks of contract award	a. Develop a joint understanding of the requirement and context b. Clarify supporting documentation (as provided by the Authority). c. Agree plan for briefs with stakeholders (to be arranged by the Authority) to understand the operating context of the Delivery Team.
		[7b] Weekly check in.	Weekly	Authority understanding of overall progress, issues and blockers.
		[7c] Monthly Report	Monthly Report, submitted 5 Working Days prior to the end of each month	Report including but not limited to: -Progress against each serial ID of this Requirements Table -Workshops and meetings held in the then preceding month - Workshops and meetings planned to be held in the following month - Any issues or challenges faced or anticipated

3.2. Outputs outlined in 3.1. Requirements (with the exception of 7a and 7b) shall be Soft / Electronic / Printable / Auditable any / a combination (as appropriate) of MS Word, PDF, MS Power-Point or Excel formats or as agreed by the Authority's Nominated Representative.

3.3. The following acceptance process shall apply to all document deliverables within the Requirements table of this document.

3.3.1. The Contractor shall give the Authority notice of at least ten business days prior to the submission of deliverable documents.

3.3.2. The Authority shall nominate a Representative within TacSys (The Authority's Nominated Representative) to approve Contractor Deliverables under this SOR, this individual is subject to change at the discretion of the Authority and the Contractor shall be informed in writing accordingly.

3.3.3. The Authority's Nominated Representative shall, within ten business days of confirming receipt of the submitted document, review the document and shall either:

- a. notify the Contractor of the Authority's acceptance of the document or;
- b. provide any comments to the Contractor.

3.3.4. If the Authority does not respond to the Contractor within ten business days of confirming receipt of the submitted document, this shall constitute acceptance of that document by the Authority.

3.3.5. The Contractor shall then incorporate any comments within a revised document (subject to any further agreement that may be required) which shall be issued to the Authority within five business days of receiving the Authority's comments.

3.3.6. The Authority shall within five business days of confirming receipt of the revised document, review the document and shall either:

- a. notify the Contractor of the Authority's acceptance of the document or;
- b. highlight any errors or omissions within the document to the Contractor.

3.3.7. If the Authority does not respond to the Contractor within five business days of confirming receipt of the submitted document, this shall constitute acceptance of that document by the Authority.

3.3.8. The Contractor shall correct any errors and/or omissions and submit the corrected document to the Authority within five business days.

3.3.9. The Authority shall notify the Contractor of the Authority's acceptance of the document once the Authority's Nominated Representative is satisfied that the deliverable meets the requisite quality. If the Authority does not respond to the Contractor within five business days of confirming receipt of the submitted document, this shall constitute acceptance of that document by the Authority.

3.3.10. The Parties shall adopt the following receipting process for document deliverables. If the Party issuing the document or providing comments does not receive confirmation of receipt within 2 business days of having issued such document or comments, the issuing party shall be responsible for contacting the other party to establish the whereabouts of such documents or comments.

4. BASE LOCATION

4.1 The base locations for this Contract will be the MORPHEUS Joint Programme Office, Northleigh House, Lime Kiln Close, Bristol, BS34 8SU and/or MoD, Abbey Wood, Bristol BS34 8JH, as required.

5. PAYMENT

5.1. Payment will be made in accordance with the Core Terms of the Contract and Framework Schedule 6 (Order Form).

6. STAFF VETTING, EXPERIENCE AND QUALIFICATIONS

6.1. The Contractor shall provide suitably qualified and experienced personnel who:

6.1.1. Have an understanding of MoD structures, terminology and ways of working; especially Army, Defence Digital and Defence Equipment & Support.

6.1.2. Possess valid BPSS clearance.

6.1.3. Are experienced at understanding how to optimise organisational design and incorporating change initiatives whilst still being able to deliver under pressure and at a high tempo.

6.1.4. Demonstrate experience of working in a collaborative manner with the Customer.

6.1.5. Are able to consider a range of views from various stakeholders to understand the context and landscape.

7. KEY MILESTONES

Milestone	Serial ID	Milestone Description	Output date
1	7	Kick off meeting with the Authority to ensure understanding of the requirement/context, obtain clarification of supporting documentation (as provided by the Authority) and to plan briefs with stakeholders (to be arranged by the Authority) to understand the operating context.	Within two (2) weeks of contract award.
2	5	Final report delivered and briefing to summarise recommendations to key stakeholders including Q&A.	Within four (4) months of contract award.

8. AUTHORITY’S RESPONSIBILITIES

8.1. The Authority shall provide:

8.1.1. Access to personnel required to provide insights/supporting information to the above. This is likely to be in the region of twenty (20) personnel. Initial discovery most likely to be over MS Teams for ease; however, face to face may be more appropriate in some cases; which will be grouped for ease of facilitation. Any face-to-face meetings will take place at the Base Location;

8.1.2. Access to MoD establishments and facilities to host workshops at the Base Location;

8.1.3. Access to supporting Government Furnished Information as identified in Section 2 of this Statement of Requirement.

9. REPORTING

9.1. The Contractor will undertake weekly check in with the Project Lead in accordance with serial 7 of Requirements. This will be in the form of a face to face where possible or hosted via Microsoft Teams.

9.2. The Contractor shall provide a concise monthly progress report in accordance with serial 7 of Requirements.

10. DEFINITIONS AND ACRONYMS

Expression or Acronym	Meaning
AOM	Army Operating Model
CIS	Communication and Information Systems
CS	Crown Servants
BPSS	BATCIS Project Support Service
DD	Defence Digital
DP	Delivery Partner
DT	Delivery Team
FLCs	Front Line Commands
LE TacCIS	Land Environmental Tactical CIS Programme
MODNET	Ministry of Defence Main IT system which works up to Official Sensitive
OD	Organisational Design
PSDP	Project and Service Delivery Professionalisation
PSS	Private Sector Support
SDO	Service Delivery & Operation
SEM	Service Executive Model
SWTx	Strategic Workforce Transformation
TacSys	Tactical Systems