<div align="center">**STATEMENT OF REQUIREMENT**</div>

EXTERNAL ASSISTANCE TO SUPPORT DELIVERY OF PROGRAMME SOLARIUM

Introduction

1.   UKStratCom DStrat is seeking external assistance to support UKStratCom with the delivery of its transformation programme: Programme SOLARIUM. Transforming the Command is Commander StratCom's highest priority after support to operations.

2.   REDACTED. This is the essence of what the UKStratCom Transformation Programme is seeking to do and will ensure we are fit to seize the opportunity the new Government's commitment to Defence and the IR Refresh offers.

3.   There is an imperative for a fundamentally different approach. REDACTED. Therefore, the Transformation Programme will deliver a finalised UKStratCom High-Level Operating Model in Dec 22 and a re-defined and re-structured Headquarters by April 23. REDACTED. UKStratCom is seeking external assistance to support these efforts and ensure the timely and demonstrable delivery of change.

4.   UKStratCom is seeking external assistance to support with these activities. The contract must be in place by 13 Jan 23 at the latest in order for EA support to commence no later than 16 Jan 23 until 31 Mar 23.

Background

5.   UKStratCom is seeking external assistance to support the initial phase of Programme SOLARIUM and ensure the timely and demonstrable delivery of change. Through the establishment of a clearly defined operating model and improved, simplified, and standardised processes, UKStratCom will be able to better deliver its Defence outputs now and in the future.

Prerequisites

6.   The supplier will be familiar with the following:

    a.   Strategy development/choice-making for transformation of complex organisations.

    b.   Operating model development and design, including corporate services transformation.

    c.   Working effectively with senior Defence stakeholders, including constructive challenge.

    d.   Drawing in external perspectives from public and private sector operating model transformation to facilitate and accelerate effective Tx design and decision making.

e.   Multiple agile methodologies and their use in relevant organisations to UKStratCom.

Requirement

7.   External analyst assistance is required to support the management, development and delivery of the initial phase of Programme SOLARIUM. An agile project management and development approach will be adopted to help ensure regular customer engagement and review. As such the supplier will work closely with HQ UKStratCom and the Transformation Programme throughout the contract to review and refine the contract priorities and outputs.

8.   The supplier support will include the following:

a.   Support the Authority in developing their Target Operating Model. This is to include: Snr Leader Engagement and Development; Governance; WoW; Cultural & Leadership Change).

b.   Support to the authority in transformation of corporate service modernisation and delivery in the Command, including exploitation of technology & process review.

c.   Support to the Authority in assessing their Strategic Workforce Planning process and associated structures, and where applicable making recommendations as to improvements.

d.   Support to the Authority in the generation of Planning Liability and associated modelling to inform the Strategic Workforce plan.

e.   Analysis of the Oct 22 baseline which enables functional alignment of resources. The analysis should identify how functional resources are contained and operating within the org design of the in-scope areas. This dataset should capture the following information: outputs by Team/Area, inputs by team/area, an agree language for talking about activity, and activities performance using the agree language. This data set should be relatable to the people baseline to establish a clear relationship between activities and effort applied.

f.   Presentation and acceptance by the Authority of a detailed Sprint Implementation Plan. Including: provision of an agreed schedule and milestone plan for implementation; clear RACI matrix for implementation and benefits delivery; Alignment of activity against identified transformation programmes and support arrangements that may influence and impact Command Transformation Programme goals and objectives and how these interfaces will be understood and managed; a stakeholder management system; Benefits Management Realisation Plan to quantify and measure progress against started goals and objectives; identification of resources, tools and supporting activity necessary to delivery implementation.

g.   Guidance to the Authority on the development of future options, including benchmarking and shared experience of transformation/modernisation in other organisations.

Deliverables

9.   The supplier will work in an agile manner, liaising closely with the customer to define specific deliverables throughout the period of the contract. Initial deliverables are anticipated to be as follows:

   a.   REDACTED.

   b.   REDACTED.

   c.   REDACTED.

   d.   REDACTED.

   e.   REDACTED.

   f.   REDACTED.

   g.   REDACTED.

   h.   REACTED.

   i.   REDACTED.

   j.   REDACTED.

   k.   REDACTED..

Duration

10.   The contract must be in place by 13 Jan 23 at the latest in order for EA support to commence no later than 16 Jan 23 until 31 Mar 23.

Milestones

11.   Milestones are as follows:

   a.   Support to the Authority in developing their Target Operating Model.

   b.   Support in the transformation of Corporate Functions.

   c.   Recommendations to Strategic Workforce Planning process improvements.

   d.   Support in the Generation of Planning Liability.

   e.   Delivery of a Sprint Implementation Plan.

   f.   Develop the Statement of Requirement.

   g.   Employee Engagement and TU Support.

   h.   Benefits Realisation Status Report

Location

12.   Work will be carried out on, and solutions deployed to, MODNet. Face-to-face meetings required to fulfil this requirement will be carried out at UKStratCom headquarters, Northwood.

Acronyms

13.   To be added if required.

Governance

14.   See Performance Management.

Acceptance

15.   N/A.

Performance Management

16.   The external provider will hold weekly contract reviews with the UKStratCom transformation team to track progress and budget, review priorities, and refine the programme of work. All changes to the programme of work will require prior agreement from DStrat.

Security

17.   All supplier staff must be SC or DV.

Government Furnished Assets (GFX)

18.   The authority will provide supplier staff with MODNet Laptops (up to five) such that the work can be carried out.

Personal Data

19.   Site passes will need to be requested through HQ UKStratCom, a minimum of 2 working days prior to all site visits.

Quality & Standards

20.   N/A.

Health & Safety

21.   No additional requirements other than familiarisation to sites, if physically attending meetings.

Environmental

22.   N/A.

TUPE

23.   N/A.

Implementation

24.   N/A.

Exit

25.   At the end of the contract the supplier will be required to return any MOD GFX within 5 working days, provide copies of any training materials produced as part of delivery of the contract, and return all site passes. All work will have been conducted on MOD IT and will remain the property of MOD.

Software

26.   The supplier will need to ensure software compatibility as part of the deliverables (although we do not expect this to extend to a requirement for equipment connection to MODNET).

IPR or Other Rights

27.   MOD will own IPR on any tools, applications and reports developed under the contract.

Exploitation Levy

28.   It is not expected that the supplier is likely to make future sales of any deliverables that MOD will contribute to the design of under the contract.

Pricing/Payment

29.   One payment on delivery of the requirement.

Cyber Risk

REDACTED.

IR35

30.   TBC.

Contractor Liability

31.   Risk Assessment of potential Contractor Liabilities has been raised.

Market Engagement

32.   Limited market engagement has taken place but no commitment to order has been made.

Site Visits

33.   Site visits are not required during the tender period.

Samples

34.   N/A.

Redactions

35.   N/R.

Benefits

36.   N/A.

Social Value

37.   N/A.

Evaluation Criteria

38.   To be decided.

Contacts

Customer

39.   REDACTED.

CP&F

40.   REDACTED.

Finance

41.   REDACTED.