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## **DIPS Order Form (v4.2)**

### **Order Form**

This Order Form is for the provision of the Call-Off Deliverables. It is issued under the DIPS Framework Contract with a unique reference number starting with RM6249. The DIPS Framework and this Call-Off Contract are to be for the delivery of Outcomes only. This Framework is not for the request and delivery of resource. If specific resources are needed alternative sourcing methods must be used.

During the Call-Off Contract Period, the Requirement Holder and the Supplier may agree and execute a Statement of Work. Upon execution of any Statement of Work the provisions detailed therein shall be incorporated into the Call-Off Contract to which this Order Form relates.

The Parties agree that when the Requirement Holder seeks further Deliverables within the initial scope of the original Call-off contract from the Supplier that are not provided for in this Call-Off Contract, the Requirement Holder and Supplier will agree and execute a Call-Off Variation Form.

All capitalised terms in this Order Form shall have the meanings set out in Joint Schedule 1 (Definitions) unless otherwise stated.

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## DIPS Order Form (v4.2)

1a. Identification					
Call-Off Lot	Lot 4 - Infrastructure Data Centre, Hardware Engineers & Telecoms				
Call-Off Reference	RM6249/PS474	Version Number	V.4.2	Date	19 Sep 2024
Project / equipment for which Services are in support	Next Generation Communication Network	Urgent Capability Requirement (UCR)	N/A		
Call-Off Contract title:	Next Generation Communication Network (NGCN) Delivery Partner				
Call-Off Contract description:	<p>The Authority wishes to select a single supplier to deliver a transformation and transition management service and a set of related projects (some of which are inflight) to facilitate the delivery of the Next Generation Communication Network (NGCN) programme of work and it's benefits, network service improvements and Defence Digital strategic outcomes and to support building a high performing Next Generations Fixed Networks Team (NGFN). This work includes the design of the next target operating model and selection and procurement of a Network Systems Integrator (NSI) supplier who will then carry the work forwards in the next stage.</p>				
<b>Contract Value</b> (excluding VAT) for Call-Off Contract					
<p>Total Contract Value of £10,933,069 ex VAT made up of:</p> <ul style="list-style-type: none"> <li>Core Services (Firm Price): £10,933,069 ex VAT</li> <li>Travel and Subsistence: None</li> </ul>					
<b>Timescales</b>					
Call-Off Start Date	17 February 2025				
Call-Off Expiry Date	31 December 2026				
Call-Off Optional Extension Period	12 Months				
Minimum notice period prior to a Call-Off Optional Extension Period	3-months minimum in line with DIPS Core Terms 10.1.2				

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## DIPS Order Form (v4.2)

1b. Contact details			
Government Directorate / Organisation Title	Ministry of Defence, Defence Digital	Name of Supplier	PA Consulting Services Limited
Name of Requirement Holder's Authorised Representative	[REDACTED]	Name of Supplier's Authorised Representative	[REDACTED]
Post title	[REDACTED]	Post title	[REDACTED]
Requirement Holder's Address	Spur C1, Building 405, MOD Corsham, Westwells Road, Corsham, SN13 9NR	Supplier Address	10 Bressenden Place London SW1E 5DN United Kingdom
Postcode		Postcode	
Telephone	[REDACTED]	Telephone	[REDACTED]
Email	[REDACTED]	Email	[REDACTED]
Unit Identification Number (UIN)	D1954A	Value Added Tax (VAT) Code	GB 238 5350 57
Name of Requirement Holder's Project Lead	[REDACTED]		
Requirement Holder's Secondary Contact Name	[REDACTED]	Supplier Secondary Contact Name	[REDACTED]
Requirement Holder's Secondary Contact Role	[REDACTED]	Supplier Secondary Contact Role	[REDACTED]
Requirement Holder's Secondary Contact Email	[REDACTED]	Supplier Secondary Contact Email	[REDACTED]

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Date that the Statement of Requirements was issued	11 October 2024	Deadline for Requirement Holder's receipt of Supplier's Call-Off Tender	14 November 2024
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### 1c. Statement of Requirements (SOR)

Please refer to Appendix 3 of this call-off contract.

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### 2. Call-Off Incorporated Terms

The following documents are incorporated into this Call-Off Contract. Where numbers are missing those schedules are not being used in this Call-Off Contract. If the documents conflict, the following order of precedence applies:

- 1 This Order Form including the General Conditions in section 2(b) and the Call-Off Special Terms in section 2(c).
- 2 Joint Schedule 1 (Definitions)
- 3 Any Statement(s) of Work (in the form of the template set out in Appendix 4 to this Framework Schedule 6 (Order Form Template, Statement of Requirements Template)) executed by the Requirement Holder and the Supplier with a corresponding Call-Off Contract reference
- 4 Framework Special Terms NOT USED
- 5 The following Schedules in equal order of precedence:
  - Joint Schedules
    - 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) NOT USED ○ Joint Schedule 10 (Rectification Plan) ○ Joint Schedule 11 (Processing Data)
  - Call-Off Schedules ○ Call-Off Schedule 2 (Staff Transfer) NOT USED ○ Call-Off Schedule 3 (Continuous Improvement) ○ Call-Off Schedule 5 (Pricing Details and Expenses Policy) ○ Call-Off Schedule 6 (Intellectual Property Rights and Additional Terms on Digital Deliverables) ○ Call-Off Schedule 8 (Business Continuity and Disaster Recovery) NOT USED ○ Call-Off Schedule 9 (Security – Short Form) ○ Call-Off Schedule 10 (Exit Management) ○ Call-Off Schedule 13 (Implementation Plan and Testing) ○ Call-Off Schedule 14 (Service Levels) NOT USED ○ Call-Off Schedule 17 (MOD Terms) ○ Call-Off Schedule 25 (Ethical Walls Agreement) ○ Call-Off Schedule 26 (Cyber)
- 6 Core Terms (DIPS version)
- 7 Call-Off Schedule 4 (Call-Off Tender) as long as any parts of the Call-Off Tender that offer a better commercial position for the Requirement Holder (as decided by the Requirement Holder and Commercial) take precedence over the documents above.
- 8 Where Appendix 3 or 4 might differ, Appendix 4 of this document takes precedence.

No other Supplier terms are part of the Call-Off Contract. That includes any terms written on the back of, added to this Order Form, or presented at the time of delivery.

**DIPS Order Form (v4.2)****2a. Strategy for procurement and evaluation**

Further competition	<input checked="" type="checkbox"/>	Competitive award criteria to be used for undertaking evaluation of proposal(s)	As per the Bid Pack		
Direct award	<input type="checkbox"/>				
		Weighting (Technical)	As per the Bid Pack	Weighting (Price)	As per the Bid Pack

**2b. General Conditions**

Number	Edition	Title	<input checked="" type="checkbox"/>
14	06/21	<a href="#">Inventions and Designs - Crown Rights and Ownership of Patents and Registered Designs</a>	
15	08/74	<a href="#">Design Rights</a>	
15	06/21	<a href="#">Design Rights and Rights to Use Design Information</a>	
15A	06/21	<a href="#">Design Rights A</a>	
21	06/21	<a href="#">Retention of Records</a>	
76 *	06/21	<a href="#">Contractor's Personnel at Government Establishments</a>	
90	06/21	<a href="#">Copyright</a>	
91	06/21	<a href="#">Intellectual Property Rights In Software</a>	
501	10/21	<a href="#">Definitions And Interpretations</a>	
503 *	07/21	<a href="#">Formal Amendments to the Contract</a>	
507	07/21	<a href="#">Delivery</a>	
513	07/21	<a href="#">Value Added Tax</a>	
515	06/21	<a href="#">Bankruptcy and Insolvency</a>	
520	08/21	<a href="#">Corrupt Gifts And Payments of Commission</a>	
522	11/21	<a href="#">Payment and Recovery of Sums Due</a>	
534	06/21	<a href="#">Subcontracting and Prompt Payment</a>	
537	12/21	<a href="#">Rights of Third Parties</a>	
538	06/02	<a href="#">Severability</a>	
539	01/22	<a href="#">Transparency</a>	
602A	12/17	<a href="#">Deliverable Quality Plan</a>	
602B	12/06	<a href="#">Quality Assurance (Without Deliverable Quality Plan)</a>	
604	06/14	<a href="#">Progress Reports</a>	
606 *	07/21	<a href="#">Change and Configuration Control Procedure</a>	
611 *	02/16	<a href="#">Issued Property</a>	
620 *	08/21	<a href="#">Contract Change Control Procedure</a>	
632	11/21	<a href="#">Third Party Intellectual Property</a>	
642	07/21	<a href="#">Progress Meetings</a>	
656B	08/16	<a href="#">Termination for Convenience (Contracts over £5M)</a>	
658 *	09/21	<a href="#">Cyber</a>	
659A	09/21	<a href="#">Security Measures</a>	
660	12/15	<a href="#">Reportable Official and Official-Sensitive Security Requirements</a>	
703	06/21	<a href="#">IPR Vesting in the Authority</a>	
705	06/21	<a href="#">Intellectual Property Rights - Research and Technology</a>	

**2c. Call-Off Special Terms**

The following Special Terms are incorporated into this Call-Off Contract:

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**Special Term 1:** The supplier shall ensure that they conform to the Security Aspects included in this tender Letter at all times. The Security Aspects Letter (SAL) is to be flowed down to any sub-contractors.

The Supplier shall ensure that all personnel on the Contract hold a minimum of Security Check (SC) to be able to be granted access to the Authority site or ICT.

Developed Vetting (DV) clearance and UK nationality restrictions apply to certain areas of the programme. The specific details have been articulated to the Supplier in the SAL.

The Supplier shall ensure that their personnel already hold SC or DV clearance, relevant to the work they will be undertaking.

The cost of Security Vetting shall be borne by the Supplier.

**Special Term 2:** [REDACTED]

**Special Term 3:** DCPD Cyber Risk Profile = High (Risk Assessment Ref: RAR-240522A15). Supplier has completed a Supplier Assurance Questionnaire and compliance has been confirmed to be met by DCPD (SAQ Ref: 935065848).

**Special Term 4:** The Buyer agrees that the Supplier will use reasonable endeavours to meet the dates and timescales set out in the Implementation Plan, and any slippage is with agreement of the buyer. Delay Penalties are not included within the Implementation Plan as required under Call-off Schedule 13.

### 2d. Call-Off Charges

Capped Time and Materials (CTM)	<input type="checkbox"/>
Incremental Fixed Price Time and Materials (T&M)	<input type="checkbox"/>
Firm Price	<input checked="" type="checkbox"/>
A combination of two or more of the above Charging methods	<input type="checkbox"/>

T&S is applicable

☐

Where non-UK Supplier Staff (including Subcontractors) are used to provide any element of the Deliverables under this Call-Off Contract, the applicable rate card(s) shall be incorporated into Call-Off Schedule 5 (Pricing Details and Expenses Policy) and the Supplier shall charge the Requirement Holder a rate no greater than those set out in the applicable rate card for the Supplier Staff undertaking that element of work on the Deliverables.

- Some of the outputs will require travel to sites other than Ministry of Defence (MOD) (Corsham).
- The supplier shall factor into their bid the cost of travel to MOD Corsham as needed to deliver the outcomes.
- The supplier shall factor into their bid the cost of travel to all other sites as needed to deliver the outcomes.

#### Reimbursable Expenses

- Overseas travel in support of business requirements will need to be considered on an individual case basis. If overseas travel is required, this will be treated as a contract amendment.

### 2e. Payment Method

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BACS payment

### Requirement Holder's Invoice Address

Defence Digital  
Strategic Services  
Building 405, MOD Corsham, Westwells Road,  
Corsham,  
SN13 9NR

### Requirement Holder's Authorised Representative

[REDACTED]

Defence Digital  
Strategic Services  
Building 405, MOD Corsham, Westwells Road,  
Corsham,  
SN13 9NR

## 2f. Milestone Payments Schedule (MPS) (expand table as appropriate)

Please refer to Appendix 2 (Charges Summary) of this Call-Off Order Form

## 2g. Maximum Liability

The limitation of the Supplier's liability for this Call-Off Contract is stated in Clause 11.4 of the Core Terms.

Clause 11.2(e) of the Core Terms shall be varied as follows:

"breach by the Supplier of any security related obligations in a Contract (which include Personnel vetting obligations and obligations relating to data security) where it can be demonstrated that the breach was solely within the Supplier's control and provided that the relevant security requirements are set out in the Contract or have otherwise been notified in advance in writing (including by email) to the Supplier's Contract Manager. Otherwise, liabilities for breaches by the Supplier of any security related obligations shall be capped in line with the term outlined above."

## 2h. Requirement Holder's Environmental Policy

Available online at: Management of environmental protection in defence (JSP 418) - GOV.UK ([www.gov.uk](http://www.gov.uk))

This version is dated 18th August 2023.

## 2i. Requirement Holder's Security Policy

Supplier acknowledges and accepts SAL (see Appendix 6) by signing contract.



**DIPS Order Form (v4.2)****2j. Progress Reports and meetings**

Progress Report Frequency	Monthly as per SoR	Progress Meeting Frequency	Monthly as per SoR
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**2k. Quality Assurance Conditions**

According to the product or scope of the work to be carried out, the Supplier shall meet the following requirements:

Allied Quality Assurance Publications (AQAP) 2110 – North Atlantic Treaty Organization (NATO) Quality Assurance Requirements for Design, Development and Production.  Certificate of Conformity shall be provided in accordance with DEFCON 627 ( <i>Edn12/10</i> ).	<input type="checkbox"/>
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**Deliverable Quality Plan requirements:**

DEFCON 602A ( <i>Edn 12/17</i> ) - Quality Assurance with Quality Plan	<input type="checkbox"/>	DEFCON 602B ( <i>Edn 12/06</i> ) - Quality Assurance without Quality Plan	<input type="checkbox"/>
AQAP 2105:2 – NATO Requirements for Deliverable Quality Plans	<input type="checkbox"/>		

**Software Quality Assurance requirements**

Allied Quality Assurance Publications (AQAP) 2210 – North Atlantic Treaty Organization (NATO) Supplementary Software Quality Assurance Requirements to AQAP-2110 shall apply	<input type="checkbox"/>
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**Air Environment Quality Assurance requirements**

Defence Standard (DEF STAN) 05-100 – Ministry of Defence Requirements for Certification for Aircraft Flight and Ground Running (Mandatory where flying and/or ground running of issued aircraft is a requirement of the Task)	<input type="checkbox"/>
Relevant MAA Regulatory Publications (See attachment for details)	<input type="checkbox"/>
Additional Quality Requirements (See attachment for details)	<input type="checkbox"/>

**Planned maintenance schedule requirement**

Not Applicable	<input type="checkbox"/>
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**Additional Quality Standards**

- No specific Quality Management System requirements are defined. This does not relieve the Supplier of providing conforming products under this contract
- No Deliverable Quality Plan is required reference DEFCON 602B
- Concessions shall be managed in accordance with Def Stan. 05-061 Part 1, Issue 7 – Quality Assurance Procedural Requirements – Concessions
- Any contractor working parties shall be provided in accordance with Def Stan. 05-061 Part 4, Issue 4 - Quality Assurance Procedural Requirements - Contractor Working Parties

**2l. Key Staff**

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### 2m. Key Subcontractor(s)

### 2n. Commercially Sensitive Information

The following information is deemed to be commercially sensitive information:

1. The Supplier's tender response to the Authority's procurement
2. Supplier financial information (rate-cards, pricing information)
3. Supplier team structure and composition
4. Any information pertaining to Supplier provided Intellectual Property

### 2o. Cyber Essentials

**Cyber Essentials Scheme:** The Requirement Holder requires the Supplier to have and maintain a Cyber Essentials Plus Certificate for the work undertaken under this Call-Off Contract, in accordance with Call-Off Schedule 26 (Cyber).



### 2p. Implementation Plan

Implementation Plan requirements in accordance with paragraph 1.1 of Call-Off Schedule 13



### 3. Charges

Contract Value (excluding VAT) for Call-Off Contract

Total Contract Value of £10,933,069 ex VAT made up of:

- Core Services (Firm Price): £10,933,069 ex VAT
- Travel and Subsistence: None

### 4. Additional Insurances

Not Applicable

### 5. Guarantee

Not Applicable

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### 6. Social Value Commitment

The Supplier agrees, in providing the Deliverables and performing its obligations under the Call-Off Contract, that it will comply with the social value commitments in Call-Off Schedule 4 (Call-Off Tender)

### 7. Requirement Holder Commercial Officer Authorisation

Order Form approved by (Name in capital letters)		Telephone	
Directorate / Division	Defence Digital	Email	
Organisation Role / Position		Date	14/02/2025
Approver's signature			

### 8. Acknowledgement by Supplier

Order Form acknowledged by (Name in capital letters)		Telephone	
Supplier Name	PA Consulting Services Limited	Email	
Supplier Role / Position		Date	14/02/2025
Approver's signature			

Appendix 1 – Addresses and Other Information

## Appendix 1 - Addresses and Other Information

[NOT USED – see section 1b]

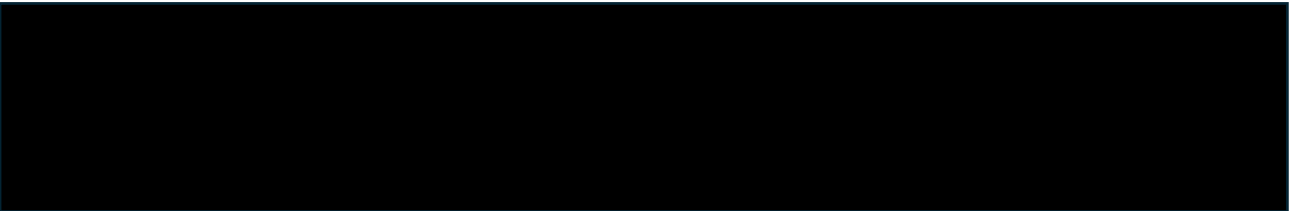
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Appendix 2 – Charges Summary

Core Services

Pricing Item Description		Firm Price Total £ (exc VAT)
1	Core Services	£10,933,069
	Ten Million, Nine Hundred and Thirty-Three Thousand and Sixty Nine Pounds	£10,933,069

Optional Services



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## **Appendix 3 – Statement of Requirement**

1 Version Control

Document title	Statement of Requirement
Document owner	
Date first created	05 September 2024
Date last updated	10 October 2024
Version	0.1

## 2 Executive summary

The requires a Delivery Partner to deliver transformational services and a set of related projects (some of which are in-flight), to facilitate the delivery of a portfolio of work in support of achieving NGCN and its benefits, network service improvements, Defence Digital (DD) strategic outcomes and to support building a high performing, seamless Next Generation Fixed Networks (NGFN) Team.

This work includes the design of the next Target Operating Model (TOM) and carrying out the selection and procurement of a Network Systems Integrator (NSI) Supplier who will then carry the work forwards in the next stage.



### 3 Introduction



## **4 Acceptance of outcomes process / Governance process**

The outcomes need to be delivered by the right skills and experience to be accepted. The Supplier shall ensure that they have the right quantity and mix of qualified and experienced people working on all of the outcomes and keep the team to a size that supports efficiency and team cohesion.

### **4.1 Outcome acceptance process**

Monthly services will be subject to a monthly formal service review with a performance report prepared and presented by the Supplier. The Service Review will be attended by Programme Director, the Civil Servant Budget holder (Portfolio Delivery Lead), Supplier Programme Manager, Supplier SMEs and any other SME's required for approval as determined by the Programme Director and Budget holder. The following conditions will be met in order for an outcome to be accepted:

- a. The Supplier will be required to submit a summary of outcomes to the Authority as part of the monthly report to confirm that the applicable outcomes have been delivered;
- b. The Supplier will need to submit this at least ten [10] days ahead of the invoice date to ensure that the Authority has sufficient time to review;
- c. Upon receipt of a particular outcome the Authority will review the evidence of completion for acceptance and in accordance with the criteria set out in Statement of Work 1 (Annex A) of this call-off contract; and
- d. The outcome from the Authority's review will be provided within ten [10] days at which the Authority will confirm whether:
  - I. The Supplier can be paid for the outcome(s); and
  - II. The Authority rejects the outcome(s) and the Supplier will have to resolve within ten [10] days.

### **4.2 Governance and Payment**

The Authority will make payment to the Supplier monthly, following submission of a signed and approved report, as described in Statement of Work 1 (Annex A) DIPS Outcomes. Any supporting evidence requested by the Authority to confirm all agreed

work has been undertaken to the required standard, must have been provided prior to a milestone payment via the following process:

### **MONTHLY REPORT**

Supplier to provide a monthly report ten (10)-days ahead of the monthly governance meeting to include:

- a. Live outcomes under the Contract so that the Supplier's performance can be reviewed and assessed ahead of submitting any invoices. The outcomes corresponding to the previous month will be assessed against the Success Criteria and Performance Measures set out in Statement of Work 1 (Annex A) of this call-off contract;
- b. Prospective deliverables under the Contract;
- c. Review of invoices to date against Contract charges;
- d. Risks and escalations including updates on any concerns around Project Delivery; and
- e. Delivery of Social Value commitments.

### **GOVERNANCE MEETINGS**

The Supplier must lead monthly 30-minute Key Stakeholder Engagement meeting, in which the Authority can be updated upon Contract delivery progress. These meetings should, as a minimum, confirm:

- a. Live outcomes under the Contract so that the Supplier's performance can be reviewed and assessed ahead of submitting any invoices. These deliverables will be assessed against the Success Criteria and Performance Measures criteria set out in Statement of Work 1 (Annex A) of this call-off contract;
- b. Prospective deliverables under the Contract;
- c. Updates on any concerns around Project Delivery; and
- d. Be prepared to make Client-Side Lead available to Authority to attend ad hoc meetings when an issue has emerged.
- e. A relationship management process will also be required to manage and resolve escalations and ensure continuing alignment.

## **5 Treatment of dependencies**

Should the Supplier wish to place dependencies upon the Authority as part of their bid, they shall do the following:

- a. Describe the dependency within their bid documentation when they respond to the Invitation To Tender;
- b. Reference which work packages the dependency will impact if it is not met;
- c. Describe the impact/s if the dependency is not met. If the impact is time, cost or performance, then estimates of these should be included; and
- d. Include a corresponding risk for each dependency, articulating the different impact and mitigation options.

## 6 Process to size new work packages

### 6.1 Introduction

The programme has a current approved scope of work that translates into work packages and projects. Over time it is likely that this will change due to differing factors, new additional requirements and perhaps ideas to improve delivery of the benefits.

Additional work packages will be added as Contract amendments. The maturity and scope model (see [**20240927-NGCN-Project-Maturity-Matrix-v1-2-OSC.xlsx**]) will be used to aid the estimation of the cost and duration of these amendments, along with a draft mandate.

## 7 Requirements

Section 7 contains information about the Contract, high level 'as is' information about the packages of work, high level outcomes the Supplier shall undertake to achieve and a broad description of the environment in which the Supplier will work.

Statement of Work 1 (Annex A) contains the statement of requirements, the outcomes required and their acceptance criteria with dates.

### 7.1 Contract duration

The contract duration is 22.5 months, with a start date of 17 February 2025 and an end date of 31 December 2026.

### 7.2 Security

The Supplier shall ensure that they conform to the Security Aspects included in this Tender Letter at all times. The Security Aspects Letter (SAL) is to be flowed down to any sub-Contractors.

The Supplier shall ensure that all personnel on the Contract hold a minimum of Security Check (SC) to be able to be granted access to the Authority site or ICT.

Developed Vetting (DV) clearance and UK nationality restrictions apply to certain areas of the programme. The specific details have been articulated to the Supplier in the SAL.

The Supplier shall ensure that their personnel already hold SC or DV clearance, relevant to the work they will be undertaking.

The cost of Security Vetting shall be borne by the Supplier.

### 7.3 Collaborative working practices

It is the DD view that collaborative working requires a certain degree of face-to-face meetings and discussion to efficiently build relationships and gain a common understanding of situations to build trust and influence decisions. This has led to DD to adopt a model with 60% of the time is spent in the office, (including visits to or meetings at other sites).

The Supplier shall ensure that their team's attendance at site is sufficient to ensure the successful delivery of their Contracted outcomes balanced with the realities and security risks of managing numbers onsite.

The Security aspects of some of the work may dictate that attendance on sites where the right IT is present shall be required.

The Supplier shall include in their planning that people will only be given MoD Virtual Desktop (MOVD) accounts as standard, not dedicated Ministry of Defence Network (MODNet) laptops and so will need some form of their own IT to access MOVD. Full MODNet accounts and laptops will only be given to those people who have a need to access the applications that are only on full accounts such as Active Risk Management (ARM), Microsoft Project and the Enterprise Architecture Tools.

## **7.4 On / off boarding**

There is a cost to Defence and ultimately the taxpayer for every person that the Supplier brings onto the Contract due to MOVD and MODNet accounts, site access and pass requests and site accommodation overheads. These also take a considerable amount of time to set up, which has the potential to risk the delivery of the Contract outcomes.

The Supplier shall therefore incorporate into their planning that all onboarding takes time, especially the provision of IT. The time taken for MODNet accounts and laptops is several weeks and has been several months.

## **7.5 Travel and subsistence**

Some of the outputs will require travel to sites other than MOD Corsham.

The Supplier shall factor into their bid the cost of travel to MOD Corsham as needed to deliver the outcomes.

The Supplier shall factor into their bid the cost of travel to all other sites as needed to deliver the outcomes.

Overseas travel in support of business requirements will need to be considered on an individual case basis. If overseas travel is required, this will be treated as a Contract amendment.

## **7.6 Contract transition and exit**

The work shall be considered complete when all packages of work in scope and due for delivery as part of the resulting Contract are accepted by the Authority. All work is

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stored within the agreed SharePoint locations under strict configuration control, and a successful handover has been performed to the NSI Supplier who will then carry the work forwards in the next stage. The Authority anticipates that the handover to the NSI will occur in a period of no longer than three months and will start three (3) months before the completion of this Contract.

## 7.7 Work packages

The structure of the work packages are as follows:

- **Work Package 1 (Core Service):** Core Service work packages supporting the NGCN change delivery portfolio defined in Work Package 2.; and
- **Work Package 2: NGCN Change Delivery Portfolio:** Project work packages and change initiatives.

Work Package 2 contains work of varying levels of maturity. The Authority briefed and supplied some of the documentation of these work packages (as part of co-creation) to help gauge the amount of work (and therefore cost) that they will entail. To further help, the Authority has derived a model to measure the relative maturity, complexity, size, and scale of any change (see **[20240927-NGCN-Project-Maturity-Matrix-v1-2OSC.xlsx]**). Suppliers should use this guide to price the relevant work packages in their pricing submission.

The applicable work packages fall under Work Package 2 as follows:

- a. Work Package 2a:
- b. Work Package 2b:
- c. Work Package 2c:
- d. Work Package 2d:
- e. Work Package 2e:
- f. Work Package 2f:
- g. Work Package 2g:
- h. Work Package 2h:

The purpose of the maturity model approach is to mitigate the risks involved in postContract due diligence.



As part of the pricing submission, Suppliers are required to provide a price for each work package based on the stated maturity, complexity and scale as set out in the maturity model with any other factors to be priced at the Supplier's own risk.

Upon commencement of the Contract, if the Supplier believes there to be a material variation from the stated maturity, complexity, and scale of a specific work package within the maturity model then the Supplier may initiate a discussion with the Authority to discuss and agree any such agreement to a change in the scope or price of any impacted outcome. This will be captured through a Contract Change Control Notice.

The impact of any material variation would need to be described in a way that is consistent with the structured format of the cost drivers defined in the complexity, maturity, and scale model. The Supplier would need to identify which of the cost drivers is impacted and what the proposed change would be. This would need to be resolved through discussion and if agreement cannot be met, it will need to be escalated through the Contractual escalation mechanism.

The Contract will include an option to exercise a sensitive work package that cannot be disclosed in full detail at this point in time (Work Package 2h – Project EDINBURGH CASTLE). As such, this has been sized as part of the maturity model and Suppliers will provide a cost as part of their pricing submission. The programme has decided and discussed this as part of the co-design work with prospective Suppliers.

## 7.8 Work Package 1 (Core Service)

NGFN will act as one team to most efficiently and effectively deliver NGCN capabilities, benefits, and DD strategic outcomes.

, The core service, that provides outcomes to support the NGCN projects in work package 2, will manage, structure, and visualise the pipeline of work that has passed through Fixed Connectivity (FC) Programme Integration Office (PIO) demand and order book processes, and will interact with the Triage process to ensure there is agreement on the shape, scale, and priority of the work as it passes into the delivery management and control of NGFN.

The Supplier shall be interacting in the NGFN governance structure at *Figure 1*:

*Figure 1-NGFN Governance Structure*

The Fixed Connectivity Portfolio Integration Office (PIO) plans, drives, coheres, and supports communication of network transformation, building and maintaining the programmatic delivery plan, optimising the critical path where relevant and possible and making the best use of available resources to ensure Value for Money (VfM).

The PIO is made up of Contractors and Civil Servants who will work alongside the Delivery Partner interfacing with all the work packages/projects. The current live services, wider DD, MOD and His Majesty's Government (HMG) stakeholders in the delivery of the whole programme of network transformation as well as the current and potential future Suppliers to the programme.

*Figure 2 – NGFN Network Transformation Leadership and Coherence*

The Supplier shall be accountable for performing the following critical Core Services in support of NGFN Network Transformation:

- a. Configuration Management;
- b. Dependency Mapping
- c. Project Planning;
- d. Migration and Transition Factory;
- e. Technology and Security Assurance and Coherence;
- f. Business Change;
- g. Benefits Management; and
- h. Stakeholder Engagement/Comms.

*Figure 3 – Fixed Connectivity Service Executive (Network Focused View)*

### **7.8.1 Current status summary**

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The diagrams shown in *Figure 2* and *Figure 3* broadly show how The Authority wishes to function, but the Supplier is critical in making the model work, and once onboarded, the Authority welcome suggestions for simplification and improvement that could assist with increasing accuracy, cohesion, and acceleration. For the purposes of a fair Tender evaluation, the Authority request that the Supplier uses the models proposed in this document.

The Supplier will operate within the leadership structure at *Figure 4*.

*Figure 4 – Fixed Connectivity Management Team (Networks Focused View)*

Table 1 lists the documentation expected to assist and control a typical programme within MOD.

Document	Status
Programme Mandate	Produced by StratCom, in place and under change control.
Programme Brief	Will need updating to document the NGFN Network Transformation approach.
Programme Vision Statement	In place and under change control, may need to be bought more to life in comms.
Programme Benefits Map	In place but will need maintenance by the Supplier.
Programme Benefits Realisation Plan	In place but will need maintenance by the Supplier.
Programme Benefit Profile(s)	In place but will need maintenance by the Supplier.
Programme Business Case	Managed and maintained by the Authority
Programme Risk, Issue, and Assumption Registers	In place and under change control, may need to be bought more to life in comms.
Programme Management Plan (and Schedule)	Is partially in place, plan needs completing to included all elements of NGFN Network Transformation. Four (4) projects are in Project Online (POL).
Programme Definition Document	Will need updating to document the NGFN Network Transformation approach.
Programme Organisation Structure	In place and under change control/.
Programme Highlight and Exception Reports	Highlight and exception reports will need to be provided into NGFN Governance and Reporting.
Programme Closure Plan	Not required
Programme Closure Report.	Not required
Monitoring and Control	Will need to be developed, agreed and maintained for NGFN Network Transformation.
Resource Management	Managed and maintained by the Authority.
Risk Management	Risks will need to be managed in ARM and in alignment with Authority Risks, Assumptions, Issues, Dependencies and Opportunities (RAIDO) processes.
Issue Resolution	Issues will need to be managed in ARM and in alignment with Authority RAIDO processes..
Quality Management	Will need to be developed, agreed and maintained for NGFN Network Transformation
Information Management	Information Management will need to be undertaken in alignment with JSP 441.
Benefits Management	Benefits Management will need to in alignment with Authority processes.

Stakeholder Management Strategy	The strategy for Stakeholder Management will need to be reviewed to ensure it is in alignment with the full NGFN Network Transformation portfolio. A number of key artefacts are in place and will need regular refreshing by the Supplier.
Stakeholder Management Plan	The plan for Stakeholder Management will need to be reviewed to ensure it is in alignment with the full NGFN Network Transformation portfolio
Communications and engagement Strategy	The strategy for Communications Management will need to be reviewed to ensure it is in alignment with the full NGFN Network Transformation portfolio. A number of key artefacts are in place and will need regular refreshing by the Supplier.
Communications and engagement plan	The plan for Communications Management will need to be reviewed to ensure it is in alignment with the full NGFN Network Transformation portfolio
NGCN acquisition Safety and Environmental Management Strategy (ASEMS)	Programme level strategy of how the Authority translate the Fixed Connectivity ASEMS to the individual project safety and environmental plans.
NGCN Security Strategy	Produced by the Programme Security lead. Projects will need to align with this.
NGCN Technology Strategy and Networks technology roadmap	High level strategy, including a visualisation for how, when and where new technology will be incorporated into Defence's Networks to achieve the programme's requirements and benefits. The visualisation will need to be improved and updated.

*Table 1 - NGCN Programme Documentation*

Many of the critical approaches and documentation required to run programmatic delivery exist and can be found within the NGCN SharePoint but will need review to ensure alignment and compliance and regular refreshing as the Authority move forwards as detailed in Statement of Work 1 (Annex A) of this call-off contract.

A NGCN Programme Plan is in place, with clear milestones that are under change control and four (4) enabling Projects have passed through initiation and are in delivery with full plans in POL.

Requirements and Security are in good order and the Authority have a clear critical path and technology transition approach which has been signed off and is also under strict change control.

Governance and reporting are broadly in place, and the Supplier shall interact in NGFN and Fixed Connectivity governance.

The Service Owner and Product Owners are the owners of all services delivered into live Run. The Supplier shall, via agreed mechanisms, impart new perspectives to help the Product Owners achieve their objectives.

Architectural modelling is in place, but development and further additions to the model are still required as the network interfaces with several other systems, and network management interfaces with a lot of processes. Information discovery is required to facilitate future plans for interfacing systems and processes and require articulation in the model, which the Supplier shall carry out. A clear set of key guiding light enterprise architecture artefacts and clear transition states need to be developed and maintained.

The Supplier shall keep schedules updated in POL and will optimise the use of POL and ARM as a single point of truth for NGCN. The Authority will provide Delivery Portfolio Leadership which will include cohering and holding the Supplier to account against the delivery outputs stated in Statement of Work 1 (Annex A) of this call-off contract.

## **7.9 Work Package 2:**

### **7.9.1 Work Package 2.A:**

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#### **7.9.1.1 Introduction**

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The GC Exit (GC Exit) project will deliver a replacement Contract for the services currently delivered through the Global Connectivity (GC) Contract. It will cover the minimum viable period to enable the consolidation of consuming services from DFTS and the transition of services to NGCN Contracts.

#### **7.9.1.2 Current status**

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The GC Exit Project is currently enabling the Exit Contract of the GC Project. A POAP is available at Annex B.

The approved term of the exit is three (3) years and seven (7) months starting from October 2025. Part of this term will consist of a 'Heads of Term' element whilst the Exit Projects follows the Qualifying Defence Contract (QDC) regulatory process. It is known that the current RN term (3 years and 7 months) is not best value for money and so a three (3) year with two one (1) year options is the current preferred approach.

There is work to be done with the Service Owners on the required Technology Refresh whilst in the Exit Phase of the current Contract and what the transition onto the Future NGCN Network (BNS/RNS) will look like. Currently the Exit Narrative has been created which at a high level looks at this transition and what a possible Exit will look

like (this is a draft document, is subject to change and will mature over time when more information becomes available).

The DFTS Closure plan is paramount to the GC Exit Contract as it will outline the services transitioning on and off the GC Network and the timeframe in which they do. As GC Exit is now under QDC regulations this has added extra time onto the planned timeframe (hence the need for a Heads of Term element). Cost model analysis and negotiation is expected to start once the current RN is approved. The large value of the Contract is what has driven this project to a scale rating of medium. The maturity rating of medium is due to the requirements, strategy, and scope to be clarified and finalised (which is what the exit narrative will do). The complexity rating of medium is due to the complexity of the critical path.

### **7.9.1.3 Requirement (outcomes)**

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The Authority is seeking assistance with this in-flight project to meet the to meet the critical timeframes laid out in the programme plan, the critical objectives as laid out in the mandate shared and the detailed outcomes at Statement of Work 1 (Annex A) of this call-off contract.

## **7.9.2 Work Package 2.B:**

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### **7.9.2.1 Introduction**

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The DFTS Exit Project is to provide a Contractual vehicle for DFTS Consuming Services that will ensure continuity of service pending service migration to the MOD Core Network (MCN)/MOD Core Network Enhanced (MCN(E)), closure or migration to non-NGCN provided Contractual vehicles.

### **7.9.2.2 Current status**

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The activity of negotiation, approval and Contract award will ensure continuity of service for a defined period, pending migration of services to MCN)/ MCN(E), including closure or migration to non-NGCN provided service. A POAP is available at Annex B.

MOD is currently engaging with DFTS Supplier (BT) to agree terms for negotiation (assumed to be QDC, but it may not be). This activity is still on-going and may be subject to change, hence the medium maturity rating. QDC cost model development and Contract drafting has started prior to commencement to the negotiation phase

with BT, but the cost models will need further work. Once a mutually agreeable negotiated position has been achieved, a Business Case (BC) needs to be written and approval to award Contract will be sought from MOD, Treasury and Cabinet Office (CO). The medium complexity rating is due to the complexity of the planning to prepare for the Contract negotiations and the negotiations themselves. The scale rating of medium is driven by the likely value of the Contract being large.

### **7.9.2.3 Requirement (outcomes)**

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The Authority is seeking assistance with this in-flight project to meet the to meet the critical timeframes laid out in the programme plan, the critical objectives as laid out in the mandate shared and the detailed outcomes at Statement of Work 1 (Annex A) of this call-off contract.

## **7.9.3 Work Package 2.C:**

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### **7.9.3.1 Introduction**

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The DFTS Closure project is responsible for ensuring that all Consuming Services are migrated to an NGCN replicated service, other alternative service or are ceased using the corresponding Contract vehicle and thereby allowing the termination and closure of DFTS and the eventual disposal of the Secure Optical Core (SOC) equipment. A POAP is available at Annex B.

### **7.9.3.2 Current status**

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A new Authority side project manager for this work package started in September 2024 as there had been a gap for several months. Some of the work for this project has been ongoing in the run space, but additional effort from the Supplier is needed to accelerate it.

The DFTS Closure project is currently supporting services which need to cease or migrate off the DFTS Contract. To enable this, a Service Owner Tracker has been created and fully populated. This document lists all the services which need to be migrated and the relevant owners for each. Work is now focused on agreeing migration dates with these Service Owners to create a detailed Project plan showing proposed durations for the migrations. Some of these Service Owners will only engage or discuss their plans at the highest security levels. Once this plan has been produced the maturity assessment will need to be updated to understand which services will not

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migrate off in the required timescales and how confident NGCN are in the dates provided. This project needs to produce a reasonably mature 'Service Transition Plan', which will be produced as part of the assessment of the plan mentioned previously. This is a key deliverable to support the DFTS Exit project negotiations with BT as it will show the length of the new Contract.

The work package to dispose of the old BT equipment has not started.

This work package has the low maturity rating as the state of the legacy documentation from both us and BT is not good. The complexity is rated as high because the Authority have so much work to do across the board and there are a lot of interdependencies with other projects. The scale is large as there are so many services and legacy entities to fix.

### **7.9.3.3 Requirement (outcomes)**

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The Authority is seeking assistance with this in-flight project to meet the to meet the critical timeframes laid out in the programme plan, the critical objectives as laid out in the mandate shared and the detailed outcomes at Statement of Work 1 (Annex A) of this call-off contract.

## **7.9.4 Work Package 2.D:**

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### **7.9.4.1 Introduction**

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The NSI project will select, through competition, an NSI to replace the NGCN DIPS delivery partner and the run delivery partner to assist the Service Owner in the further delivery of NGFN Network Transformation Portfolio and realisation of its benefits. The NSI will work alongside the operational managers of the networks (J3/Global Operations Security Control Centre (GOSCC)). The 'user' for the NSI is the NGFN run Service Owner and is the primary customer of the NSI's services, but there are also customers in the Operational Service Management (OSM) and GOSCC areas. The NSI Contract will deliver on the key capabilities and services outlined in the User Requirements Document (URD).

The delivery of an agreed target operating model (TOM) design will be a critical precursor to facilitate definition and selection of the right NSI.

For further information on this project, please see the project mandate.



### **7.9.4.2 Current Status**

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The NSI project has been paused for several months awaiting the Supplier and the OBC RN approval. The project management documents (plans, RAIDO, reporting etc) have lain dormant during this time and will need to be re-started by the Supplier. The original commercial strategy was to run a full competition using the Model Services Contract framework and so most of the Contract schedules for this were produced. A set of Pre-Qualification Questionnaire (PQQ) questions have already been agreed but will need to be refreshed. There is a view that a different route to market may offer a better result, but the decision has not been made yet. If the decision is that the Authority will continue on the Model Services Contract route to market, then all of the documentation will need to be checked and updated/refreshed as needed. If the decision is made to change the route to market, then the current documentation will need to be reformatted into the correct ones. Due to the need for re-fresh, the maturity rating has been graded as medium.

The majority of the NSI requirements are mature and have been validated and approved with product owners. The exception relates to the Network Planning Tool (NPT) and Network Control Team (NCT), both of which need validation and maturing as services including organisational design change of how they will interface with teams or change existing teams and processes.

The complexity rating is medium due to the cross DD nature of the processes that the NSI will need to interface with. The scale rating of medium is due to the fact this will mainly be delivering work at Corsham and has smaller scale than the network delivering elements.

### **7.9.4.3 Requirement (Outcomes)**

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The Authority requires the Supplier to confirm the best strategy for the delivery of this capability, to restart and run this project to meet the critical timeframes laid out in the programme plan and the outcomes laid out in the mandate shared and in the detailed outcomes at Statement of Work 1 (Annex A) of this call-off contract.

## **7.9.5 Work Package 2.E:**

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### **7.9.5.1 Introduction**

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The MOD classifies the services it provides by Confidentiality: (O, S and Top Secret (TS)) and Criticality ((BaU), Operationally Critical (OC) and Mission Critical (MC)). 60% of current MOD sites require a network to support services at BaU and Official. The BNS project will deliver this network capability and will provide:

- a. Network services to circa 600 MOD sites and
- b. Network connectivity to approximately 30 Consuming Services located in the UK.

An assessment against potential options and approaches is covered within the BNS Technical solution document.

### **7.9.5.2 Current status**

---

The BNS project has been effectively paused for a year due to re-prioritisation of resources. The project management documents (plans, RAIDO, reporting etc) have not been worked on for over a year, were created against different programme governance and would effectively need to be started afresh.

The scope of the BNS along with system level requirements have been documented. However, the next level of detail regarding agreeing upon technical solutions, agreement on timings and the working through of how BNS services are disaggregated from current Contracts along with service handover has not yet been done. Various artefacts exist which have been endorsed through governance such as BNS site patterns, BNS related security architectural patterns, SDN guidance paper and Supplier analysis. These are all open to interpretation by vendors. The commercial strategy remains to run a full restricted competition using the model services Contract framework. Only a limited number of Contract schedules have been written with key omission such as Service Description, but the Supplier can build upon the RNS contract schedules as a template for a lot of the contract.

The service management and operating model of how BNS will interact with the Authorities OSM function has been agreed through stakeholder engagement with both OSM and the GOSCC. It must be noted that this engagement was also 12 months ago and will likely need revisiting.

The maturity of the project has been rated as low due to the project being paused for over twelve (12) months. While some documentation does exist, the vast majority of it will need to be refreshed.

The complexity of the project has been rated as high due to the complex nature of the technical dependencies, but also the service hand over, the stakeholder management and the complex commercial environment and considerations.

The project has been rated as large scale as it will require a full competition and the significant pre-work to successfully get to that point, plus necessary approvals. The subsequent technical implementation, commercial landscape, service handover, site migration (circa 600 sites) all further contribute to the scale.

The scope of this contract will be limited to the delivery of BNS Phase 1 – MOD Internet Access (IA).

### **7.9.5.3 Requirement (outcomes)**

---

The Authority requires the Supplier to confirm the best strategy for the delivery of this capability, to initiate and run this project to meet the critical timeframes laid out in the programme plan and the outcomes laid out in the mandate shared and in the detailed outcomes at Statement of Work 1 (Annex A) of this call-off contract.

### **7.9.6 Work Package 2.F:**

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#### **7.9.6.1 Introduction**

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UKStratCom classifies the network services it provides by Classification (O, S and TS) and Criticality BAU, OC and MC). Approximately 60% of current 1,000 MOD sites are classified as Simple sites since they are based on the UK Mainland, only support O consuming services at BaU criticality. The remaining 40% of sites will be served by the capability as they are either overseas, have services classified as S or higher, or a higher level of criticality.

For further information on this project, please see the project mandate.

### **7.9.7 Current status**

---

The RNS project has been paused for six (6) months. The project management documents (plans, RAIDO, reporting etc) which were mature have not been worked on for over a year, were created for a different programme governance and would require refresh.

The scope of the RNS along with system level requirements have been documented. The technical detail of RNS is well understood and supported by endorsed artefacts such as the various security architectural patterns (Core Transport Service, Protective Monitoring, Boundary Protection, Network, Zero Trust). Some resolution of technical

and stakeholder areas are still required, specifically relating to Digital Identity (nonpersona entity identification) and crypto (Over The Network Keying-OTNK).

The commercial strategy remains to run two full restricted competitions at Secret and Above Secret in parallel, with contract award falling in the lifetime of the supplier period of performance. Most Contract schedules have been written and a number have been approved. Taking ownership and maintaining the schedules will be required. The service description schedule will need to be validated and refreshed as this was identified as not being fit for purpose in its current guise.

Much like BNS, the service management and operating model of how RNS will interact with the Authority's OSM function has been agreed through stakeholder engagement with both OSM and the GOSCC. It must be noted that this engagement will also likely need revisiting.

The maturity of the project has been rated as medium as while it is effectively paused, a significant amount of mature documentation does exist, although it will need taking ownership of.

The complexity of the project has been rated as high due to the complex nature of the technical dependencies, but also the service hand over, the stakeholder management and the complex commercial environment and considerations.

The project has been rated as large scale as it will require a full competition and the significant pre-work to successfully get to that point, plus necessary approvals. The subsequent technical implementation, commercial landscape, service handover, site migration (circa 400 complex sites including overseas) all further contribute to the scale.

### **7.9.8 Requirement (outcomes)**

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The Authority requires the Supplier to confirm the best strategy for the delivery of this capability, to initiate and run this project by preparing for the competition to meet the critical timeframes laid out in the programme plan and the outcomes laid out in the mandate shared and in the detailed outcomes at Statememtn of Work 1 (Annex A) of this call-off contract.

### **7.9.9 Work Package 2.G:**

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#### **7.9.9.1 Introduction**

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The SEN initiative is a change programme to drive greater commonality and connectivity of all of Defence's networks through better control of designs, interfaces, and the re-use of common architectural patterns. It is envisaged as a secretariat to the existing SEN-Authority (SEN-A) board that grew out of the old Networks Coherence Board.

The concept is that by leveraging improved recording of current and planned enterprise architecture and keeping track of planned capability changes through this, Defence can improve compatibility and reduce rework to fix problems to overall improve capability and save cost.

By improving the architecture beyond the minimum necessary for just NGCN and by applying some change control to all of Defence's networks through the SEN-A board, the Authority should be able to deliver tangible cost and capability benefit.

The start of this initiative was delayed until April 2025 for resource cost profile issues.

### **7.9.10 Current status**

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The SEN is at a low level of maturity as the SEN-A quarterly board continues to sit, the work for the benefit add has not started beyond the existing enterprise architecture recording. It is a low complexity and small scale as it involves evolving the evolution guidelines such as JSP604, liaison with other teams to determine their capability changes, doing a form of change control/advice and attendance at the SEN-A board.

### **7.9.11 Requirement (outcomes)**

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The Authority requires the Supplier to run this initiative to meet the critical timeframes laid out in the programme plan and the outcomes laid out in the mandate shared and in the detailed outcomes at Statement of Work 1 (Annex A) of this call-off contract.

## **7.9.12 Work Package 2.H**

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### **7.9.12.1 Introduction**

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Project EDINBURGH CASTLE is a critical project but currently has some commercial sensitivities.

### **7.9.12.2 Current status**

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The planning and design of this project has progressed, but formal announcement is dependent on full approval. Requirements work is mature. Site investigation has started. There is ongoing engagement with customers and sites to align the two and agree priorities. Once this has been done, and the price has been determined, a Full Business Case (FBC) will need to be produced for approval and further delivery.

### **7.9.12.3 Requirement (outcomes)**

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The Authority is seeking assistance with this in-flight project to meet the critical timeframes laid out in the programme plan, the critical objectives as laid out in the mandate which will be shared post Contract award and the detailed outcomes at Statement of Work 1 (Annex A) of this call-off contract. For the purposes of this contract, this scope is limited to Phase 2.

## **8 Culture and ways of working**

### **8.1 Introduction**

Culture and ways of working were discussed extensively during co-creation. The Authority expects the Supplier to work hand in hand to embed a positive one team and one delivery culture, balanced with respect and realism, that is focused on delivering the NGFN Network Transformation Portfolio and its benefits while maintaining team wellness.

### **8.2 Current status**

The NGFN Team was built during the summer of 2024 from what was Fixed Networks and the NGCN Programme. The Authority now all work together as NGFN which is described in the introduction section of this document. When the Supplier arrives, the Authority will have done significant work on the culture, but the addition of the Supplier into the cultural mix will mean more work is required.

### **8.3 Requirement**

The Authority expects the Supplier to be part of building and maintaining the NGFN culture as part of Statement of Work 1 (Annex A) WP 1.A.13. The Authority expect the Supplier to work with us to define the desired culture and its values and behaviours (including psychological safety assessments) – helping us define what

‘good’ looks like and to assist with clarity of roles and responsibilities. The Authority expects to monitor the culture and keep a tracker of improvements to ensure the Authority sustains the desired culture.

## 9 Processes and standards

The way that DD, MOD and HMG deliver capabilities is outlined in a variety of published standards. The Supplier shall dock into these extant standards. A nonexhaustive list is:

- a. Service Executive Model (SEM), generally based on Defence Digital and Data (DDaT) and Information Technology Information Library (ITIL) methodologies;
- b. Knowledge in Defence (KiD);
- c. HM Treasury Green Book (for Business cases) and various Joint Service Publications that provide more detail to this;
- d. IPA Project Delivery standard Government Functional Standard GovS 002 is being broadly followed;
- e. Management of Portfolios (MoP®), Managing Successful Programmes MSP®, P3M (Portfolio, Programme and Project Management);
- f. In addition the Authority is keen to consider the use of relevant and beneficial parts of the Scaled Agile Framework SAFe®, particularly PI Planning, content granularization and flow;
- g. JSP 440 Defence Manual of Security;
- h. JSP 441 Information, Knowledge, Digital and Data in Defence;
- i. JSP 503 The Defence Manual of Resilience;
- j. JSP 655 Defence Investment Approvals; and
- k. JSP 604 The Defence Manual for Information and Communications Technology (ICT) and it's replacement JSP 453.

## 10 Definitions

The following defintions shall have the meanings given to them below:

**“Next Generation Fixed Networks”** or **“NGFN”** is the team that delivers NGFN and delivers the core network connectivity for Defence programmes of iterative and transformational changes to these networks and services to deliver NGCN.

**“Target Operating Model”** or **“TOM”** is a design tool that will help NGFN to implement NGCN. It will show how we currently work and will work in the future. The blueprint which is part of the TOM artefact set showing the capabilities required (people, process, technology, and data lenses) and the interface between them.

**“Next Generation Fixed Network Run”** or **“NGFN Run”** delivers the core network connectivity for Defence.

**“Infrastructure and Major Projects Authority”** or **“IPA”** NGCN is a Programme within the Defence Major Projects Portfolio (DMPP) and is overseen by the Infrastructure and Major Projects Authority (IPA) as part of the Government Major Projects Portfolio (GMPP). For more information please see: [About\\_the\\_IPA\\_2020\\_12.03.21.pdf](#) ([publishing.service.gov.uk](https://publishing.service.gov.uk)).

**“Single Enterprise Network Authority”** or **“SEN-A”** Is a change programme to drive greater commonality and connectivity of all of Defence’s networks through better control of designs, interfaces, and the re-use of common architectural patterns.

**“Service Owners”** means individuals responsible for the overall delivery, performance, and continuous improvement of specific services within a programme.

**“Product Owners”** mean individuals responsible for defining the vision and requirements of a product.

**“Heads of Term”** means a non-binding document outlining the main issues relevant to a tentative agreement.

**“Qualifying Defence Contract”** or **“QDC”** means a Contract under which the Secretary for State procures goods, works, or services for defence purposes from another person.

**“Cabinet Office”** or **“CO”** means the ministerial department of the Government of the United Kingdom.

**“Service Transition Plan”** means a structured approach for managing the transition of new or changed services into operational use, ensuring that all necessary preparations, processes, and resources are in place to minimise disruption and maintain service quality.

**“User Requirement Document”** or **“URD”** means the formal document that outlines the specific needs and expectations of users regarding a product or service. **“Pre-Qualification Questionnaire”** or **“PQQ”** means a tool used to evaluate and assess potential Suppliers or Contractors against defined criteria.



**“Network Planning Tool”** means a method or software used to visualise and manage the sequence, dependencies, and scheduling of tasks within a programme.

**“Network Control Team”** means a group that oversees and coordinates projects to ensure alignment with programme objectives”.

**“Network Zero Trust”** means a security model where no user or device is trusted by default, requiring continuous verification and strict access controls to project network resources.

**“Consuming Services”** means the defined wording in the NGCN Definitions Document.

## Appendix 4 – Statement of Work 1 (Annex A)

This statement of Work 1 outlines the outcomes, performance measures and acceptance criteria for each work package according to:

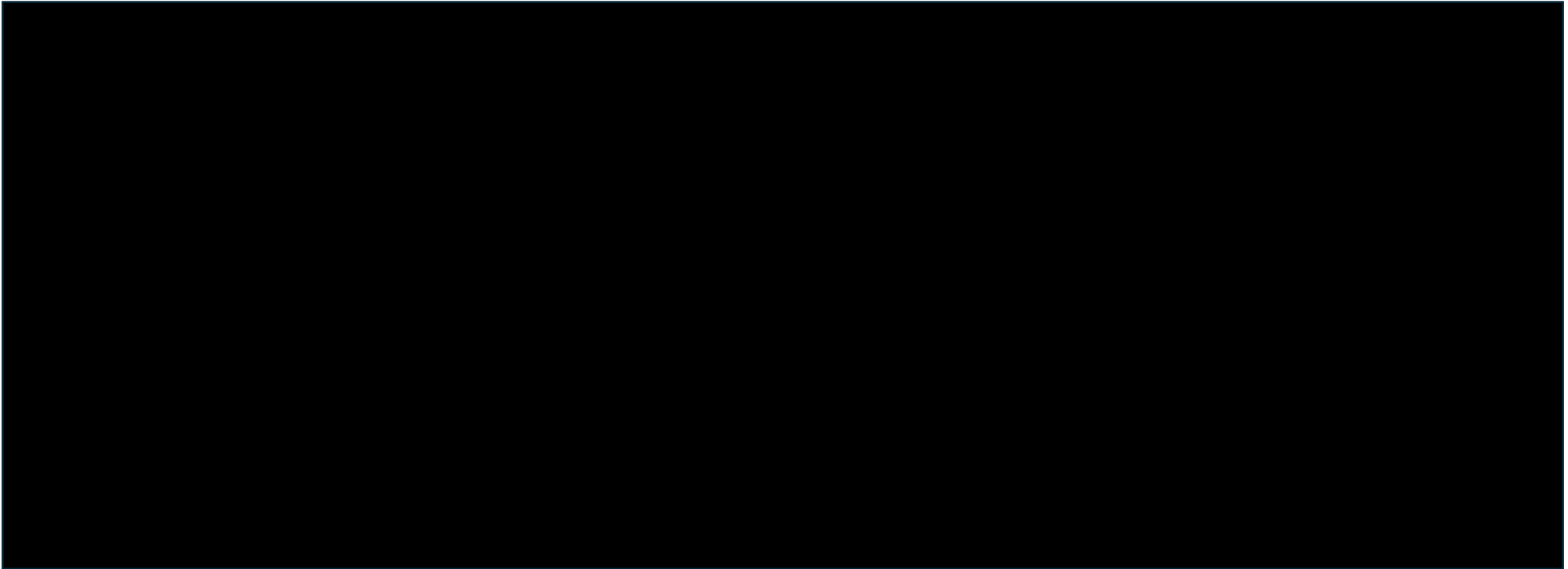
- **Core** – outcomes that are being invoked under this Statement of Work 1
- **Option** – Optional outcomes that can be invoked under a subsequent Statement of Work by way of a formal Change Control Notice (CCN)

### Work Package 1A.

**Work Package 2A.**



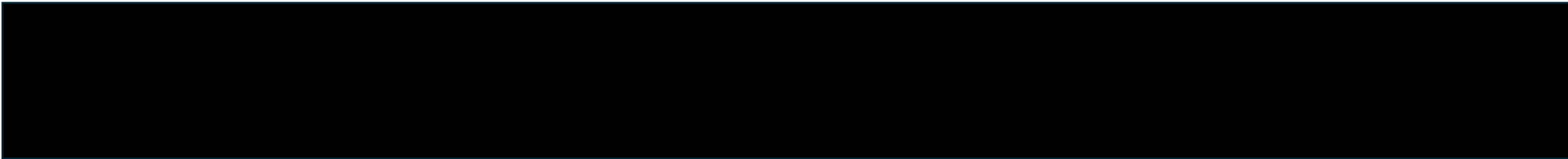
**Work Package 2B.**



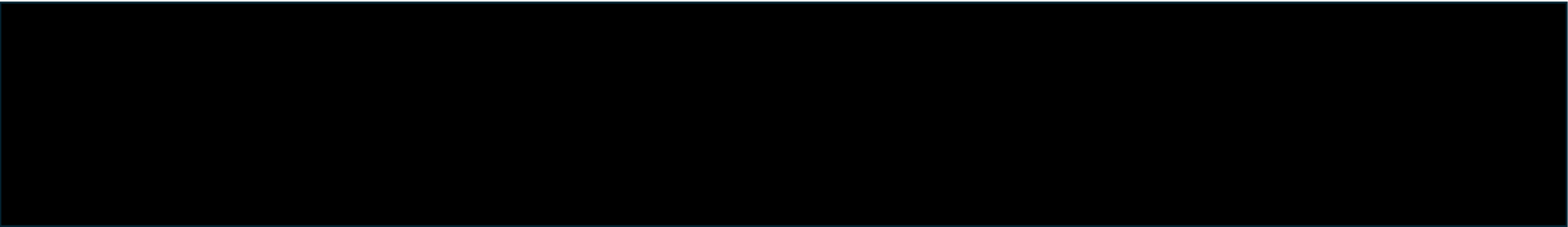
**Work Package 2C.**



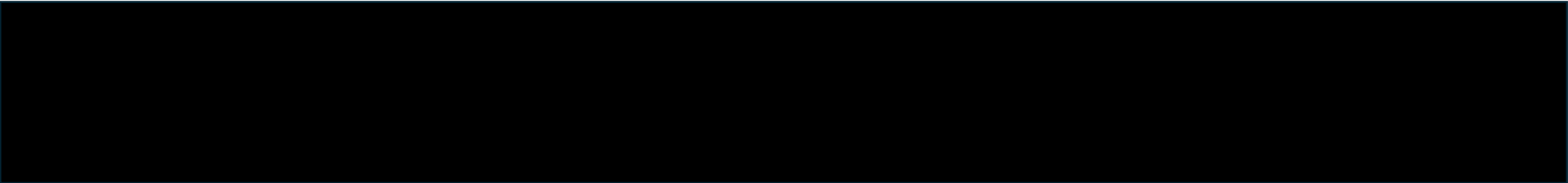
**Work Package 2D.**



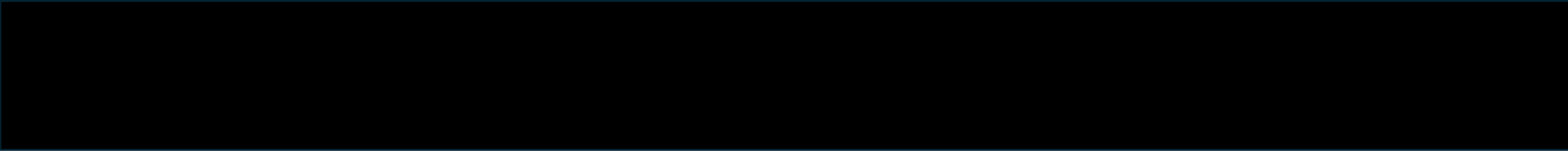
**Work Package 2E.**



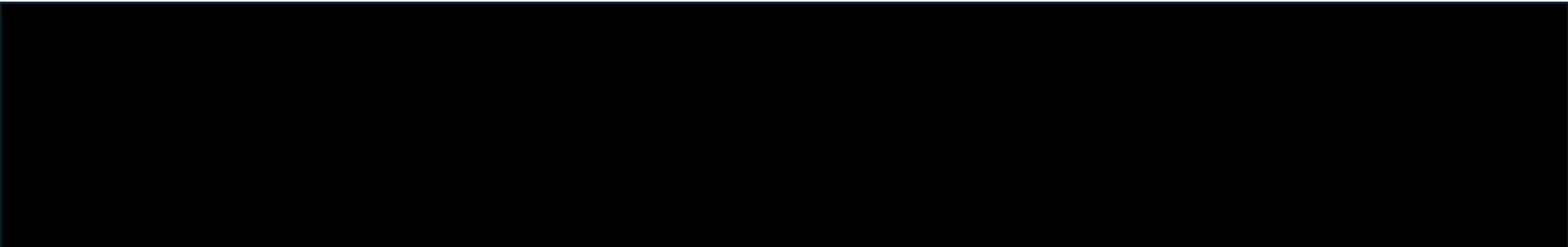
**Work Package 2F.**



**Work Package 2G.**



**Work Package 2H.**





## Annex 1 to Statement of Work

### Data Processing

Prior to the execution of this Statement of Work, the Parties shall review Annex 1 of Joint Schedule 11 (Processing Data) and if the contents of Annex 1 does not adequately cover the Processor / Controller arrangements covered by this Statement of Work, Annex 1 shall be amended as set out below and the following table shall apply to the Processing activities undertaken under this Statement of Work only:

[Template Annex 1 of Joint Schedule 11 (Processing Data) Below]

Description	Details
Identity of Controller for each Category of Personal Data	<p><b>The Relevant Authority is Controller and the Supplier is Processor</b></p> <p>The Parties acknowledge that in accordance with paragraph 2 to paragraph 15 of Joint Schedule 11 (Processing Data) and for the purposes of the Data Protection Legislation, the Relevant Authority is the Controller and the Supplier is the Processor of the following Personal Data:</p> <ul style="list-style-type: none"> <li>• [Insert the scope of Personal Data for which the purposes and means of the Processing by the Supplier is determined by the Relevant Authority]</li> </ul> <p><b>The Supplier is Controller and the Relevant Authority is Processor</b></p> <p>The Parties acknowledge that for the purposes of the Data Protection Legislation, the Supplier is the Controller and the Relevant Authority is the Processor in accordance with paragraph 2 to paragraph 15 of Joint Schedule 11 (Processing Data) of the following Personal Data:</p> <ul style="list-style-type: none"> <li>• [Insert the scope of Personal Data which the purposes and means of the Processing by the Relevant Authority is determined by the Supplier]</li> </ul> <p><b>The Parties are Joint Controllers</b></p> <p>The Parties acknowledge that they are Joint Controllers for the purposes of the Data Protection Legislation in respect of:</p> <ul style="list-style-type: none"> <li>• [Insert the scope of Personal Data which the purposes and means of the Processing is determined by the both Parties together]</li> </ul> <p><b>The Parties are Independent Controllers of Personal Data</b></p> <p>The Parties acknowledge that they are Independent Controllers for the purposes of the Data Protection Legislation in respect of:</p> <ul style="list-style-type: none"> <li>• Business contact details of Supplier Personnel for which the Supplier is the Controller,</li> <li>• Business contact details of any directors, officers, employees, agents, consultants and contractors of Relevant Authority (excluding the Supplier Personnel) engaged in the performance of the Relevant Authority's duties under the Contract) for which</li> </ul>

Framework Schedule 6 (Order Form)

	<p>the Relevant Authority is the Controller,</p> <ul style="list-style-type: none"> <li>• <b>[Insert</b> the scope of other Personal Data provided by one Party who is Controller to the other Party who will separately determine the nature and purposes of its Processing the Personal Data on receipt e.g. where (1) the Supplier has professional or regulatory obligations in respect of Personal Data received, (2) a standardised service is such that the Relevant Authority cannot dictate the way in which Personal Data is processed by the Supplier, or (3) where the Supplier comes to the transaction with Personal Data for which it is already Controller for use by the Relevant Authority]</li> </ul> <p><b>[Guidance</b> where multiple relationships have been identified above, please address the below rows in the table for in respect of each relationship identified]</p>
Duration of the Processing	[Clearly set out the duration of the Processing including dates]
Nature and purposes of the Processing	<p>[Be as specific as possible, but make sure that you cover all intended purposes.</p> <p>The nature of the Processing means any operation such as collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction of data (whether or not by automated means) etc.</p> <p>The purpose might include: employment processing, statutory obligation, recruitment assessment etc.]</p>
Type of Personal Data	[Examples here include: name, address, date of birth, NI number, telephone number, pay, images, biometric data etc.]
Categories of Data Subject	[Examples include: Personnel (including volunteers, agents, and temporary workers), customers/ clients, suppliers, patients, students / pupils, members of the public, users of a particular website etc.]

## Appendix 5

### Confidentiality Undertaking

**[NOT USED – see Schedule 4, assumption 1.9, bullet 2]**





Ministry  
of Defence

## Appendix 6

### Security Aspects Letter

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MOD Corsham  
Westwells Road  
CORSHAM

SN13 9ET

Email address:  
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NGCN-Res@mod.gov.uk](mailto:UKStratComDD-CIS-FC-NGCN-Res@mod.gov.uk)

Date of Issue: 23 Jan 2025

PA Consulting Services Limited  
10 Bressenden Place  
London  
SW1E 5DN  
United Kingdom

**SECURITY ASPECTS LETTER:**  
**PA CONSULTING SERVICES LIMITED — DIPS LOT 4: NGCN DELIVERY PARTNER (PS474)**

References:

- A. [20240305-NGCN-Security-Grading-Guide-V3-0-OS](#)
- B. [Official Secrets Act 1989.](#)

