

Schedule 1

T&E Transformation Programme

Target Operating Model (TOM) for the future Defence Test and Evaluation Enterprise – Statement of Requirement (SOR)

Background

T&E is vital to the development, delivery and deployment of all defence and security capabilities, assuring they are safe, effective and offer value for money. Defence T&E capabilities have evolved organically and are not well configured to enable the agile and integrated approach, complex high-tech capabilities and dynamic operating environments envisaged by Defence Strategy. Enterprise-wide modernisation is required to generate operational, economic, and political benefits and mitigate risks to delivery of Defence capability.

Modernisation will include the adoption of a range of new digital technologies and the leveraging of T&E capabilities owned and operated by industrial and international partners. To do this will require a greater degree of integration, risk and knowledge sharing between stakeholders in the Defence enterprise which will require a significant change in mindset and several significant barriers to enterprise change such as IP, commercial and data transportability concerns to be overcome. Addressing these barriers is a fundamental enabler of the required transformation so must be addressed effectively.

To drive the positive collaboration necessary to address barriers to enterprise-wide change, the programme team wishes to co-develop with stakeholders a compelling rich picture vision of the future, which makes the benefits of change tangible and feasible for all. The team then wishes to use this to co-derive the operating model necessary to achieve this vision and finally to agree a blueprint for the required future MOD, industry and regulatory commitments necessary to deliver it.

The programme team will be both a party to and owner of the operating model and therefore does not want to be perceived as unfairly influencing its development, particularly when it comes to sensitive industrial issues. Therefore, the programme team seeks to engage the Crown Commercial Services Management Consultancy Framework (MCF3) to engage suitably qualified and experienced people, under experienced management to deliver this task.

This task needs to be commissioned with urgency, due to a critical dependency between the future target operating model and the requirements for future T&E services sponsored by the MOD. The largest of these services, is having its requirement re-scoped in parallel and requires the outcome of this work to identify its role in the future T&E landscape.

Requirement

The programme organisation is seeking expert support in facilitating the creation of a compelling and shared visually engaging rich picture of the future, based on the programme's established vision and benefits, detailing the impact, connections and capabilities that will make it work. This should then be developed into an enterprise-endorsed target operating model, that is supported by clear visual descriptions of the future state and the roles played by different communities in delivering it.

It is expected the problem will be addressed by expert facilitation of stakeholders, through a very clear view of the sponsors intent (vision, benefits & strategy), the development of compelling visual artefacts to describe the change and the roles of organisations within it, narrative description of how the future operating model will work and how it will be reached, marrying the programme's approach, resources, and constraints with best practice in complex digital transformation.

This work will serve as an introduction to the detail of the programme for most stakeholders and subsequently a handrail / north star with which the programme team can continue to drive momentum, alignment and collective commitment across the enterprise.

To align stakeholders to a common view of the future T&E enterprise, reducing the friction of change, identifying new opportunities, characterising barriers on the road and securing co-commitment to a modernisation programme that delivers against a suitable, affordable and feasible target operating model, co-created by enterprise stakeholders.

The supplier is required to deliver the end-to-end development of a target operating model for the future Defence Test and Evaluation Enterprise, with responsibility for identifying and as a neutral party facilitating stakeholder input, identifying and introducing established and emergent best practice and brokering majority agreement on the content of the targeting operating model. The supplier is also responsible for developing the associated artefacts to assist in the widespread adoption of the target operating model and providing the sponsoring programme with implementation advice that is feasible in the context of the programme

Stakeholders input is required from a broad array of organisations including the Defence industry including all of the major equipment manufacturers, a selection of SMEs, T&E experts, professional associations, regulators, MOD users and stakeholders and other parties as required.

The project is broken down into the following milestones and their associated deliverables. Deliverables will be signed off by the Programme Director when the Programme Management Organisation recommend milestones have been satisfactorily achieved. These decisions will be supported through consultation with industry, and regulatory and MOD groups engaged in this work.

MS1 – Discovery and design (Month 1)

Supplier to undertake a rapid discovery of the T&E Transformation programme and its wider context to enable the design of a detailed delivery plan for the task. This activity should include the supplier applying their knowledge to the context, enabling the presentation of best practice recommendations for the onward design of project delivery.

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ID	Deliverables	Description
MS1.1	Discovery report	A PowerPoint slide deck (<20 slides) reflecting the suppliers understanding of the programme and context.
MS1.2	Best practice recommendation	Suppliers' reflections on how external learning and best practice could best be applied to the project to deliver the outcomes [PowerPoint, <10 Slides].
MS1.3	Stakeholder management plan	Stakeholder analysis, prioritisation and engagement plan including method and sequencing of engagement, plans to capture and manage information, facilitate engagement and participation, build rapport, communicate key messages and create debate that leads to agreements (PowerPoint, <20 slides)
MS1.4	Artefact delivery plan	Plan of how the supplier will meet the customers need for compelling visual artefacts, with samples of the quality of material to be produced.
MS1.5	Project management plan	Plan of how the project will manage time, cost and quality. Providing key risks, dependencies, assumptions and reporting arrangements agreed with the PMO.

MS2 – Establishing the collaborative development mechanism (Month 2)

Once MS1 accepted, supplier to establish the collaborative development mechanism providing stakeholders with clear expectations about how they will be engaged, over what time period and for what purpose, and how they can access the ongoing project. This should include booking time in stakeholder diaries for the course of the project and establishing how conflicts will be discussed and governed.

ID	Deliverables	Description
MS2.1	Stakeholder communication products	Clear communications products agreed with the Programme Comms and Engagement Lead and Director that provide stakeholders with compelling reasons to get participate and clear expectations of how and when this will happen.
MS2.2	Forward diary appointments of agreed stakeholder meetings.	A deconflicted forward plan of engagements with stakeholders, covering the duration of the project.
MS2.3	Any collaborative working mechanisms created	Any shared working areas, regular communications products or governance mechanisms established.

MS3 – Developing the value story for all and the delivery and impact layer (Month 5)

Once MS2 is accepted, using the programme's vision and benefits as a baseline, the supplier is to facilitate stakeholders to input into a compelling visual description of the desired future state, including a future value story that appeals to all stakeholder groups, and compelling vignettes and key stories intended to communicate clear value propositions to different audiences. This should be a highly visual product that quickly makes clear the value

for all stakeholders in a visual and possibly multimedia vision of the future which brings them and the UK value.

ID	Deliverables	Description
MS3.1	Rich picture: vision layer	Professionally illustrated visual rich picture vision of the desired future state, that adopts an illustrative visual notetaking style and is compelling and engaging for audiences. This should be or have an associated interactive product supported by other associated media products, such as interviews, animations or images that are linked directly to the rich picture – dependent on supplier capability. All outputs should work on MODNET and Defence Share and all outputs should have a static web accessible version and version suitable for display on widescreen PowerPoint slide.
MS3.2	Individual vignettes and their associated narratives	All vignettes captured in the rich picture should also have an accompanying narrative, in written text and possibly audio form (depending on MS3.1) capturing the user story in question.
MS3.3	Summary of stakeholder engagement,	A report focusing on the key interests and anxieties expressed by stakeholders who partake in the development of the rich picture, specifically identifying potential gain and pain points for each stakeholder. This report should also include the suppliers' recommended amendments to the stakeholder engagement plan for MS4.

MS4 – Developing the connectivity and relationship layer (Month 8)

The supplier will engage stakeholders to understand the relationships, connections and flows necessary for the vision to work. This should be another visual description associated to the first, describing the relationships and dependencies between stakeholder groups in the desired future state. This should be accompanied by visual stories of the key challenges and opportunities to be overcome and some of the proposed solutions surrounding them. The supplier should start this work by understanding the projects undertaken by DSTL to scope some of these issues and then use this information to tension facilitated stakeholder workshops.

ID	Deliverables	Description
MS4.1	Rich Picture: Connectivity layer	Adopting the style developed in MS3.1, this will add an additional layer underneath the vision layer.
MS4.2	Individual vignettes and their associated narratives	Adopting the style developed in MS3.2 these will be individual vignettes that speak to the key connectivity and flow requirements and their associated issues and potential solutions.
MS4.3	Summary of stakeholder engagement,	A report focusing on the key interests and anxieties expressed by stakeholders who partake in the development of the rich picture, specifically identifying further potential gain and pain points for each stakeholder. This report should also include the suppliers'

		recommended amendments to the stakeholder engagement plan for MS5
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MS5 – Developing the capacity and capability layer (Month 12)

The supplier will engage stakeholders to understand the capabilities and capacity needed to deliver the connectivity and vision models. This layer should consider the processes, culture, technology, infrastructure, information, data, knowledge and learning necessary to deliver the complete operating model. The supplier will integrate the models into one holistic operating model and ensure coherence between the layers. The supplier should start this work by understanding the capabilities being considered by RDT&E and sponsored by others to scope some of these issues and then use this information to tension facilitated stakeholder workshops.

ID	Deliverables	Description
MS5.1	Rich Picture: Capability layer	Adopting the style developed in MS3.1, this will add an additional layer underneath the connectivity layer.
MS5.2	Individual vignettes and their associated narratives	Adopting the style developed in MS3.2 these will be individual vignettes that speak to the key capability users' requirements and the logic and issues in meeting these requirements in different ways (e.g. onshore, offshore, government owned etc). These vignettes should expose the complex issues associated with provide defence T&E services.
MS5.3	Summary of stakeholder engagement,	A report focusing on the key interests and anxieties expressed by stakeholders who partake in the development of the rich picture, specifically identifying further potential gain and pain points for each stakeholder. This report should also include the suppliers' recommended amendments to the stakeholder engagement plan for MS5

MS6 – Identification of the key issues and the shared roadmap (Month 13)

The supplier will analyse the outputs produced and stakeholder inputs in the context of the programme to structure roadmaps to the future based on different stakeholder grouping and existing work within established transformation programmes, identifying the critical barriers to successfully achieving the rich picture vision. The roadmaps should identify where there are gaps in current delivery programmes or key hurdles to overcome. The supplier will present and seek consensus on the roadmap and their analysis from stakeholder groups, such that it can then be taken forward by the programme team as the main vehicle for co-designing interventions and change for the future.

ID	Deliverables	Description
MS6.1	Roadmaps targeted at different stakeholder groups	Adopting the same style as MS3.1, interactive roadmaps that provide a clear sense of the changes required over time to deliver the vision at all three levels of the rich picture, their sequencing and the priorities for stakeholder groups to resolve.

MS6.2	Milestones with indicators of success and failure	Descriptions of indicators that may point to the achievement of milestones along the roadmap, or that programmes are drifting of course.
MS6.3	Summary of stakeholder engagement,	A report focusing on the key interests and anxieties expressed by stakeholders who partake in the development of the rich picture, specifically identifying further potential gain and pain points for each stakeholder. This report should also include the suppliers' recommended amendments to the stakeholder engagement plan for MS5

MS7 – T&E Enterprise Blueprint and Target Operating Model (Month 14)

The supplier will take the visual engagement outputs of the rich picture and roadmap, and their acquired knowledge of stakeholder gains and pains and structure a proposed realistic operating model, deliverable within the constraints of the T&E Transformation programme that details how RDT&E can drive value into Defence's T&E enterprise, and its role in addressing the opportunities and issues identified. Specifically, it should identify the areas of the blueprint where the most benefits could be achieved if resource is constrained.

ID	Deliverables	Description
MS7.1	Future Blueprint and Target Operating Model	A more detailed technical version of the models developed and shared with stakeholders, identifying the realistic optimal target model based on the known freedoms and constraints of the T&E Transformation programme. This should have an associated report detailing the priorities for RDT&E in working towards the operating model and blueprint, based on best practice known by the supplier other relevant context.
MS7.2	Final report	A summary of the work undertaken in the programme, engagements and events arranged and their outputs, any methods or models used, any information about how the outputs were designed and their re-use and annexes containing original data.
MS7.3	Final summary of stakeholder value propositions for future T&E.	Summarising all that has been learned about each stakeholder group, a detailed value proposition diagram detailing pains and gains for stakeholders and where they may already be being addressed (or not).

Outputs

The project will deliver four types of output to ensure successful delivery of the outcomes, these are project management information, engagements and named deliverables:

- i. **Project Management Information.** The supplier is expected to adopt good project management practices. On top of a monthly reporting template required to be completed and accounting for time spent and costs incurred, the programme office will expect to see project plans and forecasts, stakeholder engagement lists,

workshop reports and any consents or information that the programme will need to retain to exploit the outputs. The project team will also be required to provide regular verbal updates to the programme office at least once a week.

- ii. **Engagement.** The supplier will be expected to lead and facilitate a large number of workshops and interviews with T&E stakeholders. The format of these engagements is not mandated but records should be kept of attendance and a summary of discussions. In most cases these could be delivered virtually, and a member of the MOD programme team should be in attendance. It is expected such workshops will impress upon the participants the integrity, credibility and reliability of the supplier as an independent facilitator with a credible process for delivering results.
- iii. **Names deliverables.** These can be found in the milestone summary boxes and are subject to negotiation and approval by the programme team.

Desired Outcomes

- 7.1 The T&E Transformation programme team are furnished with advice on the best artefacts, tools, and approaches with which to address this issue.
- 7.2 T&E stakeholders understand the need for change, from a T&E user, sponsor, and Head Office perspective.
- 7.3 T&E stakeholders understand the impact a modernised enterprise could deliver for Defence (the UK), particularly from a user perspective.
- 7.4 T&E stakeholders understand their organisation's role in delivering this change, and the roles of other stakeholders including MOD and international partners.
- 7.5 T&E stakeholders actively participate in the development of a blueprint for the future enterprise and feel a sense of ownership in the future target operating model.
- 7.6 Most T&E stakeholders endorse and seek alignment with the transformed T&E enterprise blueprint for the future.
- 7.7 The programme team understands where stakeholders feel unable to endorse change and why this is.
- 7.8 The programme team can use the outputs of this activity to drive change externally and provide evidence to internal investment approvals processes.
- 7.9 The programme team benefit from an operating model which has been positively influenced by external insight, learning and best practice in a range of relevant contexts, furnished and evidenced by the supplier. The knowledge generated via the development of the target operating model will be transferred into the project team through regular meetings and a dedicated handover session. This knowledge will be codified using guidance from the 'Knowledge and Skills: Generation, Transfer and Sharing' note from the Consultancy Playbook for engaging consultants more effectively and achieving better outcomes and value for money.
- 7.10 The programme team understand the operating model required to deliver the desired change, and the areas of the operating model that pose the greatest risks, complexity, or intractable stakeholder misalignment.

- 7.11** That the programme team, including new joiners, can engage new stakeholders with a compelling suite of endorsed outputs from this work without needing to undertake significant initial learning.

Conflicts of Interest

The T&E Transformation Programme is expected to result in the placement of one or more contracts for the provision of appropriate services or facilities. To preserve the integrity of any future competitions it is essential that there can be no perception of conflict of interest. Therefore, the Authority requests that any suppliers currently involved in or that intend to pursue future involvement in the supply of T&E services to the MOD is not involved in the management or delivery of this task. We fully expect such parties to participate as stakeholders.

GFX (all GFX to have appropriate protective marking)

- T&E Transformation programme information
- T&E Transformation stakeholder information
- DSTL futures project information
- DE&S acquisition strategy and market information

Appendix A

T&E Transformation Programme

Figure 1 below outlines the activities and roles vital to support the T&E Transformation programme and future T&E central provision acquisition. These activities relate to a system of interventions to be delivered to support the change programme alongside future provision acquisition. Failure to resource the full system will lead to loss of value due to dependencies between activities.

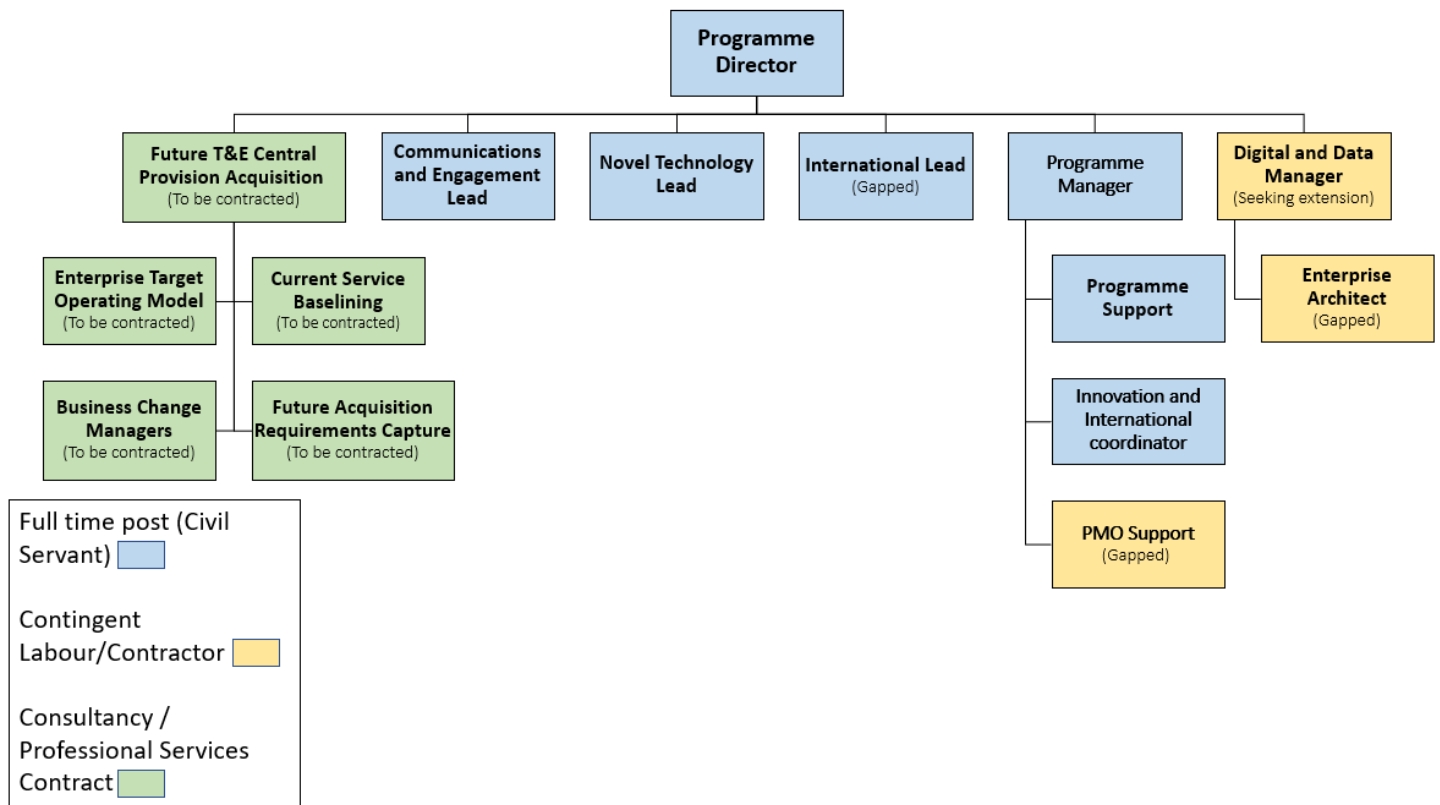


Figure 1. outlines the activities and roles vital to support the T&E Transformation programme and future T&E