

**Bid Pack**

**Attachment 3 – Statement of Requirements**

Contract Name:

**Business Modernisation for Support Digital Delivery Support Partner (BMfS D2SP)**

**V1.0 (Redacted) 11th April 2023**

CONTENTS

[1. PURPOSE 3](#_Toc130311151)

[2. BACKGROUND TO THE CONTRACTING aUTHORITY 3](#_Toc130311152)

[3. Background TO THE REQUIREMENT 3](#_Toc130311153)

[4. definitions 4](#_Toc130311154)

[5. GOVERNANCE 7](#_Toc130311155)

[6. CONTRACT MANAGEMENT 8](#_Toc130311156)

[7. scope of THE requirement 9](#_Toc130311157)

[8. OPTION PERIOD 12](#_Toc130311158)

[9. CONTINUOUS IMPROVEMENT 12](#_Toc130311159)

[10. SUSTAINABILITY 12](#_Toc130311160)

[11. QUALITY 13](#_Toc130311161)

[12. PRICE, Invoicing and Payments 13](#_Toc130311162)

[13. KEY personnel 14](#_Toc130311163)

[14. Security and CONFIDENTIALITY requirements 14](#_Toc130311164)

[15. Location 15](#_Toc130311165)

[16. Government Furnished Assets 15](#_Toc130311166)

[17. The Requirement – Programme 16](#_Toc130311167)

[18. The requirement – ewss 57](#_Toc130311168)

[19. CALL-OFF REQUIREMENTS 89](#_Toc130311169)

# PURPOSE

## The intent is to procure a **Digital Delivery Support Partner** (D2SP) to work in partnership with the MOD Business Modernisation for Support (BMfS) Programme Team to deliver Phase 2 of the BMfS Programme for a total of 36 Months.

# BACKGROUND TO THE CONTRACTING aUTHORITY

## The Ministry of Defence work to protect the security, independence, and interests of our country at home and abroad. We work with our allies and partners whenever possible. Our aim is to ensure that the armed forces have the training, equipment and support necessary for their work, and that we keep within our budget.

# Background TO THE REQUIREMENT

## BMfS is a major programme under the Defence Support Transformation Portfolio within the Defence Support Function, UK Strategic Command. The BMfS vision is “one robust, evergreen, integrated set of digitally enabled services that deliver world class support for Defence Programme”, providing the flexibility to adapt to changing operational and business needs.

## This will be achieved by transforming the current set of Logistics, Equipment, and Engineering Support services into a set of common, secure, cloud-based services which support the standardised, industry-best-practice Support processes introduced by the Programme. It is a benefit driven programme which is underpinned by an enterprise architecture approach and will be built of the Defence Digital ‘Digital Backbone’.

## The partnering relationship between the MOD and the D2SP will be a critical success factor in the success of the BMfS Programme. The principles of ISO44001 will form the basis of a relationship management process that will be used to monitor and manage the working relationship and the delivery of the Programme.

## BMfS is a critical programme for Defence, and it is imperative that the Contractor must be able to mobilise quickly after contract award and ideally be fully effective within a month of contract award. The D2SP must be able to compliment the BMfS Programme approach and deliver at pace.

## The Programme contains overlapping Tranches;

### **Sustain**. Ensure maintenance of current Log IS capability delivery whilst rationalising or refreshing current applications.

### **Modernise**. Ensure maintenance and delivery of current Log IS capability whilst continuing to rationalise applications. Will also provide new/modified services that leverage legacy applications and their data.

### **Transform.** Transform the way Defence uses and delivers Support INFORM Capability. This will be achieved by achieving Business transformation, Process Transformation and IS transformation within scope.

## The scope for Transform covers all Defence core processes and supporting information services and integration with TLB specific support solutions. Transform will also be the lead in Support Transformation for achieving digital coherence and for achieving the desired cultural and behavioural changes.

# definitions

|  |  |
| --- | --- |
| **Expression or Acronym** | **Definition** |
| BMfS | Business Modernisation for Support, a programme within Defence Support Transformation and the subject of this SOR. Also referred to as ‘the Programme’ within this document. |
| BWIMS+ | Base & Warehouse Inventory Management System |
| COTS | Commercial off the Shelf |
| CDLS | Chief Defence Logistics & Support the 3\* Head of the Defence Support Organisation. |
| CIO | The Defence Support Chief Information Office (CIO) and Enterprise Architecture Practice (EAP) provides services that define, cohere, and govern the adaptable Architectures which underpin and enable an efficient and effective Defence Support Network. |
| CPR | Capability Performance Review. Held Monthly as part of BMfS programme governance. |
| CP&F | Contracting, Purchasing and Finance (CP&F). This is the Authority’s one-stop-shop for contract opportunities, tendering, invoicing, and information on doing business with the Ministry of Defence. |
| CyDR | Cyber Defence and Risk |
| CUP | Common User Platform. The CUP will provide the single access point for users to all DSN Information Services |
| DAPSS | Defence Air Passenger Services System |
| DD | Defence Digital |
| DDAT | Data Delivery and Technology |
| DDP | Digital Delivery Partner. Supplier (s) who will provide the platform services of BMfS |
| DEAAMS | Defence Engineering Equipment Asset Management System |
| DE&S | Defence Equipment & Support Submarine Delivery Agency |
| DFMS | Defence Freight Movements Service, Project within Movements Management EWSS |
| DLOD | Defence Lines of Development. |
| DSDA | Defence Support Design Authority. Authority whose aim is to maintain design integrity, assure E2E business processes and inform investment prioritisation within Defence Support Function scope.  |
| DSN | Defence Support Network. The DSN is the Support framework from which the UK Armed Forces are deployed, sustained and recovered.  It is a network of interdependent nodes (e.g. warehouses, fuel facilities and repair facilities) in the UK and overseas and the connectors linking them (e.g. supply vehicles, aircraft, ships, rail connections and Log IS/data) involving the MOD, industry and allies.  The DSN operates in two distinct environments:The Strategic Base which covers those functions that underpin the generation, preparation, projection, sustainment, maintenance, operation, rehabilitation, recovery and redeployment of military capabilities.Operational Areas where Support to operations is delivered.  In this environment the definition of Support can be expanded to cover the specific requirements of operations or training exercises. |
| D2SP | Digital Delivery Support Partner. Supplier who is being contracted to support BMfS Programme Team to deliver BMfS Stage 2. Referred to as the ‘Contractor’ within this document. |
| ETLS | Engineering Through Life Support. |
| EWSS | Enterprise-Wide Support Service i.e Movements Management or Inventory Management |
| EXOSTAR | Supplier side invoice software adopted for interacting with CP&F. |
| FBC | Full Business Case.  |
| FLC | Frontline Command |
| EAP | Enterprise Architecture Practice. Centre for ensuring enterprise architecture standards, policies and assurance. |
| GDS | Government Digital Services |
| GFA | Government Furnished Assets – Any MOD asset such as equipment, information or resources issued or made available to the Contractor. |
| Hosting | The Hosting service will provide the data centres and hosting service necessary to support the deployment of the future CUP, ODS, exploitation services and Platform services. |
| IATO | Interim Authority to Operate |
| ICOR | Indicative call-off requirement |
| IKM | Information & Knowledge Management |
| IM | Inventory Management |
| IOC | Initial Operating Capability. |
| ITN | Invitation to Negotiate |
| LINI | LogFAS Integration & NATO Interoperability Project within Movements Management EWSS |
| LogFAS | Logistics Functional Area Services |
| MM | Movements Management |
| MPRR | Monthly Progress Review Report |
| OBC | Outline Business Case. |
| ODS | Operational Data Services (ODS).The ODS will provide access to assured data that supports both the future platform and enables better exploitation of the legacy application/services in the interim. |
| PMO | Programme Management Office |
| PQQ | Pre-qualifying Questions |
| SIA | Solution Integration Authority |
| SIAM | System Integration and Management. In this context the Supplier who will provide this management service. |
| SOR | Statement of Requirement. |
| SQEP | Suitably Qualified and Experienced Personnel. |
| SRO | Senior Responsible Officer. Officer held accountable for the performance and delivery of the Programme as per the Mandate issued for the Programme. |
| TAF | Task Authorisation Form |
| TLB | Top Level Budget |

# GOVERNANCE

## The Contract and all associated activity are subject to and governed by the internal governance structure of the Authority. The Contractor must always demonstrate adherence to this. Please refer to annex A ‘CPR and Governance TOR’.

## The Contractor will adhere to, as a baseline but not limited to, the governance and conditions outlined within the following DEFCONs; which are also included in the accompanying order form for this contract:

### DEFCON 658 – Cyber

#### The Cyber Risk Profile for this requirement is ‘High’ (as set out by the Defence Cyber Protection Partnership (DCPP).

#### In addition, as the Cyber Risk Profile for this Risk Assessment is ‘High’, the suppliers will need to complete a Risk Assessment for each subcontracted element of this work.

#### Tenderers are to complete a Supplier Assurance Questionnaire (SAQ) in relation to the risk assessment (reference RAR-117846455).

### DEFCON 659A – Security Measures

### DEFCON 660 – Official Sensitive Security Requirements

## To ensure the D2SP is focused and controlled to deliver the Programme’s objectives, the contract will be output based, with D2SP sub-teams allocated into each EWSS delivery pillar and relevant functional team. This will allow BMfS to apply local governance to track each area of progress with individual workstream progress.

### This will be cohered through the submission of a Monthly Progress Review Report (MPRR), incorporated into the monthly BMfSCapability Performance Review (CPR) to provide direction and review progress for the deliverables of the D2SP contract.

### All reports submitted by the Contractor to the Authority shall be provided in a Microsoft Office and Microsoft Project format(s).

## The BMfS Programme Management Office (PMO) will act as the arbiter of central Authority governance and data custodians of the Contract and all associated activity performed by the Contractor.

## The PMO is the owner of governance, senior reporting, and coherence of deliverables/outputs to the Authority. All programmatic data and communication(s) in this regard must be channelled via the PMO.

## The specific responsibilities of the PMO with respect to the Contract include, but are not limited to managing a single version of the truth and ensuring coherence to a centralised approach for the following:- Approvals Management- Risk, Assumptions, Issue, Dependency and Opportunity Management- Project Scheduling, Baseline and Milestone Control- Contractor-Authority communications & Stakeholder Coherence- Change Management: PMO will act as the authority to review and analyse change proposals for SRO approval.

## The Contractor will adhere to the BMfS Information Knowledge Management (IKM) strategy and utilise the designated SharePoint areas for daily working.

# CONTRACT MANAGEMENT

## Monthly Progress Review Report (MPRR)

### The Contractor shall submit a MPRR to be received by the Authority’s Programme Management Office (PMO) and Commercial Officer no later than the 5th business day of the month and in an Office 365 format, as will be agreed with the Authority at Contract Award.

### 6.1.2. The MPRR report shall contain but not be limited to:

#### Project Schedule – Progress against the agreed plan and deliverables as per Sections 17-19.

#### Record of Decisions / Actions report

#### Change Control – change request and contract change log

#### Provision of Transformation Advice report

#### Key Risk and mitigation summary report

#### Key Issues and mitigation summary report

#### Fee Summary and financial forecast report

#### Evidence of activity and associated hours consumed against each SOR work package including approved TAF’s

#### Social Value Report

### Any amendments or clarifications as requested by the Authority must be actioned or responded to within 5 business days of notification but in any case, prior to the CPR as detailed in section 6.2 of this SOR.

## Capability Performance Review (CPR)

### The purpose of the CPR is for the Authority and the BMfS PMO to review the Contractor’s evidence of outputs and track ongoing progress against planned activity and key deliverables. It will also include assessment of schedule progress and key risks and issues, to agree the appropriate fee recovery for the previous month.

### The Contractor shall attend the CPR meeting each month. The CPR is scheduled for the 3rd or 4th week of each month.

### Dates for the first CPR will be agreed within 20 business days of Contract Award and then subsequently at each CPR thereafter.

### The Contractor shall submit a written agenda to the Authority’s PMO via email a minimum of 5 business days prior to the CPR. The Authority reserves the right to vary the standing agenda at its own discretion by providing a minimum of 5 days written notice.

### In addition to the written agenda noted in 6.2.4, The Contractor shall also submit a Learning From Experience (LFE) Report for review at each CPR.

### Attendance from the Authority team will be as per the minimum requirements of the Terms of Reference for the CPR (see Annex A ‘CPR and Governance TOR’). The Authority reserves the right to include additional relevant Subject Matter Experts.

### The Contractor must ensure all appropriate SQEP personnel attend the CPR each month to report progress against all agenda items.

# scope of THE requirement

## Whilst the requirement for a D2SP endures for three years (36 months), at the outset of the Contract, there is an irrevocable Option for D2SP support for an additional two 12-month periods (totalling 24 months) included in this requirement. This Option is exercisable by the Authority upon approval of the business case.

## **Phase 2 Requirement.** The following is in scope of the requirement for Phase 2 of the BMfS programme:

### **Programme Support & Transformation Advice**. Provide client-side transformation advice to support the Programme team and associated stakeholders (Defence Support CIO, Defence Digital and DES Digital) to deliver Phase 2. Advice to Defence Support function and the BMfS Programme Director and leadership team on transformation approaches, innovative approval, and commercial approaches, and digital technologies based on knowledge of industry best practice and previous experience of delivery.

### **Digital Technology Planning, Analysis and Coherence Capability.** Support the various BMfS workstreams with programme-wide guidance, coherence, assurance, and confidence in technology solutions.

### **Defence Support Business Change**. Support the Programme in achieving Change Management (mainly cultural and behavioural changes) including support to Support Transformation Portfolio, end-to-end process development, Benefits Identification & Realisation planning, support Capability Integration planning and selected DLOD Owners.

### **Support Delivery & Exploit Projects**. Provide subject matter expertise and support the delivery of projects stood up by each EWSS within BMfS. Ensure that projects meet their respective timelines whilst identifying exploit opportunities and assist in gaining approval and deliver opportunities to deliver early benefits.

### **Item Visibility.** An Item Visibility as a Service capability for Defence is early in its technical lifecycle and will cut across all capabilities delivered within the BMfS Programme. BMfS Item Visibility seeks to improve Defence’s ability to view the current location of specific items moving through the joint supply chain (Movements), gain better visibility of certain items at rest (Inventory and Warehousing) and items in use (Engineering Through-Life Support). The successful delivery of an Item Visibility as a Service capability will contribute to improving Decision Support. The D2SP will conduct a pan-DLOD capability investigation. The outcomes of that investigation will be used by the D2SP to produce a Concept of Employment (CONEMP) document and Executable Implementation Plan, which will ensure a coherent Item Visibility alignment across the BMfS EWSS and Enablers.

### **EWSS: Movements Management** Movements Management is a pan-Defence capability that will enable users to request, plan, task, control, execute and track the movements of personnel, materiel and equipment on multiple journeys using various modes of transport. The D2SP contract will support the BMfS Programme in sustaining and modernising the Live Services which form the Movements Management Capability. Furthermore, the D2SP will be critical in supporting the successful delivery of Movements Management transformation, across People, Process and Technology and across all Defence Lines of Development (DLOD).

### **EWSS: Inventory Management** Support BMfS to achieve a transformed inventory management approach across the MOD, through the provision of subject matter expertise, stakeholder engagement and the creation of artefacts required to achieve approval to move through procurement and project stage gates for Concept, Assessment, Delivery, and hand over to live operations.

### **EWSS: Engineering Through Life Support** To act as a Technical Delivery Partner for the ETLS capability enabling and supporting the MOD to deliver a transformed ETLS capability that will contribute towards realising wider Support Advantage and associated strategic benefits. The D2SP should provide appropriate subject matter expertise and advice on key areas such as solution architecture, technical integration, transition planning, Requirements/Process business analysis, Data management, FBC approvals, Product ownership and Business Change, Communications and Stakeholder engagement.

### **EWSS: ICT Partners & Enablers** Defence requires a Technical Partner able to support and guide Defence throughout its transformation journey. The Digital Delivery Support Partner should play an active role in steering Defence to make the right decisions with strategies, technical architectures and specific procurements whilst playing a guiding role in the assurance of proposed Enabling Agent delivery plans. The D2SP should provide technical advice back into the Programme, Enabling Agents and other Partners whilst highlighting what decisions need to be taken, the potential arc of options and the consequences of each course of action ensuring Defence is cognisant of the opportunity cost associated with any choice. The D2SP should also advise the Programme on how best to engage with the market, whilst horizon scanning and ensuring the Programme Team are sighted on any changes to the commercial landscape.

### **EWSS: Live Services** Defence requires a Technical Partner to support and guide its roadmap to retire and/or transfer its legacy system portfolio, including support to systems included within the Bridging the Gap (BtG) contract. This will align and supplement the delivery roadmaps of the BMfS EWSS capabilities. The D2SP will assist in the identification of commercial and technical pathways for all legacy systems, identifying and supporting the delivery of maintenance plans to ensure they continue to operate until new capabilities are sufficiently matured. Alongside this, the D2SP will identify routes to retire or transfer the systems to new ownership, including assisting the authority with negotiating with Defence stakeholders.

# OPTION PERIOD

## The anticipated initial Contract duration is for 36 months, of which funding approval shall not exceed £50M (including payment(s) subject to the Tasking Authorisation Process).

## This Contract contains an irrevocable option to extend the D2SP beyond the initial 36 Month Contract Period, providing a maximum total Contract duration of 60 months.

## The contract will include the following two option periods:

### Option Period 1 – is for 12-month duration (total contract of 48 months) and of an amount which shall not exceed £21M (total contract value £71M). This option expires no later than 36 months after the contract start date.

### Option Period 2 – is for a further 12-month duration (Total contract of 60 months) and of an amount which shall not exceed £21M (total contract value £92M). This option expires no later than 48 months after the contract start date.

## The Option Period(s) will be subject to funding approval, including all relevant approvals including Cabinet Office Spend Controls.

## The Option Period is subject to Authority Approval and is not guaranteed.

## The Option Period will be subject to the Tasking Authorisation Process as detailed in ‘Annex C – Payment Schedule’ of the Contract and the Contract Specific Rate Card

## The nature of the requirements within the Tasking Forms throughout the Option Period(s) will remain within the scope of Phase 2 of the BMfS Programme.

## The Contractor may be requested to provide support to the Authority for any of the areas of work outlined within this SOR, extending to any new workstreams initiated within these throughout the duration of the contract.

# CONTINUOUS IMPROVEMENT

## The D2SP will be expected to continually improve the way in which the work packages are delivered throughout the Contract duration. New ways of working, or other improvements, should be presented to the Authority at the next available opportunity during a CPR and agreed prior to any changes being implemented.

## The D2SP will be required to conduct periodic Lessons learned workshops with the BMfS team as covered within Section 7. The learning and outcomes from these workshops will be fed back into future work package delivery.

# SUSTAINABILITY

## The Contractor is expected to adhere to the guidance and requirements for sustainability outlined within the following:

## [MOD Climate Change and Sustainability Strategic Approach](https://gbr01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fassets.publishing.service.gov.uk%2Fgovernment%2Fuploads%2Fsystem%2Fuploads%2Fattachment_data%2Ffile%2F973707%2F20210326_Climate_Change_Sust_Strategy_v1.pdf&data=05%7C01%7CIan.White108%40mod.gov.uk%7Caa026cd4b17349ef4e8d08db05c58a4f%7Cbe7760ed5953484bae95d0a16dfa09e5%7C0%7C0%7C638110118201621824%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=mRprfOpRVLqsCyLgle%2FECjSIHbFfz%2FEW0HEaa%2F9h6a4%3D&reserved=0)

## [Sustainable Digital Technology and Services Strategic Approach 2021-25](https://gbr01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fassets.publishing.service.gov.uk%2Fgovernment%2Fuploads%2Fsystem%2Fuploads%2Fattachment_data%2Ffile%2F996095%2F20210616-Sustainable_Digital_Technology_and_Services-FINAL.pdf&data=05%7C01%7CIan.White108%40mod.gov.uk%7Caa026cd4b17349ef4e8d08db05c58a4f%7Cbe7760ed5953484bae95d0a16dfa09e5%7C0%7C0%7C638110118201621824%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=BNpG2zQmgFUZA5HiUf5lb1HalnTWoF14u4pDCzufbbE%3D&reserved=0)

## [Technology Code of Practice](https://gbr01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.gov.uk%2Fguidance%2Fthe-technology-code-of-practice&data=05%7C01%7CIan.White108%40mod.gov.uk%7Caa026cd4b17349ef4e8d08db05c58a4f%7Cbe7760ed5953484bae95d0a16dfa09e5%7C0%7C0%7C638110118201621824%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=HczFXusMMXbgoh23dEDRwgKjBUVqDXfE44wRFt%2F2Xv8%3D&reserved=0)

# QUALITY

## The acceptance of the contractual outputs is detailed in the Table(s) of Deliverables as detailed in Sections 17, 18 and 19 of this SOR.

# PRICE, Invoicing and Payments

## **Pricing**Within the Contract there are three distinct areas of pricing:

### The Core D2SP role during Phase 2 of the BMFS Programme. Requirements and deliverables are explicitly defined within this SOR and will enable bidders to provide a Firm Price.

### Section 7 of this SOR contains desired outputs (including Pilot programmes) that will require refinement throughout Phase 2. These requirements will be subject to a Tasking Authorisation Process as detailed in Annex C of the Contract. Pricing of tasks will be based upon the resource rate card established through the competition. The rate card shall be fully inclusive of T&S, overheads, and profit.

### An Option period (subject to Authority approval) will be subject to a Tasking Authorisation Process as detailed in Annex C of the Contract. Pricing of Tasks will be based upon the resource rate card established through the competition.

## **Payment**

### Payment for the core D2SP element during Phase 2 of the Contract shall be aligned with the MPRR and CPR as set out in Section 6 of this SOR.

### As part of the MPRR, the Contractor shall submit a Financial Report (see 6.1.2.8), outlining their forecast total against completed tasks during that month, for review at the next monthly CPR.

### At the CPR, achievement of the criteria will be reviewed and assessed for receipting. Once a payment value is agreed the Contractor shall then submit an invoice for the total. Where any issues are identified, the Authority reserves the right to withhold partial or full payment of the total forecast amount provided by the Contractor. The Contractor will have 30 days from the date of the CPR to rectify the issues identified. **Following this any issues will be resolved via invoicing and receipting of the relevant milestones.**

### Any value withheld shall remain such until the Contractor provides evidence to the Authority of meeting the full criteria. Both parties shall attend a joint review of the criteria and evidence that has been provided. Once the achievement of any outstanding criteria has been agreed, the Contractor shall then submit an additional invoice for payment. **If there are withheld amounts that have surpassed 30 days and subsequently remain outstanding at the expiry of the contract these amounts will be paid in full in accordance with the relevant invoice**.

### Payment for the call off element(s), as described within Section 19, of this Contract shall be made upon completion and acceptance of the task or in accordance with milestones as agreed in the Tasking Authorisation Form.

### Payments will be made via CP&F/EXOSTAR in arrears, in accordance with DEFCON 522 (Edition 11-21) after the services have been delivered and accepted.

# KEY personnel

## The Contractor shall provide sufficient Suitably Qualified and Experienced Personnel (SQEP) to consistently deliver a quality service throughout the duration of the Contract. It is expected that this will include the ability to resource surge and support Tasking Authorisation Process activity. To maintain the Programme’s momentum, the Contractor shall wherever possible maintain continuity of Key Personnel.

## Details of a core team of Contractor personnel will be provided ahead of Contract initiation. During the life of the Contract, where a change is required, the Contractor shall seek Authority agreement and provide CVs of suitable replacement personnel and shall also provide assurance that the handover shall not impede business continuity.

# Security and CONFIDENTIALITY requirements

## BPSS Clearance for the main team will be acceptable. SC clearance will be required for those personnel accessing Official Sensitive material. All information related to the Programme shall be managed in line with ‘Annex A1 - Security Aspects Letter’.

## The Contractor shall provide evidence of BPSS/ SC Clearance for their personnel working under this Contract, including the clearance number and expiry date, prior to commencing any work with the Programme. No exceptions will apply.

# Location

## The base location for this contract will be the Contractor’s own premises. It is anticipated that Personnel will be required to frequently be present, with the Authority BMfS Team, at MOD Abbey Wood, other Defence sites and Supplier locations across the United Kingdom.

# Government Furnished Assets

## All Property issued to the Contractor will be recorded in an asset register to be maintained by the Authority.

## All Issued Property shall remain the property of the Authority. It shall be used in the execution of the contract and for no other purpose.

## Neither the Contractor, nor any subcontractor, nor any other person, shall have a lien on Issued Property, for any sum due to the Contractor, subcontractor or other person, and the Contractor shall take all such steps as may be necessary to ensure that the title of the Authority, and the exclusion of any such lien, are brought to the notice of all subcontractors and other persons dealing with any Issued Property.

## All Issued property must be returned at the Contractors expense before final payment can be made at the close of the contract.

## The Contractor shall be liable for the loss or damage to all Issued Property.

## At the close of the contract, a review will take place to ensure all Issued Property is returned in the same condition that they were issued, subject to fair wear and tear. All documents, artefacts, information pertaining to the delivery of this programme needs to be returned to the Authority or destroyed at the MOD’s request.

# The Requirement – Programme

## Regardless of the discrete activity(ies) undertaken to satisfy these requirements, all D2SP involvement remains subject to adherence of Authority and Contract governance as outlined in section 5.

## **Advice & Programme Support (APS)**

| **REQ No** | **Task** | **Expected Deliverable** | **Threshold MOE** | **Target MOE** | **Method of Measurement** |
| --- | --- | --- | --- | --- | --- |
| **APS01** | Contract Initiation Meeting & Artefacts | Meeting attendance by Contractor SQEP personnel and Senior Authority representatives with plan of action, appropriate initial artefacts (i.e Master Integrated Resource Schedule, RACI) drafted and minutes produced. | Meeting to be held no later than (NLT) 5 business days of the Contract Start Date (CSD).Initiation Report/Artefact/Document(s)to be presented to the Authority team NLT 10 business days of the Contract Initiation Meeting.Any changes to the Initiation Report/Artefact/Document(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | As threshold. | Acceptance and sign off by the Authority Workstream Lead. Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the Authority. |
| **APS02** | **Provision of Transformation Advice.** This will include but not limited to SQEP SME’s input into the identification of and resolution of issues relating to the following:Advice and recommendation on BMfS MOD approval submissionsAdvice on Transformational Change relevant to the BMfS Programme, to include (but limited to):* Business
* Process
* Digital
* Cultural
* Change

Lesson Learnt and Best Practice identified from Transformation Programmes. | Provide a detailed report setting out the strategy, approach and an analysis of lessons learned of comparable Digital Transformations from Industry, military, and other Gov Departments. To ensure Human Factors are considered as an underpinning component of process design and implementation.The Contractor is responsible for maintaining a record of all ongoing advice given, issues identified and agreed actions and next steps.  | Digital Transformation Reportto be presented to the Authority team NLT 40 business days of the Contract Initiation Meeting.Monthly updates to be provided as part of the MPRR presented to the Authority CPR.Ongoing advice is maintained throughout duration of the contract. | Digital Transformation Reportto be presented to the Authority team NLT 20 business days of the Contract Initiation Meeting. | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **APS03** | **Develop and implement a Joint Relationship Management Plan (JRMP)** in conjunction with the Authority and in accordance with the principles of ISO 44001. | After approval by the Authority and the Contractor, the Joint Relationship Management Plan will be updated annually and when required subject to agreement by both Parties. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead.Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the Authority.Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **APS04** | **Provision of Support, Advice, Knowledge, and Expertise for Communication Management.**  | Oversight and Mentoring provided to Authority for internal/external Communications and Stakeholder Engagement | Monthly updates to be provided as part of the MPR presented to the Authority CPROngoing advice is maintained throughout duration of the contract | As Threshold | Acceptance and sign off by the Authority Workstream Lead. |
| **APS05** | **Business Continuity Plan (BCP)** for the Programme, reflecting disaster recovery testing performed against each of the BMfS EWSS | BMfS Business Continuity Plan (BCP)Updated for each major deliverable into the Programme, incorporating the relevant supplier BCP(s) | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead.Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the Authority.Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **APS06** | **Data Cleansing Activity**This will include but not be limited to:1. Data Quality Assessment
2. Local Data Quality Remediations
3. Domain Data Quality Interventions
 | Put in a place a common and repeatable set of data quality metrics derived from direct programmatic analysis of the significant (to be defined) physical data attributes across all systems data captured in the Support Data Warehouse. Draw conclusions from the metrics for any given attribute and provide recommendations for automated ‘fix backward’ data correction.Examine, transactional systems, the user, system and administrator behaviour that has created DQ issues – either identified from exercises and knowledge within those teams or by DQ Assessment. Deliver data corrections (probably largely on a ‘fix forward’ basis) and likely in terms of the easiest/highest value points to tackle.Examine for a domain, likely across systems, whether the data that is created and cross-referenced is sufficient and accurate enough to achieve a particular effect. This may require exercises or transactions to be run and re-run and the results construed. Interventions will then be defined to improve how a data set (in full) is represented and interpreted. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead.Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the Authority.Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |

## **Business Change Management (BCM)**

| **REQ No** | **Task** | **Expected Deliverable** | **Threshold MOE** | **Target MOE** | **Method of Measurement** |
| --- | --- | --- | --- | --- | --- |
| **BCM01** | **Business Change Authority**Design and develop a BMfS Business Change Authority to provide Business Change Management guidance, coherence, assurance and surge capacity to assure the successful delivery of the IT, process and business transformations. | A BMfS Change Authority is established with appropriate governance structure including integration with the Programme change management process.TLBs are provided with advice and guidance on the implementation of BMfS IT services, new business processes and human factors integration during the implementation of BMfS service.The Defence 4 step change process is applied to all service implementations through to benefits realisation.Minimising impact on TLBs by maximising central support and automated tools. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **BCM02** | **Business Change Management and Capability Integration Support and Expertise**Provide specialist Business Change and Capability Integration expertise to support delivery of the enabling services (CUP, ODS, DE & DS) and de-risk delivery of the EWSS (ICT Enablers, ETLS, MM and IM). | The successfully delivery and embedding into the business of IT, process and business transformation ambitions over a 36-month period, specifically relating to the delivery of enabling services (Common User Platform, Operational Data Services, Data Exploitation, Decision Support) and de-risk delivery of the Enterprise-Wide Support Solutions. Provide the specialist business change and capability integration skills, experience and knowledge transfer in the digital arena.Ability to surge change management and capability integration support and expertise to support delivery pinch points. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **BCM03** | **Business and Process Transformation**Support to the BMfS Business Change Authority to deliver business and process transformation, enabled by the IT transformation, into all Defence organisations. | Ensuring relevant business areas have been engaged in the development of relevant To Be business processes underpinning solutions developments.To Be business processes are understood and deemed accepted by business areas prior to each release.Business areas are trained in the To Be business processes.Compliance with To Be business processes is assured.There is coherence of delivery across the BMfS Programme and with TLBs. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **BCM04** | **Digital Transformation Change Management Advice**Provide client-side digital transformation Business Change Management advice to support the Programme team and associated stakeholders (BMfS Business Change team, Customer change teams, Benefits Owners, and other key stakeholders). | The Programme receives advice and guidance on business change management including industry best practice, successful strategies, architectural compliance, compliance with relevant standards (e.g. DefSCOR), all in good time and with evidence to support options. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **BCM05** | **Digital Tools to Support Digital Transformation**Provision and management of digital tools and techniques to improve the adoption of change, but also shorten adoption timescales, embed the change and improve effectiveness. | The change capacity needed within TLBs to deliver BMfS solutions is mitigated through the use of effective intelligent tools.Business and process transformations are effectively embedded within user communities with data to prove high levels of compliance.Data is used to drive improvements in business and process transformation activities. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **BCM06** | **Interface/Portal to Manage Business Change** Provision and management of user focused user interface/portal to manage Business Change, monitor performance, aid management of business processes, requirements, user stories, user acceptance testing and effectiveness. | Provision of tooling to support the Programme Team in delivering business change cohered with the Programme from door and PMO through to benefits realisation.Automatic collations of key performance metrics to monitor the performance of business change management activities. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **BCM07** | **User Focused Business Change Management Tools**Provision and management of user focused online tools to cohere all Business Change activities, including training, process transformation, communication, and behavioural change through a single portal, allowing managers, users and the Authority Business Change Management team to communicate, engage, track and manage transformation activities. | A user interface/portal is provided that supports users and managers in the implementation of BMfS solutions.The user interface/portal support the empowerment of users and managers in the delivery of process and business transformations.The user interface/portal provides controlled access to relevant training.The user interface/portal allows data to be gathered on solution implementation effectiveness.The user interface/portal provides advice and guidance.Data is used to drive improvements in business and process transformation activities. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **BCM08** | **Programme Communications in Support of Business Change Management**Provide programme communications support with stakeholder management, phased communications objectives, key messaging, planned tempo of communications activities, responsive communication capacity and effectiveness measurement, including the creation and maintenance of content and channels, as necessary. | The Programme has a cohesive maintained communications strategy cohered with the Support Transformation Portfolio.Messaging and lines to are cohered and communications collateral is maintained.Communications channels are developed and grown to ensure appropriate audiences are targeted and communications achieve sufficient penetration.Stakeholders are understood and managed and appropriate tooling is provided to allow effective targeting of messaging and development of perception.Feedback channels and methods of measuring the impact of communications are developed and maintained. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **BCM09** | **Capability Integration**Support BMfS with pan Defence Lines of Development (DLOD) assessment, to inform the Final Business Cases and BMfS service integration. | Industry partners are engaged to understand/confirm the implications of their use of Platform Services and any contractual issues that need to be identified from a pan Defence Line of Development perspective.Risks are captured against each DLOD to inform the FBC and embedded within the Programme’s risk management. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **BCM10** | **Capability Integration SME Support**Providing SME support to the Authority through BMfS CIWGs and making recommendations, as appropriate. | SME advice to support CIWGs to assure the integration of BMfS services. Assistance with the capability integration of BMfS deliverables:Discover – Provide support to the conduct of a Pan-DLoD assessment focussing on the EWSS and Enabler project capability. DLoD assessment carried out through workshops and meetings with stakeholders and SMEs to highlight key initial DLoD issues specific to the DEEAMS project.Diagnose – Provide support to the conduct of a impact analysis against assessment findings. Further analysis of the identified DLoD related issues, assessing their impacts on the DEEAMS project, with recommendations made to the Authority.Deliver – Provide support to the implementation of processes to ensure DLoD activities are coordinated with EWSS and Enabler project milestones and sufficient evidence is provided to the Programme to support the FBC. Delivery of support activities for capability integration of the DEEAMS project. This will be completed by supporting CIWGs, holding bi weekly DLoD WGs and ensuring progress is monitored and any risks identified are appropriately reported.Evidence is provided to each Capability Integration Working Group to assure the integration of all BMfS Services.  | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **BCM11** | **Change Impact Assessments**Assisting the Authority in the delivery of assessments of the impact on the business of BMfS solutions and the delivery of Change Impact Assessment workshops with users | Change Impact Workshops are delivered with representatives from each impacted change community to identify risks and barriers, confirm processes and behaviours and assure the satisfaction of user needs e.g. Through the application of the 7-S, DLOD or Value Chain model. Change impact assessments also include business continuity considerations to mitigate the risk of disruption to BAU due to a release. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the Authority.Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **BCM12** | **Change Readiness Assessments**Assisting the Authority in the assuring the readiness of business areas to accept each of BMfS’s solutions. | BMfS releases are controlled and assured through the assessment of readiness of the business areas impacted. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the AuthorityDelivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **BCM13** | **Technical and SME support for the delivery of training and skills development of users for BMfS deliverables.**The provision of learning expertise and tooling to support the creation and delivery of relevant training and follow up assistance for users in support of business, process and IT transformation. | The standard training packages associated with each BMfS service release provided by System Integrators are developed with stakeholders and through the DSAT process and delivered to users maximising their potential value.The Training Requirement Authority, Training Delivery Authorities and Training Providers are supported to deliver analysis and artefacts in line with the DSAT process against each BMfS deliverable. Changes in processes are incorporated in training deliveryChanges in practice and behaviours are incorporated in training**Assumption of CBT**Provision of tooling and support to ensure training content, process compliance and necessary behaviours are embedded. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **BCM14** | **Learning and Improving**The provision of workshops and learning capture tooling to ensure the Programme iteratively improves from each BMfS release. | Programme deliveries are interactively managed and quantifiably improve from learning. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |

## **Benefits Realisation (BEN)**

| **REQ No** | **Task** | **Expected Deliverable** | **Threshold MOE** | **Target MOE** | **Method of Measurement** |
| --- | --- | --- | --- | --- | --- |
| **BEN01** | **Supporting Benefits Engagement and Communications** | Producing materials to support the promotion of the BMfS Benefits tailored to a variety of audiences. Producing key concept videos, infographics and short videos to explain BMfS.  | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the AuthorityDelivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **BEN02** | **Benefits Realisation Planning** | Developing and cohering benefits Governance with the TLBsEstablishing Benefits POCs within the TLBs.Cohere benefits realisation plans between TLBs and BMfS delivery teamsSupport ML3, ML4 and ML5 handshakes through to delivery (or similar assurance process) | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the AuthorityDelivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **BEN03** | **Benefits Realisation Tracking at service level (EWSS and Enablers).** | Create robust methodology for realising the benefits identified in the modelling. Resolve internal issues between different MOD TLBs  | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the AuthorityDelivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **BEN04** | **Updating and Improving Benefits Modelling and Dashboarding** | Reviewing assumptions, data sources and re-validating where required. Updating benefits modelling with Vendor responses.Re-baselining and reviewing benefits levers and measures % if required. Deconflicting benefits profiles from other transformation Pgs both in SpTx and elsewhere in the MOD.Combine the benefits model with the benefits Dashboard to ensure that the dashboard updates live.Produce and update user guides for the above. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the AuthorityDelivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **BEN05** | **Collate Benefits Input into FBCs** | Produce robust and validated evidence for FBC in requested format.Support engagement ahead of the FBC to communicate Benefits modelling effectively. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the AuthorityDelivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **BEN06** | **Benefits Input into the Commercial Process** | Ensure commercial output requires vendors to demonstrate financial and non-financial benefits. Ensure correct weighting is applied to the realisation of Benefits in commercial output. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the AuthorityDelivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **BEN07** | **Benefits Artefacts** | Maintain benefits Artefacts in line with the delivery plan and the evolving MOD Benefits landscapes. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the AuthorityDelivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **BEN08** | **Achievement of ML3, 4 and 5 Benefits Handshakes Milestones** | Maintain relevant internal and central governance and support with materials in the requested format. Maintain and update current Stakeholder list and critical pathways. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the AuthorityDelivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **BEN09** | **Providing materials and supporting engagement for the DE&S Change Gate 2** | Produce relevant and validated evidence for DE&S Change Gate 2 in requested format.Support engagement ahead of the Change Gate to communicate Benefits modelling effectively. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the AuthorityDelivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |

## **Defence Support CIO (CIO)**

| **REQ No** | **Task** | **Expected Deliverable** | **Threshold MOE** | **Target MOE** | **Method of Measurement** |
| --- | --- | --- | --- | --- | --- |
| **CIO01** | **Enterprise Architecture Support & Advice**  | Dedicated specialised support & advice is required on Enterprise Architecture, specifically with respect to the implementation and development of the Common User Platform (CUP), Operational Data Services (ODS), Integration, Data Exploitation and Decision Support. | Monthly updates to be provided as part of the MPR presented to the Authority CPR.Advice is maintained throughout duration of the contract.Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | As Threshold | Acceptance and sign off by the Defence Support CIO and Authority Workstream Lead.  |
| **CIO02** | **Data Science Capability Support**To provide actionable insights for Support Advantage from the richer set of data that will be curated following the introduction of the ODS, and the utilisation of tooling that BMfS will introduced as part of the Data Exploitation & Decision Support workstream.   | Provide ongoing support through availability of specialist skills, experience, and knowledge transfer in the field of data science.The objective will be to develop a fast start to realising the benefits of BMfS, also demonstrating how FLC and other customers for Support data could achieve the same benefits. | Monthly updates to be provided as part of the MPR presented to the Authority CPR.Advice is maintained throughout duration of the contract.Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | As Threshold | Acceptance and sign off by the Defence Support CIO and Authority Workstream Lead.  |

## **Digital Technology Planning, Analysis and Coherence Capability (DPAC)**

| **REQ No** | **Task** | **Expected Deliverable** | **Threshold MOE** | **Target MOE** | **Method of Measurement** |
| --- | --- | --- | --- | --- | --- |
| **DPAC01** | **Provide specialist technical input to the BMfS Digital Technology Planning function** in developing technical assessment reports to validate direction and guidance on the suitability of digital technologies and industry best practice based on comprehensive experience of delivering digital transformations. | Monthly documented technical assessment reports. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the AuthorityDelivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **DPAC02** | **Provide technical input to BMfS coherence activities** covering Support initiatives in UKStratCom, FLCs, DE&S and SDA. | Monthly reports detailing activities covered and technical inputs provided in the preceding month. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the AuthorityDelivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **DPAC03** | **Providing technical assessment and leading on coherence to the delivery of the enabling services and EWSS deliveries.** | Documented technical assessments and coherence assurance to support documents artifacts produced by the BMfS Enabling services and EWSS workstreams. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the AuthorityDelivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **DPAC04** | **Provide communications support for correspondence with technical dependency stakeholders.** | Generate or review routine correspondence with technical dependency stakeholders to ensure that technical details are correct and are coherent with industry standards and Defence direction.Communications channels are developed and maintained with pertinent technical stakeholders across Defence and its contractors to address technical concerns relevant to BMfS and to identify opportunities and risks caused by activities (planned or under way) elsewhere in Defence.Feedback channels and methods of measuring the impact of communications are developed and maintained. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the AuthorityDelivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **DPAC05** | **Provide specialist knowledge, advice and knowledge sharing on the implementation of digital technologies**, including:1) Automation2) Data Integration and Interoperability (including API-based)3) Data Management and Storage4) Cloud Computing5) Cyber Security6) Artificial Intelligence and Machine Learning7) Digital Networks8) Remote Sensors and Tracking9) Mobile Devices and Edge Computing10) Digital Twins11) Control Towers12) Intelligent Business Process Management tools.13) Simulation14) Augmented Reality 15) Robotics16) DevSecOps17) Other CTO support | Attend with or represent Tech Plans at meetings to provide specialist technical advice and knowledge from experience of implementing digital technologies to inform decision making.  | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the AuthorityDelivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |

## **Item Visibility (IV)**

| **REQ No** | **Task** | **Associated Deliverable** | **Threshold MOE** | **Target MOE** | **Method of Measurement** |
| --- | --- | --- | --- | --- | --- |
| **IV01** | **Discovery Phase Investigation** | A pan-DLOD investigation of how Item Visibility is provided today in Defence. A full assessment of the current technologies employed within MOD core and by extension MOD contracted solution providers (including Support IS, barcode technology and electronic tags).A review of reports from MOD trials and proof of concept(s) conducted in recent years.Identification of implementation barriers, complexities, omissions in current Item Visibility capabilities, and opportunities for improvement. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the AuthorityDelivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **IV02** | **Discovery Phase Report**  | A pan-DLOD investigation of how IV is provided today in Defence. A full assessment of the current technologies employed within MOD core and by extension MOD contracted solution providers (including Support IS, barcode technology and electronic tags).A review of reports from MOD trials and proof of concept(s) conducted in recent years.Identification of problem areas and complexities, omissions in capability, and opportunities for improvement. | Draft report to be presented to the Authority team 30 business days prior to the submission of the final reports.Final report to be presented to the Authority team within 60 business days after initiation of work.Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | As Threshold | Acceptance and sign off by the Authority Workstream Lead. Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the AuthorityDelivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **IV03** | **Concept of Employment (CONEMP)**  | Define the Capability’s context by:Using the Capability Threads to describe how the capability will be employed and sustained in the context of wider capability structures; andUsing Capability threads and dependency mapping to identify external dependent or supporting Capabilities.Provide a Capability Description as a basis for identifying the Defence Tasks to which the Capability will contribute, along with any Gaps identified.Describe the Capability’s impact on Defence Lines of Development (DLoD) in terms of the:* Constraints existing Internal Policy (DLoD Strategy and Plans) will impose on the Capability;
* DLoD Requirements placed on external dependent Capabilities.

In addition, the CONEMP will include:* Stakeholder Requirements Map and Profiles
* Programme Risks, Assumptions, Issues, Dependencies and Opportunities (RAIDO)
* Indicative Pan-Defence Lines of Development (DLoD) Solution
* Benefits map
* Associated Enterprise and Capability Reference Architectures.
* Documented Single Statement of Need (SSON).
 | Draft report to be presented to the Authority team 30 business days prior to the submission of the final reports.Final report to be presented to the Authority team within 60 business days after initiation of work.Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | As Threshold | Acceptance and sign off by the Authority Workstream Lead. Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the AuthorityDelivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **IV04** | **Executable Implementation Plan** | A sufficiently detailed plan outlining the action required to implement Item Visibility as a service within Defence.The plan should consider pan-DLOD implications of the Item Visibility as a service as a core requirement and be realistically timebound, based on MOD constraints. | Draft report to be presented to the Authority team 30 business days prior to the submission of the final reports.Final report to be presented to the Authority team within 60 business days after initiation of work.Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | As Threshold | Acceptance and sign off by the Authority Workstream Lead. Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the AuthorityDelivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |

# The requirement – ewss

## Regardless of the discrete activity(ies) undertaken to satisfy these requirements, all D2SP involvement remains subject to adherence of Authority and Contract governance as outlined in section 5.

## All Deliverables within **18.3 Pan-EWSS (CORE)** are expected to be completed against each EWSS within the BMfS Programme. Due to the varying stages of maturity present across these, the activity against each will be undertaken at the appropriate point for that project.

## **Pan-EWSS (CORE)**

| **REQ No** | **Task** | **Associated Deliverable** | **Threshold MOE** | **Target MOE** | **Method of Measurement** |
| --- | --- | --- | --- | --- | --- |
| **CORE01** | **EWSS Stakeholder Management.**Frequent and timely engagement with stakeholders and user groups through multiple interim states as each capability progresses through its lifecycle. | Management of enabling agentsMonthly communications to key stakeholdersCommunication materials and delivery records | Monthly updates to be provided as part of the MPR presented to the Authority CPRMaintained throughout duration of the contract | As Threshold | Acceptance and sign off by the Authority Workstream Lead. Refer to Sections 5 & 6 of the SOR and Annex A ‘CPR and Governance TOR’  |
| **CORE02** | **EWSS Commercial Support.**Support the commercial process for each EWSS’ Projects. | Provide commercial support through the EWSS’ commercial processes. Supporting PQQ and ITN stages. | Monthly updates to be provided as part of the MPR presented to the Authority CPRMaintained throughout duration of the contract | As Threshold | Acceptance and sign off by the Authority Workstream Lead. Refer to Sections 5 & 6 of the SOR and Annex A ‘CPR and Governance TOR’ |
| **CORE03** | **EWSS Capability Requirements.** Regular review of URD and SRD for each individual EWSS’ project(s). | Manage change control processes for the documents, including stakeholder engagement for reviews and updates throughout the competition process until Contract Award. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **CORE04** | **EWSS DLOD Support.**Detailed identification of DLOD requirements and support to CIWG, CWG and CPWG forum to ensure successful delivery of DLOD activity. | Monthly update of DLOD Impact assessmentImplementation plans against DLOD requirementsValidated Business Benefit identificationFull DLOD AnalysisTraining Needs AnalysisSupport to roll-out of training | Monthly updates to be provided as part of the MPR presented to the Authority CPRMaintained throughout duration of the contractDraft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules.Refer to Sections 5 & 6 of the SOR and Annex A ‘CPR and Governance TOR’ |
| **CORE05** | **EWSS Business Change Management and Delivery** Identification of people, process and technology change and effective implementation of this change into the business. | Monthly reports against business change progressSupport to wider BCM function and alignment with programme BCM governance / strategyTo ensure Human Factors are considered as an underpinning component of process design and implementation. | Monthly updates to be provided as part of the MPR presented to the Authority CPRMaintained throughout duration of the contract | As Threshold | Acceptance and sign off by the Authority Workstream Lead. Refer to Sections 5 & 6 of the SOR and Annex A ‘CPR and Governance TOR’ |
| **CORE06** | **EWSS Project Management** Dependency Management, both internal and external to BMfSAssumptions managementRisk & Issue ManagementIntegrated Schedule Management | Monthly updates of project artefacts.Reporting to project and programme boards Track and Mature Benefits across EWSS | Monthly updates to be provided as part of the MPR presented to the Authority CPRMaintained throughout duration of the contractDraft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules.Refer to Sections 5 & 6 of the SOR and Annex A ‘CPR and Governance TOR’ |
| **CORE07** | **EWSS FBC.** Support to production of FBC for each EWSS, including ongoing engagement with the approving authority to ensure timely approval is given in line with key milestones. | FBC assurance case is sufficiently developed for submission, including input from relevant MOD stakeholders (including but not limited to Defence Portfolio and Approval Secretariat (DPAS), Technical Scrutiny & Commercial Assurance Scrutiny & Due Diligence (CASDD), and articulates the following cases:Strategic CaseEconomic CaseCommercial CaseFinancial Case (Including Benefits)Management Case | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **CORE08** | **EWSS Training Support.** Provide support to System Integrator and end user leads in training on new processes and systems  | Training strategyTraining planTraining designBespoke Training assetsTrainers and superusers trainedTraining progress reportsTraining certificates | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **CORE09** | **EWSS BCP Assessments & Disaster Recovery testing.** Provide Disaster Recovery testing to validate supplier’s business continuity plan (BCP)s | Disaster Recovery test report including test results and recommendations to address shortfalls/modifications to the EWSS’ BCP(s) and to the BMfS Programme BCP. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **CORE10** | **EWSS Security testing**Provide the required vulnerability analysis and penetration testing as directed by the Security accreditation consultant and CyDR lead | Vulnerability Analysis and penetration testing reports and recommendations | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **CORE11** | **EWSS Systems Integrator Management.**Management of incoming Systems Integrator for COTS and Defence Applications across each EWSS. | Monthly report on SI progress and engagement. | Monthly updates to be provided as part of the MPR presented to the Authority CPRMaintained throughout duration of the contract | As Threshold | Acceptance and sign off by the Authority Workstream Lead. Refer to Sections 5 & 6 of the SOR and Annex A ‘CPR and Governance TOR’ |
| **CORE12** | **EWSS Operating Model Transition.**Oversight and support to the transition from Prog. Mode of Operation to Product Mode of Operation for each EWSS.  | SME advice and guidance to manage organisational re-structure in accordance with End-State Delivery Model | Monthly updates to be provided as part of the MPR presented to the Authority CPRMaintained throughout duration of the contract | As Threshold | Acceptance and sign off by the Authority Workstream Lead. Refer to Sections 5 & 6 of the SOR and Annex A ‘CPR and Governance TOR’ |
| **CORE13** | **EWSS Architectural Support.**Production of HLD/LLD documentation, to-be processes and system integration, as well as data modelling activities – in alignment with the DefSp CIO Architectural Governance. | As appropriate against each EWSS’ individual projects:Solution HLD(s)Define and design interface requirementsTo-be processesImplementation Plan | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **CORE14** | **EWSS Live Services Retirement and Early process changes implementation.** Create the roadmap andidentify process improvements of the services within each EWSS, recommend and support the business in enacting the changes | Assist in the development of a Plan and Roadmap for the retirement of live services within the scope of each EWSS.Regular assessment of modernise opportunities for live services within the scope of each EWSS. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |

## **Engineering Through Life Support (ETLS)**

| **REQ No** | **Task** | **Associated Deliverable** | **Threshold MOE** | **Target MOE** | **Method of Measurement** |
| --- | --- | --- | --- | --- | --- |
| **ETLS01** | **DEEAMS Data Management Support.** Lead on, manage and cohere different aspects of Data Management and migration activity (both pre & post) such as legacy data quality assurance (including data cleansing) and validating ‘as-is’ and ‘to-be’ data model | Assure and prepare data quality ahead of migrationAssisting in the development of the ‘as-is’ and ‘to-be’ data modelsEnsure coherence of data with Legacy systems and other adjacent EWSS activity performed elsewhere within the Programme | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **ETLS02** | **Integrating non-DEEAMS Proprietary Eng Systems with ETLS.** Engage with wider MOD stakeholders to capture requirement and plan for effective integration of non-DEEAMS Eng Systems (e.g., Fast Jet, F35, Typhoon) with ETLS | Agreed requirements for integration of non-DEEAMS systems with ETLSProduction of a robust plan (artefact) agreed with stakeholders for the integration of these systems | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |

## **ICT Partners & Enablers (IPE)**

| **REQ No** | **Task** | **Associated Deliverable** | **Threshold MOE** | **Target MOE** | **Method of Measurement** |
| --- | --- | --- | --- | --- | --- |
| **IPE01** | Define Defence Support Network Information Services Enterprise Performance and Service Metrics including CUP  | Provide a document defining the performance management and Quality Management approach, governance, and metrics for assessing CUP and CUP hosted service quality. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Def Support CIO and Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **IPE02** | Develop, document and support the implementation of an appropriate SAFe governance model for operation of the BMfS DevSecOps delivery teams aligning with the Def Dig Service Exec model and the traditional P3M governance in the Core Programme  | Provide a document showing the governance drumbeat with Terms of Reference for all Governance Events. The document should describe the inputs and outputs of each event and outline the types of decisions that can be taken. The Governance model should reflect the planned test and release strategy and show alignment with the Digital Foundry and Automation Centre of excellence (ACoE) approach based on Scaled agile. Programme Increments should be designed to manage the Authority's risk and allow for SRO Strategic direction to be fed into the forward plan and backlog prioritisation.Support the implementation of the proposed SAFe operating model.  | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Def Support CIO and Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **IPE03** | Develop CUP User training guides and material   | Provide a set of User Guides and training material to support roll out of the CUP MVP, Release 2, Release 3... Release x, CUP IOC. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **IPE04** | Provide Support the IT health Check prior to major releases /Programme Increments  | Provide technical Support to generating key evidence to Defence scrutiny boards, including but not limited to the patterns board, CYDER, Secure by Design and the Network Operating Authority release and deployment team.  | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **IPE05** | Market Analysis and recommendation for HiCode Platform solutions  | Assessment providing a quantitative and qualitative assessment of both current MOD and available Market offerings with a document laying out an assessment of available products and services to include but not limited to;• Market Landscape including current Government contracts.• Technical capabilities and capacity• Sustainability and vulnerabilities | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **IPE06** | Develop an incremental test, assurance and release strategy for CUP aligned to wider change management.     | Deliver a report building on the BMfS test and Release Strategy and the DevSecOps Playbook detailing the approach to release and lifecycle management. Report to provide end to end process maps and user journeys, detailing the approach to Unit Testing, Integration Testing, System Testing and end to end Functional and User acceptance testing. The approach should be agreed with CYDR and aligned to the Secure by Design approach.  | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **IPE07** | Define Interface & messaging Patterns for Persistent Comms and Deployed for CUP applications & Services  | Provide a Target Architecture and set of interface and messaging Patterns showing how the CUP will push/pull data from CUP hosted applications and microservices. This technical design should consider how data will be made available to Deployed users and the approach to caching to provide core CUP functionality in the Deployed environment. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Def Support CIO and Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **IPE08** | Define Interface & messaging Patterns for Persistent Comms and Deployed between CUP and other Defence data repositories  | Provide a Target Architecture and set of interface and messaging Patterns showing how the CUP will push/pull data from Defence data sources including HR, Finance and commercial data repositories. This technical design should consider how data will be made available to Deployed users and the approach to caching to provide core CUP functionality in the Deployed environment. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Def Support CIO and Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **IPE09** | Define Interface & messaging Patterns for Persistent Comms and Deployed between CUP and external to MoD data sources.  | Provide a Target Architecture and set of interface and messaging Patterns showing how the CUP will push/pull data from 3rd party data sources external suppliers and partners. This technical design should consider how data will be made available to Deployed users and the approach to caching to provide core CUP functionality in the Deployed environment. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Def Support CIO and Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **IPE10** | Write a Developer Guide for developing and deploying new applications, services and workflow on the CUP Platform post IOC.  | A document in an authority agreed format that sets out a set of development handrails for Front Line Commands, other Defence Agencies and Third Parties to develop new services that can be deployed on the CUP Platform.  | Draft artefact(s) to be presented to the Authority team 20 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 30 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 10 business days of notification by the Authority. | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |

## **Inventory Management (IM)**

| **REQ No** | **Task** | **Associated Deliverable** | **Threshold MOE** | **Target MOE** | **Method of Measurement** |
| --- | --- | --- | --- | --- | --- |
| **IM01** | **IM OBC.** Support to production of OBC for Inventory Management, including ongoing engagement with the approving authority to ensure timely approval is given in line with key milestones. | OBC assurance case is sufficiently developed for submission, including input from relevant MOD stakeholders (including but not limited to Defence Portfolio and Approval Secretariat (DPAS), Technical Scrutiny & Commercial Assurance Scrutiny & Due Diligence (CASDD), and articulates the following cases:Strategic CaseEconomic CaseCommercial CaseFinancial Case (Including Benefits)Management CaseEnsuring Requirements documentation is suitable for use in the OBC and passes assurance | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **IM02** | **IM Warehouse Strategy.** Engage with team defining the warehouse strategy for Defence and incorporate Warehouse strategy within wider inventory management strategy to provide coherence between them | IM Warehousing Strategy recommendations report including options for accommodation within IM EWSS | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **IM03** | **Fuels management.** Provide alignment of fuels management with inventory management strategy and identify how fuels management can be aligned. Including elements that need to be accommodated specially. | Fuels management recommendations report including options for accommodation within IM EWSS | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **IM04** | **Munitions Management.** Provide alignment of munitions management with inventory management strategy and identify how munitions management can be aligned. Including elements that need to be accommodated specially. | Munitions management recommendations report including options for accommodation within IM EWSS | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **IM05** | **Specialised Inventory Capabilities Management. I**dentify and provide alignment of niche inventory management services. Such as Catering, Codification, with the inventory management strategy and identify how these niche management services can be aligned.  | Food and codification management recommendations report including options for accommodation within IM EWSS,Report outlining other niche inventory services, with recommendations report on options for accommodation within IM EWSS | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |

## **Live Services (LS)**

| **REQ No** | **Task** | **Associated Deliverable** | **Threshold MOE** | **Target MOE** | **Method of Measurement** |
| --- | --- | --- | --- | --- | --- |
| **LS01** | **System capability review** to assess in-service availability data across the Live Services systems/tools, to exploit this data within BMfS. | Established and agreed, accurate and meaningful, metrics for in-service availability that can be produced and replicated on a regular basis, including negotiation with the system owners where necessary. | Monthly updates to be provided as part of the MPR presented to the Authority CPRMaintained throughout duration of the contract | As Threshold | Acceptance and sign off by the Authority Workstream Lead.Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. Refer to Sections 5 & 6 of the SOR and Annex A ‘CPR and Governance TOR’ |
| **LS02** | **Live Services Ways of Working**Support to the Authority in standing up the team structure and working arrangements required to suitably manage BMfS Live Services responsibilities | Monthly reports detailing activities covered and technical inputs provided in the preceding month. | Monthly updates to be provided as part of the MPR presented to the Authority CPRMaintained throughout duration of the contract | As Threshold | Acceptance and sign off by the Authority Workstream Lead.Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. Refer to Sections 5 & 6 of the SOR and Annex A ‘CPR and Governance TOR’ |
| **LS03** | **Legacy Support Systems Business & Capability functional mapping** | Business Functionality Mapping for the legacy estate, detailing how they align with the BMfS EWSS’.Deconstructed legacy application set, in terms of business & architecture view. To allow the function and capability of each system to be detailed, along with a forward plan for its ownership and/or retirement. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **LS04** | **Live Services Technical & Commercial Roadmap(s)**Analyse and agree the way forward for each Live Service within the wider BMfS portfolio (and within each EWSS), including those systems outside of the Programme’s scope **(Redacted Text under FOIA Section 43 Commercial Interests.)** | Produce a Technical Roadmap of how the Business Function & system capability is retired, replaced, transferred, or sustained, aligning with the wider BMfS roadmap.The roadmap should detail the commercial actions required and therefore must include an analysis of the commercial options, both individually and as a collective approach. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |

## **Movements Management (MM)**

| **REQ No** | **Task** | **Associated Deliverable** | **Threshold MOE** | **Target MOE** | **Method of Measurement** |
| --- | --- | --- | --- | --- | --- |
| **MM01** | **Movements Management Data Management Support.** Lead on, manage and cohere different aspects of Data Management and migration activity (both pre & post) such as legacy data quality assurance (including data cleansing) and validating ‘as-is’ and ‘to-be’ data model | Assure and prepare data quality ahead of migrationAssisting in the development of the ‘as-is’ and ‘to-be’ data modelsEnsure coherence of data with Legacy systems and other adjacent EWSS activity performed elsewhere within the Programme | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |

# CALL-OFF REQUIREMENTS

## The Contract includes a facility to call-off support for activities that are not able to be fully defined at the outset. This section identifies elements of this Statement of Requirement that are subject to the Tasking Order Process as detailed in Annex C of the Contract.

## The Authority shall scope a requirement using the Tasking Authorisation Form (TAF) for each task and pass to the Contractor for pricing.

## Upon receipt of the completed Part 1 of the TAF the Contractor shall submit a Firm Price in Part 2 of the TAF including a sufficiently detailed resource plan. The Firm price shall be calculated using the Project Specific Rate Card. The completed TAF Part 2 should be submitted to the Authority within 10 business days of receipt.

## The Authority shall evaluate the Contractor’s proposal and clarify/negotiate the requirement/price as necessary. If content to proceed, the Authority shall approve the TAF at Part 3 and return to the Contractor who shall commence the task.

## Payment for TAFs shall be made in arrears upon acceptance of the deliverables therein. Where it is appropriate to do so it may be possible to agree a milestone payment plan for a specific task, but this must comply with MOD commercial policy.

## A non-exhaustive list of Indicative Call-off Requirements (ICOR), aligned against the different areas of focus within the Programme (as per Section 7), are detailed in the tables below.

## These tasks are not exclusively to be undertaken by the D2SP and a value for money assessment will be undertaken in each case to determine the route to market.

## **ICOR: PROGRAMME LEVEL**

### **ICOR: Advice & Programme Support (APS)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **ICOR No** | **Task** | **Anticipated Deliverable** | **Threshold MOE** | **Target MOE** | **Method of Measurement** |
| **APS01** | **Support in enacting Policy Amendments**  | Provision of SQEP resource to assist in enacting policy amendments through BMfS into the Authority and ensure these are aligned with new business processes brought on as part of the deliverables of the Programme | Ongoing support and advice are maintained for a duration as required and agreed with the Authority as part of the TAF process. | As threshold. | Acceptance and sign off by the Authority Workstream Lead. |
| **APS02** | **Support to Authority Finance team with the provision of cost modelling activity** | Provision of SQEP resource to assist in performing and reviewing cost-modelling against each area of work within the BMfS Programme. | Ongoing support and advice are maintained for a duration as required and agreed with the Authority as part of the TAF process. | As threshold. | Acceptance and sign off by the Authority Workstream Lead. |

### **ICOR: Business Change Management (BCM)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **ICOR No** | **Task** | **Anticipated Deliverable** | **Threshold MOE** | **Target MOE** | **Method of Measurement** |
| **BCM01** | **BMfS Change Authority support** | SQEP workforce to support the operation of the change authority. | Ongoing support and advice are maintained for a duration as required and agreed with the Authority as part of the TAF process. | As threshold. | Acceptance and sign off by the Authority Workstream Lead. |
| **BCM02** | **Direct business change management support to TLBs.** | SQEP workforce support to TLBs to ensure business change is delivered within TLBs in coherence with the BMfS Change Authority. This could include workshop support for deliverables such as change impact assessments, change readiness assessments and PR activities. | Ongoing support and advice are maintained for a duration as required and agreed with the Authority as part of the TAF process. | As threshold. | Acceptance and sign off by the Authority Workstream Lead. |
| **BCM03** | **Transformation and Business Change Skills Development** | Provide lunch and learn or focused training with programme staff to bridge any gaps in understanding regarding digital transformation and business change | Provision of regular lunch and learn sessions, knowledge transfer and ongoing advice is maintained for a duration as required and agreed with the Authority as part of the TAF process. | As threshold. | Acceptance and sign off by the Authority Workstream Lead. |
| **BCM04** | **Human Factors Integration and process optimisation technical support** | Support the process transformation with SQEP personnel and tooling to ensure processes are optimised and Human Factors are fully integrated. | Ongoing support and advice are maintained for a duration as required and agreed with the Authority as part of the TAF process. | As threshold. | Acceptance and sign off by the Authority Workstream Lead. |
| **BCM05** | **Opportunities identification and management through the front door** | Opportunities for Sp IS and process improvement from stakeholders’ engagements or analysis are managed through the front door process. | Ongoing support and advice are maintained for a duration as required and agreed with the Authority as part of the TAF process. | As threshold. | Acceptance and sign off by the Authority Workstream Lead. |

### **ICOR: Benefits Realisation (BEN)**

#### No ICOR at time of writing.

### **ICOR: Defence Support CIO (CIO)**

#### No ICOR at time of writing.

### **ICOR: Digital Technology Planning, Analysis and Coherence (DPAC)**

#### No ICOR at time of writing.

### **ICOR: Item Visibility (IV)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **ICOR No** | **Task** | **Anticipated Deliverable** | **Threshold MOE** | **Target MOE** | **Method of Measurement** |
| **IV01** | **Sensors & Tags Discovery.**Detailed discovery work into Sensors & Tags, to support tracking and visibility across the Support Chain. | Production of detailed report  | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead.Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the Authority. |
| **IV02** | **Delivery of near-term enhancement projects.**Managing the delivery of adaptive change Projects to current live services or accelerating the delivery of opportunities. | * Production of Prioritised Requirements Lists for Agile DSDM projects
* Production of Project Initiation Documents (PIDs) for Agile DSDM projects
* Management of supplier relationships

Conduct DLOD Assessments as required | Ongoing support and advice are maintained for a duration as required and agreed with the Authority as part of the TAF process. | As threshold | Acceptance and sign off by the Authority Workstream Lead. |

## **ICOR: EWSS LEVEL**

### **ICOR: Pan-EWSS (CORE)**

#### No ICOR at time of writing.

### **ICOR: Engineering Through Life Support (ETLS)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **ICOR No** | **Task** | **Anticipated Deliverable** | **Threshold MOE** | **Target MOE** | **Method of Measurement** |
| **ETLS01** | **SIA Coherence Support** Work with the Solution Integration Authority and ensure coherence of ETLS with wider BMfS Programme, DD, and the Authority at large. | Assure and validate integration plan for DEEAMS/ETLS including identification of interfaces that may not have been included in this.Document the interface specification for the newly identified interfaces | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead.Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the Authority. |
| **ETLS02** | **Project and Delivery Management** Dependency Management, both internal and external to BMfSAssumptions managementRisk & Issue Management | Updated project artefacts (monthly) | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead.Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the Authority. |

### **ICOR: ICT Partners & Enablers (IPE)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **ICOR No** | **Task** | **Anticipated Deliverable** | **Threshold MOE** | **Target MOE** | **Method of Measurement** |
| **IPE01** | **Project and Delivery Management** Delivery of Event Platform MVP | Options paper to support decision making prior to Event Platform MVP. Artefacts generated through Discovery to drive decision making including: Cost Model, High Level Designs, Solution and/or Logical Architectures | Delivery of a full options paper with recommended option and full breakdown of costs, plans, architectures. | Draft threshold artefacts to be presented to the authority 10 working days prior to final submission | Acceptance and sign off by Authority Workstream Lead. |
| **IPE02** | **Project Delivery and Management**Delivery of Reference Data Platform MVP1 | Options paper to support decision making prior to Reference Data Management Platform MVP. Artefacts generated through Discovery to drive decision making including: Cost Model, High Level Designs, Solution and/or Logical Architectures | Delivery of a full options paper with recommended option and full breakdown of costs, plans, architectures. | Draft threshold artefacts to be presented to the authority 10 working days prior to final submission | Acceptance and sign off by Authority Workstream Lead. |
| **IPE03** | **Project Delivery and Management**Delivery of Data Integration Platform MVP1 | Options paper to support decision making prior to Data Integration Platform MVP. Artefacts generated through Discovery to drive decision making including: Cost Model, High Level Designs, Solution and/or Logical Architectures | Delivery of a full options paper with recommended option and full breakdown of costs, plans, architectures. | Draft threshold artefacts to be presented to the authority 10 working days prior to final submission | Acceptance and sign off by Authority Workstream Lead. |
| **IPE04** | Define Interface & messaging Patterns for Persistent Comms and Deployed Between CUP and EWSS  | Provide a Target Architecture and set of interface and messaging Patterns showing how the CUP will push/pull data from Platform Services and Enterprise ERP solutions. This technical design should consider how data will be made available to Deployed users and the approach to caching to provide core CUP functionality in the Deployed environment. | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Def Support CIO and Authority Workstream Lead. Delivery dates to be agreed at **Contract Initiation Meeting** in accordance with individual project schedules. |
| **IPE05** | Provide Support to Pipeline Discovery activity generating key documentation.  | * Discovery outputs include but are not limited to: Delivery Options
* High Level requirements
* Budget and FOO Estimate
* Benefit H/L Estimate
* Prioritised Requirements List
* Solution Architecture Definition
* Development Approach Definition
* Delivery Plan
* Management Approach Definition
* Feasibility Assessment
* Discovery Report
 | Artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by Authority Workstream Lead. |

### **ICOR: Inventory Management (IM)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **ICOR No** | **Task** | **Anticipated Deliverable** | **Threshold MOE** | **Target MOE** | **Method of Measurement** |
| **IM01** | **Project and Delivery Management** Dependency Management, both internal and external to IMAssumptions managementRisk & Issue Management | Updated project artefacts (monthly) | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead.Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the Authority. |
| **IM02** | **IM Assessment Phase**Support for setting up the post OBC / Concept phase | Support and advice against the development of the future roadmap and staging of activity. | Ongoing support and advice are maintained for a duration as required and agreed with the Authority as part of the TAF process. | As threshold | Acceptance and sign off by the Authority Workstream Lead. |
| **IM03** | **Pan DLOD assessment for current and future Inventory Management projects.** | Leading pan DLOD analysis for future IM capability projects | Ongoing support and advice are maintained for a duration as required and agreed with the Authority as part of the TAF process. | As threshold. | Acceptance and sign off by the Authority Workstream Lead. |

### **ICOR: Live Services (LS)**

#### No ICOR at time of writing.

### **ICOR: Movements Management (MM)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **ICOR No** | **Task** | **Anticipated Deliverable** | **Threshold MOE** | **Target MOE** | **Method of Measurement** |
| **MM01** | **SIA Coherence Support** Work with the Solution Integration Authority and ensure coherence of MM with wider BMfS Programme, DD, and the Authority at large. | * Assure and validate integration plan for MM including identification of interfaces that may not have been included in this.
 | Ongoing support and advice are maintained for a duration as required and agreed with the Authority as part of the TAF process. | As threshold. | Acceptance and sign off by the Authority Workstream Lead. |
| **MM02** | **Delivery of near-term enhancement Projects.**Managing the delivery of adaptive change Projects to current live services | * Production of Prioritised Requirements Lists for Agile DSDM projects
* Production of Project Initiation Documents (PIDs) for Agile DSDM projects
* Management of supplier relationships
* Conduct DLOD Assessments as required
 | Draft artefact(s) to be presented to the Authority team 5 business days prior to the submission of the final version(s).Any changes to artefact(s)requested by the Authority must be submitted for review within 5 business days of notification by the Authority. | Draft artefact(s) to be presented to the Authority team 10 business days prior to the submission of the final version(s). | Acceptance and sign off by the Authority Workstream Lead.Any required follow up activity must be reviewed and agreed with the Authority within 5 business days of notification by the Authority. |

**Annex A to Statement of Requirement**

**CPR and Governance TOR’s**

