

Attachment 3 – Statement of Requirements 1 Ops Change Journeys  
Approach & Planning RQ0000047722

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## Attachment 3 – Statement of Requirements 1 Ops Change Journeys Approach & Planning RQ0000047722

### OVERVIEW OF THE AUTHORITY

1 Ops requires a specialist in planning and delivery of multi-year, multi-audience, multi-format cultural change, to guide and support developing the change journeys for multiple stakeholder groups, advise on the range of interventions to use, how to embed changes and how to structure and plan for success.

### BACKGROUND TO YOUR REQUIREMENT

In 2018, Dstl Operations (Ops) in its current state was formed by bringing together several functions and services. However, there has not yet been serious effort to incorporate these delivery areas into an efficient, amalgamated management structure due to the demands of Business As Usual (BAU).

This siloed operating model is frustrating staff and customers of Ops. Leaders have severely limited visibility and utility of Ops-wide Management Information (MI) as there is currently no way of collecting comparable statistics from each delivery area. There is an increasing risk that Ops will fail to meet demand, and it is all already failing to meet modern service expectations as evidenced by customer feedback.

As a result, in 2022 the 1 Ops initiative was launched. It seeks to explore opportunities to join up and modernise Ops. Including a review of how work across Ops is managed. In addition, it aims to improve the customer experience through ready access to easy to use services, and ensuring a more efficient and integrated way of working for staff using up to date tools and methods.

1 Ops is principally a cultural change programme, and must address the mindset of Ops leadership, colleagues, and customers, to more towards a more collaborative way of working.

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### **YOUR REQUIREMENT**

1 Ops is primarily a cultural change programme, enabled by changes to roles and responsibilities and the introduction of new tools. The programme must affect how people behave, and evolve the current mindset to become more collaborative and supportive of colleagues across all of Ops. In order to achieve this, 1 Ops must adopt a change methodology beyond communications, engagement, and change management. We are currently adopting the use of “Change Journeys” to achieve this.

As a programme and as an organisation, we do not have the expertise or experience available to us to plan for a change of this nature or scale. We need specialist guidance to define the approach and help us define and design the change journeys, to advise how to structure and plan the change journeys on a multi-year basis across multiple stakeholder groups and the range, nature and effectiveness of different types of intervention, to be built into the programme.

The programme has recently appointed a [REDACTED], who will be responsible for the delivery of change and communications for 1 Ops. The case for change has already been established, and we require support in defining the change approach so that this can be handed over to the [REDACTED] to prepare them to deliver on commencement of their role.

This piece of work is expected to take 3-4 weeks of effort. It is expected that there will be a condensed effort at the outset, followed by an ongoing period of more ad-hoc consultancy and advice.

### **BASE LOCATION**

At both Dstl sites and the suppliers site

### **PAYMENT**

30 days from date of invoice

### **STAFF VETTING, EXPERIENCE AND QUALIFICATIONS**

TBC by Dstl

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**KEY MILESTONES REPORTING & DELIVERABLES (\*Technology Readiness Level required)**

Ref.	Title	Due by	Format	Expected classification (subject to change)	What information is required in the deliverable
D - 1	1 Ops Change Journeys Approach	End of contract	TBA	O	<p>Laying the groundwork and equipping the 1 Ops programme team to deliver cultural change by advising on areas, including:</p> <ul style="list-style-type: none"> <li>• The objectives of employing change journeys in 1 Ops</li> <li>• The tools and techniques available to delivering organisational change, including how and when they should be used, and which are recommended for the 1 Ops programme</li> <li>• How the existing areas of 1 Ops (Operating Model and management frameworks, Customer Experience, Business Process Improvement and Enabling Platforms) should be joined up to deliver cultural change</li> <li>• A high-level roadmap which outlines how and when different change tools and techniques should be adopted for the 1 Ops programme</li> </ul>
D - 2	Briefing to 1 Ops programme team	End of contract	TBA	O	<p>Educate and brief the 1 Ops programme team on how to construct a robust change journey for the target audiences / stakeholder groups, and how to plan the approach needed to deliver the change journeys.</p> <p><i>Note: Dstl may request that additional interested parties join this session.</i></p>
D - 3	Briefing to 1 Ops Business Change Manager	End of contract	TBA	O	<p>A more detailed education and briefing for the 1 Ops [REDACTED] on appointment, on the work completed on change journeys to date, and suggested approach, in order to enable the BCM to deliver.</p>
D - 4	1 Ops Change Coaching	Contract commencement + 4 weeks	Discussion / Meetings	O	<p>Guiding and coaching on how to deliver the near-term stages of the change roadmap, including:</p> <ul style="list-style-type: none"> <li>• Up to 4 sessions to define what good looks like for the near-term change activities, and how to design and deliver these with internal and external stakeholders</li> </ul>

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## **AUTHORITY'S RESPONSIBILITIES**

N/A

## **CALL-OFF INCORPORATED TERMS**

The following documents will be incorporated alongside the core terms (version 3.0.10 v5) and all mandatory schedules into the Call-Off Contract awarded as a result of this ITT.

### **Joint Schedules**

- Joint Schedule 1 (Definitions)
- Joint Schedule 2 (Variation Form)
- Joint Schedule 3 (Insurance Requirements)
- Joint Schedule 4 (Commercially Sensitive Information)
- Joint Schedule 5 (Corporate Social Responsibility)
- Joint Schedule 7 (Financial Difficulties)
- Joint Schedule 10 (Rectification Plan)

### **Call-Off Schedules**

- Call-Off Schedule 7 (Key Supplier Staff)
- Call-Off Schedule 8 (Business Continuity and Disaster Recovery)
- Call-Off Schedule 9 (Security)
- Call-Off Schedule 10 (Exit Management)
- Call-Off Schedule 13 (Implementation Plan and Testing)
- Call-Off Schedule 15 (Call-Off Contract Management)
- Call-Off Schedule 17 (MOD Terms)
- Call-Off Schedule 18 (Background Checks)

In addition to Call-Off Special Terms 1 detailed in the Call-off Order Form the following Call-Off Special Terms will also be incorporated into the Call-Off Contract awarded as a result of this ITT

MOD Defcons. Please refer to **Call-Off Schedule 17 (MOD Terms)**

No other Supplier terms will be part of the Call-Off Contract awarded as a result of this ITT.