

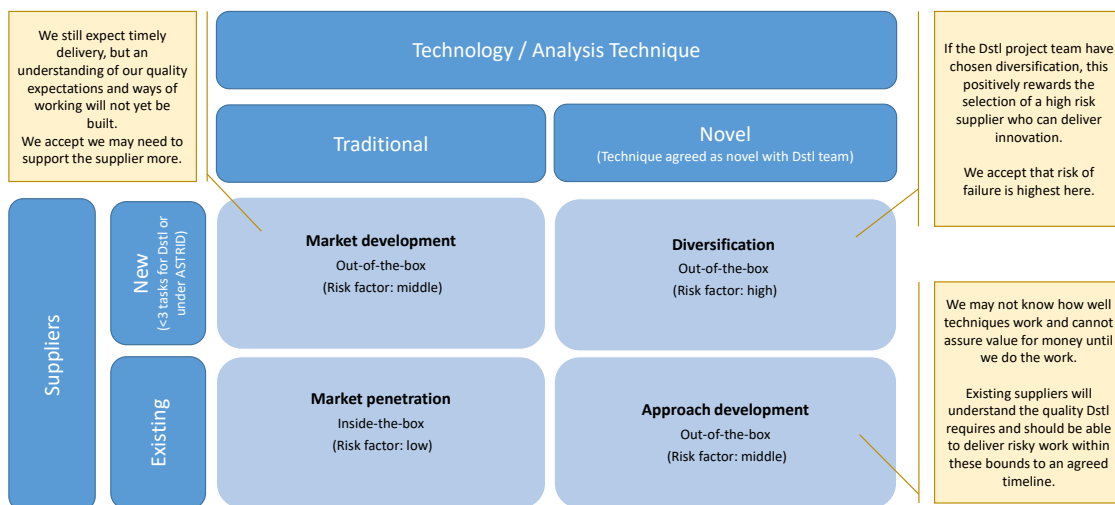
## Statement of Requirement (SOR)

### Contact & Project Information:

<b>Project Manager</b>	Name	[Redacted under FOI exemption Personal Information]		
	Email	[Redacted under FOI exemption Personal Information]		
	Telephone number			
<b>Technical Partner</b>	Name			
	Email			
	Telephone number			
<b>PJ and leaf number</b>				
<b>Owning division</b>	X-Div	<b>Delivering division</b>	X-Div	
<b>Programme</b>				
<b>Indicative task budget(s) £k</b>	Core / initial work:	125K	Options / follow on work:	

<b>Innovation risk appetite:</b>	Middle - Market development
<b>Narrative (if applicable):</b>	New suppliers with proven or innovative facilitation skills and techniques are welcome. Suppliers who have good Defence awareness and can facilitate classified sessions are needed. A small number of suppliers to form a team would be beneficial.

Using the Ansoff matrix below, please indicate your risk appetite with regards to accepting innovative bids/solutions. The type of analysis/experimentation technique is included within 'Technology/Product'.



**Use of Outputs:** (This section is used to inform risks, liabilities, mitigations and exploitation)

Intended uses (including the approximate time before use and any key decisions that will use the output):

Workshops involving Dstl internal staff and external customers, informing project or programme or equivalent level decision-making.

Possible uses:

Excluded uses:

Ministerial level workshops. Workshops that will make direct decisions on major equipment procurement or changes to government policy.

[Redacted under FOI exemption Commercial Interest]

[Redacted under FOI exemption Commercial Interest]

[Redacted under FOI exemption Commercial Interest]

[Redacted under FOI exemption Commercial Interest]

[Redacted under FOI exemption Commercial Interest]

[Redacted under FOI exemption Commercial Interest]

[Redacted under FOI exemption Commercial Interest]

#### Levels of Technical Assurance:

The framework can offer three levels of Technical Assurance Support, and you have the ability to determine which level is suitable for your task.

Full guidance listing the types of support under each level (and the trade-offs) can be found in the “ASTRID Guide – Levels of Assurer Support” [here](#) or in the document list on the [ASTRID Homepage](#).

It may be that the level of support you require changes in the early discussion phase. Please ensure the final version of your SOR has the correct level indicated.

Please indicate below which level you require

Minimum ☐

Standard ☒

Enhanced ☒

# Statement of Requirement (SoR)

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<b>Project's document ref</b>	DSTL/DOC137717
<b>Version number</b>	V1.0
<b>Date</b>	07/02/2022

<b>1.</b>	<b>Requirement</b>
<b>1.1</b>	<b>Title (including AST/ prefix)</b>
	AST/119 Facilitation Workshops
<b>1.2</b>	<b>Summary</b>
	Provision of a responsive facilitated workshop service for face-to-face and virtual events, drawing down on a limit of liability.
<b>1.3</b>	<b>Background</b>
	<p>Dstl regularly supports both internal and external customers to run effective workshops. This can involve planning and structuring of workshops and events, providing tools and methodology expertise, facilitation and output analysis. Dstl wishes to deliver some of this activity through ASTRID as an Enabling Analysis service. All workshop topics will fall within the scope of ASTRID contractual capability areas<sup>1</sup>.</p> <p>In the context of this requirement, a workshop may refer to a dedicated workshop session, a facilitated meeting or conversation, or part of a presentation, conference or other event. Formal conferencing services (e.g. provision of catering) is not within scope of this requirement.</p>

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<sup>1</sup> Strategy, Policy and Enterprise Level Decision Support; Capability and Investment decision support; Defence and Security Business Space Analysis and Decision Support; Emerging Science and Technology.

1.4	Requirement
	<p>The supplier(s):</p> <ul style="list-style-type: none"> <li>• Shall supply a facilitation service drawing upon companies with appropriate knowledge, tools and methodologies in order to deliver successful workshops</li> <li>• Shall create a concise facilitation plan, or review and improve an existing plan to ensure it has a high chance of success for each workshop</li> <li>• Shall record the proceedings of each workshop and collate outputs as required by the plan.</li> <li>• Shall provide basic analysis and reporting post workshop as required by the plan.</li> <li>• Shall be responsible for satisfaction, collecting and reporting feedback after every workshop.</li> </ul> <p>The supplier(s) shall be responsible for the following for each workshop:</p> <ul style="list-style-type: none"> <li>• Provision of facilitators</li> <li>• Provision of scribes to capture output from delegates (if requested)</li> <li>• Attendee invitation management (initial lists to be supplied, additional attendance to be agreed with supplier)</li> <li>• Ensuring delegate clearances are both held and passed to the Authority</li> <li>• Ensuring skill set of facilitators are appropriate for the workshop or event</li> <li>• Providing all support materials</li> <li>• Ensuring all supplier staff have appropriate clearances for the level of the workshop</li> <li>• Seeking and analysing feedback from delegates.</li> </ul> <p>Workshop sizes shall include, but will not be limited to:</p> <ul style="list-style-type: none"> <li>• Small ½ day workshops (the normal minimum size)</li> <li>• Small 1 day workshops</li> <li>• Larger 2-3 day workshops.</li> </ul> <p>The required methods of delivery (document formatting, workshop instructions etc.) will be confirmed on a workshop by workshop basis. Feedback and recommendations from the supplier(s) are required in each case.</p> <p>Microsoft Teams is the preferred delivery mechanism for virtual workshop and feedback, but workshops need not be constrained to use this platform exclusively. Dstl can create MS Teams sessions if essential, but it is preferred that this is the responsibility of the supplier. All aspects of the use of any other platform shall be the responsibility of the supplier, including confirming that the solution works on delegates IT networks, and providing joining instructions.</p> <p>Workshops will be classified REDACTED</p> <p><b>Notice and concurrency</b></p> <p>Notice refers to the time period between the supplier being informed about the workshop, and the date it is required to be delivered.</p> <ul style="list-style-type: none"> <li>• A minimum of 3 weeks' notice will be provided for a small workshop.</li> <li>• 4 – 6 weeks' notice will be provided for larger workshops. Longer timelines will normally be provided where workshops are more complex.</li> <li>• A maximum of 2 concurrent workshops will be required in any one week.</li> </ul>

## Demand

The required workshops will be agreed with the Authority Project Manager as the task progresses. They will draw down on the task limit of liability and may be requested individually or in batches.

The initial requirement is expected to comprise:

- 10 x ½ day workshops with 6 – 8 attendees
- 20 x ½ day workshops for 5 – 15 attendees
- 6 x 1 day workshops
- 4 workshops of 2 – 3 hours, 36 delegates and 6 breakout groups

## Provision of facilitation training

The supplier shall provide facilitation-training sessions for Dstl staff on a call off basis. Training sessions may include:

- Training on specialist facilitation tools and methods.
- Tailored facilitation training for a particular demander e.g. Dstl Division or for a particular type of workshop.

## Skills and suppliers with known expertise

Suppliers are required to have demonstrable credibility in workshop delivery and facilitation. Requirements for domain awareness will be specified on a workshop by workshop basis.

<b>WHAT SERVICES DO WE WANT OFFERED BY THE CONTRACTORS?</b>	<ul style="list-style-type: none"><li>• Facilitators</li><li>• Scribes</li><li>• Workshop outputs write-up / processing</li><li>• Workshop design</li><li>• Presentation creation</li><li>• Test and evaluation techniques (critique of ideas/concepts)</li></ul>
<b>WHAT ATTRIBUTES DO WE WANT THE CONTRACTOR TO HAVE?</b>	<ul style="list-style-type: none"><li>• Land domain awareness</li><li>• Maritime domain awareness</li><li>• Air domain awareness</li><li>• Specialist User awareness</li><li>• Space awareness</li><li>• Cyber awareness</li><li>• National security awareness</li><li>• Government awareness</li><li>• Policing awareness</li><li>• Transport Security</li><li>• Awareness of MOD processes and structure</li><li>• Email links (preferably at OS higher if poss)</li><li>• Explosive Ordnance Disposal &amp; Search</li></ul>
<b>WHAT SKILLS DO WE NEED THE CONTRACTOR TO HAVE?</b>	<ul style="list-style-type: none"><li>• Active learning skills – questioning techniques</li><li>• Active listening</li><li>• Context building with stakeholders – reading a room</li></ul>

		<ul style="list-style-type: none"> <li>• Online and in-person experience or both at the same time</li> <li>• Ability to run M&amp;S (test &amp; evaluate)</li> <li>• Ability to do video conferencing (preferably to at least OS) and use interactive tools such as whiteboard, electronic post its and breakout rooms</li> <li>• Assurance &amp; risk techniques</li> <li>• Design of experimentation</li> </ul>
	<b>WHAT ARE THE TYPICAL QUESTIONS WE ASK?</b>	<ul style="list-style-type: none"> <li>• Reframing the question – do you have the right question?</li> <li>• How do we work better / together with X?</li> <li>• How do we achieve / get to X?</li> <li>• Capability gap risk</li> <li>• Problem definition</li> <li>• Capability deep dives</li> <li>• Operational response optimisation</li> </ul>
	<b>WHAT ARE OUR OUTCOMES?</b>	<ul style="list-style-type: none"> <li>• Decision analysis</li> <li>• Procurement analysis</li> <li>• “Deliberation with analysis”</li> <li>• Robust / resilient solutions</li> <li>• Problem structuring</li> <li>• Problem scoping</li> <li>• Problem solving</li> <li>• Capability analysis</li> <li>• Transformation option/opportunity assessments</li> </ul>
	<b>WHAT SPECIALIST TOOLS/METHODS WILL WE WANT TO USE?</b>	<ul style="list-style-type: none"> <li>• LEGO</li> <li>• Sandbox</li> <li>• Red Teaming</li> <li>• Multi criteria decision analysis</li> <li>• Sensitivity analysis</li> <li>• Decision making under deep uncertainty tools</li> <li>• Creativity tools</li> <li>• Imagination tools</li> <li>• Premortem</li> <li>• Variety of methods and flexibility in using them</li> <li>• Setting a plan and adapting it to meet the end goal</li> <li>• Maybe SCRUM?</li> <li>• Wargaming?</li> <li>• Visualisation of results and outcomes</li> <li>• Synthetic environments</li> <li>• Modelling &amp; simulation</li> <li>• Roadmap formulation</li> </ul>
	<b>WHO ARE OUR CUSTOMERS LIKELY TO BE?</b>	<ul style="list-style-type: none"> <li>• FinMilCap</li> <li>• UKStratCom</li> <li>• Dstl SLT</li> <li>• Dstl Programmes</li> </ul>

	<div><ul style="list-style-type: none"><li>• Home Office</li><li>• DfT</li><li>• DCDC</li><li>• Security Industry Agencies</li><li>• OGD's</li><li>• CPNI</li><li>• Office of the Chief Scientific Advisor</li><li>• MOD</li><li>• ARMY HQ</li><li>• NAVY Command</li><li>• AIR Command</li><li>• DE&amp;S</li></ul></div>
	<p>Dstl are aware of the following suppliers in the desired area. The placement of this task does not require any or all of these suppliers to be included.</p> <div><ul style="list-style-type: none"><li>• Tree-house Partners Ltd</li><li>• Catalyze</li><li>• RAND</li><li>• Cranfield University</li><li>• University of Portsmouth Higher Education Corporation</li><li>• 100% open</li><li>• LEGO Serious Play</li><li>• PureInsight</li><li>• School of International Futures (SOIF)</li><li>• Bulbb</li><li>• Waverley Consultants</li><li>• Know Innovation</li></ul></div>
1.5	<b>Options or follow on work</b>
	<p><b>Option 1:</b> Increase the limit of liability of the task up the maximum specified Options value, in increments of any size. This option may be taken multiple times.</p> <p><b>Option 2:</b> Extend the duration of the task by 1 year. This option may be taken twice.</p> <p><b>Option 3:</b> Increase concurrency to enable running up to 3 workshops in any one week.</p>



1.6	Deliverables & Intellectual Property Rights (IPR)						
Ref.	Title	Due by	Format	TRL*	Expected classification (subject to change)	What information is required in the deliverable	IPR DEFCON/ Condition <i>(Commercial to enter later)</i>
D-1	Service plan as part of the task proposal	T+0	DOCX	n/a	[Redacted under Military sensitive technical information exemption]	Plan of how the service will be run and managed, delivered as part of the task proposal.	DEFCON 705
D-2	Activity summary	T+ 12 months	DOCX, XLSX, or Kahootz based	n/a	[Redacted under Military sensitive technical information exemption]	Dated list of workshops run, including the suppliers that delivered them, information about attendance, feedback/satisfaction and a summary of any lessons identified. This deliverable may be a product that is maintained and updated throughout the task in order to attribute costs to individual workshop call offs.	DEFCON 705

\*Technology Readiness Level required, if applicable

1.7	<b>Standard Deliverable Acceptance Criteria</b>
	<p><b>Deliverable Acceptance Criteria (As per ASTRID Framework T&amp;Cs)</b></p> <ol style="list-style-type: none"> <li>1. Acceptance of Contract Deliverables produced under the Framework Agreement shall be by the owning Dstl or wider Government Project Manager, who shall have up to 30 calendar days to review and provide comments to the supplier.</li> <li>2. Task report Deliverables shall be accepted according to the following criteria except where alternative acceptance criteria are agreed and articulated in specific Task Statements of Work: <ul style="list-style-type: none"> <li>• All Reports included as Deliverables under the Contract e.g. Progress and/or Final Reports etc. must comply with the Defence Research Reports Specification (DRRS) which defines the requirements for the presentation, format and production of scientific and technical reports prepared for MoD. Reports shall be free from spelling and grammatical errors and shall be set out in accordance with the accepted Statement of Work for the Task.</li> <li>• Interim or Progress Reports: The report should detail, document, and summarise the results of work done during the period covered and shall be in sufficient detail to comprehensively explain the results achieved; substantive performance; a description of current substantive performance and any problems encountered and/or which may exist along with proposed corrective action. An explanation of any difference between planned progress and actual progress, why the differences have occurred, and if behind planned progress what corrective steps are planned.</li> <li>• Final Reports: shall describe the entire work performed under the Contract in sufficient detail to explain comprehensively the work undertaken and results achieved including all relevant technical details of any hardware, software, process or system developed there under. The technical detail shall be sufficient to permit independent reproduction of any such process or system.</li> </ul> </li> <li>3. Failure to comply with the above may result in the Authority rejecting the Deliverables and requesting re-work before final acceptance.</li> <li>4. Acceptance criteria for non-report Deliverables shall be agreed for each Task and articulated in the Statement of Work provided by the Contractor</li> </ol>
1.8	<b>Specific Deliverable Acceptance Criteria</b>
	None

<b>2.</b>	<b>Quality Control and Assurance</b>
<b>2.1</b>	<b>Quality Control and Quality Assurance processes and standards that must be met by the contractor</b>
	<input type="checkbox"/> <b>ISO9001</b> (Quality Management Systems) <input type="checkbox"/> <b>ISO14001</b> (Environment Management Systems) <input type="checkbox"/> <b>ISO12207</b> (Systems and software engineering — software life cycle) <input type="checkbox"/> <b>TickITPlus</b> (Integrated approach to software and IT development) <input type="checkbox"/> <b>Other:</b> (Please specify)
<b>2.2</b>	<b>Safety, Environmental, Social, Ethical, Regulatory or Legislative aspects of the requirement</b>
	Not applicable.

<b>3.</b>	<b>Security</b>	
<b>3.1</b>	<b>Highest security classification</b>	
	<b>Of the work</b>	[Redacted under Military sensitive technical information exemption]
	<b>Of the Deliverables/ Output</b>	[Redacted under Military sensitive technical information exemption]
	Where the work requires more than occasional access to Dstl premises (e.g. for meetings), SC Clearance will be required.	
<b>3.2</b>	<b>Security Aspects Letter (SAL) – Note the ASTRID framework has an overarching SAL for quotation stage (up to OS)</b>	
	<p>Yes</p> <p>If yes, please see SAL reference- TBC</p>	
<b>3.3</b>	<b>Cyber Risk Level</b>	
	[Redacted under FOI exemption Commercial Interest]	
<b>3.4</b>	<b>Cyber Risk Assessment (RA) Reference</b>	
	[Redacted under FOI exemption Commercial Interest]	

<b>4.</b>	<b>Government Furnished Assets (GFA)</b>
<p>GFA to be Issued -    Yes</p> <p><i>If 'yes' – add details below. If 'supplier to specify' or 'no,' delete all cells below.</i></p> <p>GFA may be issued on a workshop by workshop basis and shall be and returned/destroyed by the supplier after each event.</p>	
<p><b>If GFA is to be returned:</b> It must be removed from supplier systems and returned to the Dstl Project Manager within 2 weeks of the final Task deliverable being accepted. (Any required encryption or measures can be found in the Security Aspects Letter associated with the Task).</p> <p><b>If GFA is to be destroyed:</b> It must be removed from supplier systems and destroyed. An email confirming destruction should be sent to the Dstl Project manager within 2 weeks of the final Task deliverable being accepted</p>	

<b>5.</b>	<b>Proposal Evaluation</b>
<b>5.1</b>	<b>Technical Evaluation Criteria</b>
	<p>Process will be as per ASTRID Framework T&amp;Cs. If particular attention should be paid to certain aspects of the requirement, please confirm here:</p>
<b>5.2</b>	<b>Commercial Evaluation Criteria</b>

<b>5.</b>	<b>Proposal Evaluation</b>
<b>5.1</b>	<b>Technical Evaluation Criteria</b>
	As per ASTRID Framework T&Cs.