



ACQUISITION SUPPORT PARTNER

STATEMENT OF REQUIREMENTS

ASP 15/18

THE CONTENTS OF THIS DOCUMENT MUST NOT BE DISCLOSED TO
UNAUTHORISED PERSONS AND MUST BE USED ONLY FOR THE PURPOSES OF
TENDERING

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1. DEFINITIONS AND ABBREVIATIONS

1.1 Defined terms used in this Statement of Requirement shall have the following meanings:

- 1.1.1 **"Acquisition Support Partner or ASP"** means the Contractor who will provide the full scope of the tasks under this contract
- 1.1.2 **"Acquisition System"** means a set of interfacing activities with clearly defined roles, responsibilities and accountabilities that contribute to the acquisition function as it relates to equipment and logistics support;
- 1.1.3 **"Acquisition System Handbook or ASH"** means the document which provides explanatory direction and guidance for the users of the Acquisition System;
- 1.1.4 **"Acquisition System Operating Model"** means a model articulating key principles, accountabilities and organisational interfaces for the overall Acquisition System;
- 1.1.5 **"Acquisition System Authority or ASA"** means the central MOD body that ensures that the Acquisition System operates as effectively and efficiently as intended;
- 1.1.6 **"BTE" or "Bespoke Trading Entity"** means the Bespoke Central Government Trading Entity, being the organisational construct to which most of the functions of DE&S were transferred on 2 April 2014. It is an Arms Length Body "owned" by the Authority;
- 1.1.7 **"CASP" or "Command Acquisition Support Plan"** means the agreement for 2015 onwards, between the Front Line Commands (and Strategic Programmes) and DE&S, setting out each Command's delivery requirements of DE&S. This is the successor to SMART contracts;
- 1.1.8 **"Crown Commercial Service" or "CCS"** means the organisation within the Cabinet Office that is acting as the procurement agent for the MOD in this matter.
- 1.1.9 **"Customer"** means the organisations that are accountable for setting the requirement for acquisition related products and services from industry through the delivery agent and accepting those products and services into service;
- 1.1.10 **"DE&S Target Operating Model"** means a description of a Match fit DE&S including:
 - 1.1.10.1 future organisational constructs, including structural changes, roles and responsibilities, functions, resource levels;
 - 1.1.10.2 future performance levels and performance management regimes, including MI;
 - 1.1.10.3 clearly defined future skills, knowledge and experience levels for staff and how they will be achieved;
 - 1.1.10.4 new or amended processes and policies; and
 - 1.1.10.5 quantified, measurable benefits.

- 1.1.11 **"Front Line Commands or FLCs"** means the headquarters of Her Majesty's Royal Navy, Army, Royal Air Force and Joint Forces;
- 1.1.12 **"Head Office"** means the headquarters of the Ministry of Defence situated at Whitehall, London, SW1A 2HB;
- 1.1.13 **"Information Services Plan"** means the agreement between a consuming or commissioning customer and ISS, setting out the customers' delivery requirements of ISS. In this instance the customer is wider than just the FLCs/ SP and can include wider MOD, DE&S and Other Government Departments;
- 1.1.14 **"Intelligent Customer"** means a Customer that has a clear understanding and knowledge of their requirements and the products or services being supplied in response, including the collaborative management of their supply, as well as the ability to use those products and services safely and effectively;
- 1.1.15 **"Knowledge Skills and Experience or KSE"** means the Knowledge, Skills and Experience that the Front Line Commands / Strategic Programmes and the ASA will need to effectively face off to the BTE.
- 1.1.16 **"Match fit"** means a professional, respected and world-class programme management organisation that exceeds the expectations of its Customers and is trusted to get it right, and **"Match Fitness"** shall be construed accordingly;
- 1.1.17 **"SMART Contract"** means the agreement for 2014 /2015 between the Front Line Commands (and Strategic Programmes) and DE&S, setting out each Command's delivery requirements of DE&S. As such this is the predecessor to CASP;
- 1.1.18 **"Strategic Programmes or SP"** means the Head Office team responsible for managing the strategically important programmes that have not been delegated to the FLCs;
- 1.1.19 **"Target Organisational Operating Model or TOOM"** means the organisational model that the FLCs and SP have designed and will implement to meet the Acquisition Reforms as described in the ASH and the ASOM.

2. PURPOSE

- 2.1 The aim of the Acquisition Reform Programme is delivering an effective and efficient Acquisition System for Defence that will successfully operate alongside the DE&S as a Bespoke Trading Entity. A fundamental element of this programme is the development of Front Line Commands (FLCs) and Strategic Programmes (SP) as appropriately skilled Customers on which this investment is focused.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 The Acquisition System reforms have been captured in the Acquisition System Operating Model (ASOM) and the Acquisition System Handbook (ASH) which set out how the interfaces between the BTE, ASA, FLCs, SP and Head Office will work. Whilst the FLCs / SP will be at initial operating capability by 1st April 2015, there is recognition that for the Acquisition reform to succeed, the MOD must continue to invest in the change programme to ensure that behavioural change is embedded.
- 3.2 The ASP will bring best in class experience of embedding change and extensive knowledge of Customer / Supplier relationship management. The ASP will not provide Manpower Substitutes, but will be expected to work alongside existing or new staff to build competence and ensure there is sustainable knowledge transfer.
- 3.3 As part of this programme, the MOD has identified three themes essential for delivering success beyond April 2015. These themes are:
- 3.3.1 Communications
 - 3.3.2 Generate Customer Capability
 - 3.3.3 Building Confidence.

4. SCOPE OF REQUIREMENT

- 4.1 As part of the Generate Customer Capability theme, the MOD has recognised the need to use an Acquisition Support Partner (ASP) to fully embed the changes, behaviours and ways of working required within the Front Line Commands. Without the ASP we would not be able to realise the window of opportunity that presently exists to seek to up-skill the FLCs and develop their capabilities as Intelligent Customers as part of a reformed Acquisition System. This is therefore not a case of benefits being delayed; it is likely that they would not be delivered, certainly as part of the current reform activity. In practice, this means that:
- 4.1.1 The interface between DE&S and its customers would not be strengthened, putting at risk the benefits to the MOD Acquisition System from establishing the DE&S as a bespoke trading entity; and
 - 4.1.2 The ability for MOD effectively to govern and manage the outputs of the DE&S through the Commands (a fundamental plank of the delegated operating model) would be put at risk.
- 4.2 The ASP will assist the FLCs and SP to become Intelligent Customers of the DE&S. The scope of this assistance will be against 3 distinct areas:
- 4.2.1 Build Competence
 - 4.2.2 Embed and Maintain Behaviours;
 - 4.2.3 Coherence.

- 4.3 The contract will be centrally managed by the ASA but work packages will be supporting the FLCs and SP
- 4.4 The ASP will not undertake an audit function but will be expected to provide coherent advice across the FLCs in line with the direction, policy and guidance that has been published in the ASOM and ASH.

5. THE REQUIREMENT

- 5.1 The MOD's priority is to build an intelligent customer with the necessary Knowledge, Skills and Experience (KSE) and embedded behaviours required to interface with a Match Fit DE&S in order to ensure successful delivery of the required outputs (e.g. as set out within the CASPs and ISPs). The focus of the ASP will be on successful change management through the implementation of optimised TOOMs within the FLCs and SP. ASP activity will include embedding competence and up skilling staff within the FLCs in order to deliver the required changes. By definition the ASP must ensure a significant degree of skills transfer during the contract period to achieve the programmes aims.
- 5.2 Annex A provides a break down of the task, including the required contractor resource the Contract. For avoidance of doubt 2 FTE means that we expect the contractor to provide 2 people on a full time basis. The tasks are designed to provide:
 - 5.2.1 Assistance to FLCs and SP as they continue their transformation;
 - 5.2.2 An independent voice offering advice and assistance within FLCs / SP;
 - 5.2.3 Industry best practice of Portfolio, Programme, Project and Performance Management;
 - 5.2.4 Assistance with 'fine tuning' op models;
 - 5.2.5 Assistance with competence and confidence building;
 - 5.2.6 A challenge to behaviours across the acquisition system;
 - 5.2.7 Additional tasking as required including Interventions, Review and Short Studies.
- 5.3 The described tasks are not meant to be prescriptive and there may be some need to change emphasis on some tasks as the Authority tests and adjusts during the contract period. Any changes arising will be captured within the tasking process, will fit within the overall scope of the contract and will not increase the total contracted cost.
- 5.4 The ASP will only undertake work in accordance with the agreed tasking process. The ASP is not allowed to undertake any work that would cause
 - 5.4.1 the agreed costs against the task order to be exceeded
 - 5.4.2 the contract value to be exceeded
- 5.5 Contractor's staff proposed for the contract must as a minimum be SC cleared. Where staff are not SC cleared, bidders must clearly state that they are prepared to undertake this activity.

- 5.6 It is likely that a percentage of Contractors staff will need DV clearance. Bidders should clearly state that they are prepared to clear up to 10% of the staff working on the contract to DV level.

6. IPR

- 6.1 IPR generated as part of this contract becomes property of the Crown

7. KEY MILESTONES

- 7.1 The Contractor should note the following project milestones that the Contracting Authority will measure quality of delivery against:

Milestone	Description	Due Date
1	Nomination of overall contract focal point	Within two days of contract award
2	Return of proposed man days and grades against a task order	Within 5 working days of receipt of proposed task order
3	Mobilisation of resource against agreed task order	Within 10 days of receipt of agreed task order
4	Provision of aggregated spend data to the ASA Focal Point. The data shall include all spend up to the end of the previous month, broken down by month, spend area (FLC etc) identifying: <ul style="list-style-type: none"> • what has been billed and paid • what has been billed and has yet to be paid • what is yet to be billed 	By the 15 th of each month

8. CONTRACT MANAGEMENT

- 8.1 The contracts will be managed on a day to day basis by the demander focal point who will be responsible for raising task orders and confirming that the Contractor has met the deliverables within that task order. Overall contract management will be undertaken centrally by the ASA focal point who will be responsible for final authorisation of task orders and any dispute resolution. The Task order process is documented at paragraph 11 to this SOR.

9. LOCATION

- 9.1 The ASP will be expected to work at the locations below; the ASP will not be reimbursed for any travel and subsistence expenses incurred under this contract.

9.1.1 ASA / SP
MOD Main Building
Whitehall
London
SW1A 2HB

9.1.2 Head Quarters Navy Command
HMS Excellent
Whale Island

Portsmouth
PO2 8ER

9.1.3 Army Head Quarters
Marlborough Lines
Monxton Road
Andover
SP11 8HJ

9.1.4 Head Quarters Air Command
RAF High Wycombe
Buckinghamshire
HP14 4UE

9.1.5 Head Quarters Joint Forces Command
Northwood HQ
Sandy Lane
NORTHWOOD
Middlesex
HA6 3HP

9.2 The ASP may also need to interface with DE&S, MOD Abbey Wood, Bristol, BS34 8JH

10. DURATION OF THE CONTRACT

- 10.1 The duration of the Contract will be for a period of one Year with the option to extend at the Authority's sole discretion by a further one (1) Year plus one (1) Year period(s) from the date of award. Within this construct, the ASP will be tasked by the FLCs and SP via the ASA focal point. The ASP should not undertake work which is outside the scope of an existing task.
- 10.2 Tasking duration is at the sole discretion of the Authority and will not exceed 12 months at any given time.
- 10.3 The Authority reserves the sole right to cease tasking under this contract at any time without additional payment save that already owed to the contractor for work completed.
- 10.4 The ASA will undertake annual reviews to satisfy itself that:
- 10.4.1 The ASP is delivering the outcomes required.
 - 10.4.2 The ASP is enhancing the skills and competence within the FLCs.
 - 10.4.3 The contract still represents Value for Money.
- 10.5 If as a result of the annual review, the ASA does not see evidence of delivery and Value for Money as per Paragraph 10.4, the Authority reserves the sole right to cease tasking the ASP.

11. TASKING PROCEDURE

- 11.1 The Demander Focal Point in the appropriate are (FLC / SP etc) will raise a draft Task Order using the template at ANNEX B. The draft task order will detail the task breakdown and deliverables, and will be agreed by the FLC / SP embedded commercial staff before being sent to the contractors who will populate the ASP

estimate of resources table and return it to the Demander Focal Point within 5 working days or as agreed by the Demander Focal Point.

- 11.2 The Demander Focal Point will seek Financial Approval from the appropriate Director Resources or a suitably delegated individual. Once Financial Approval is given, the Demander Focal Point will forward the task order to the ASA Focal Point.
- 11.3 If the ASA Focal Point is content with the scope of the task and the estimated cost, they will forward it to the Contractor (Copy to the originator) as an Approved Task Order.
- 11.4 The Contractor will then have a maximum of 10 working days to mobilise the resources required.
- 11.5 On a monthly basis or on completion of the task, the Contractor will submit a document showing the cost for that month broken down by task, grade and day rate. Once approved by the Demander Focal Point, the Contractor will be free to submit an invoice for payment
- 11.6 The Contractor will submit monthly returns to the ASA Focal point of spend to date, even if the amount has not yet been billed, broken down by task order, area (FLC) and month.

ANNEX A

Work Package 1 – FLCs and SP

WP 1a – Navy Command (NC)

Ser	Duration	Description	Resource	Partner	Managing Consultant	Principal Consultant	Senior Consultant	Consultant
1a-1	Apr 15 – Mar 17	<p>A Centralised Business Capability Development Team to provide coherence within NC across all Capability Delivery Teams and functional areas including Behaviours and Ways of Working; Performance Management; Risk Management; MI</p> <p>Programme Management (including Programme Support) for the 2* Capability Delivery Teams Areas</p> <ul style="list-style-type: none"> • Assistant Chief of Naval Staff (Capability) • Assistant Chief of Staff Surface Ships & Submarines • Assistant Chief of Naval Staff (Aviation & Carriers) 	11 FTE		1	6	4	
1a-2	Apr 17 – Mar 18	<p>A Centralised Business Capability Development Team to provide coherence within NC across all Capability Delivery Teams and functional areas including Behaviours and Ways of Working; Performance Management; Risk Management; MI</p> <p>Programme Management (including</p>	4FTE			3	1	

		Programme Support) for the 2* Capability Delivery Teams Areas <ul style="list-style-type: none"> • Assistant Chief of Naval Staff (Capability) • Assistant Chief of Staff Surface Ships & Submarines Assistant Chief of Naval Staff (Aviation & Carriers)						
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WP 1b – Army Command

Ser	Duration	Description	Resource	Partner	Managing Consultant	Principal Consultant	Senior Consultant	Consultant
1b-1	Apr 15 – Mar 17	An embedded Team to continue to build on developing Army into an Intelligent Customer by Competence Building against: <ul style="list-style-type: none"> • Decision Support Function - bringing Industry / Business best practice and experience • Building the Performance Management Regime • Project Control and Management • Embedding Intelligent Customer Skills and Behaviours 	11 FTE		1	6	4	

		<ul style="list-style-type: none"> • Fine tuning the op model • Performance Management metrics • MI /BI definition and use 						
1b-2	Apr 17 – Mar 18	<p>An embedded Team to continue to build on developing Army into an Intelligent Customer by Competence Building against:</p> <ul style="list-style-type: none"> • Decision Support Function - bringing Industry / Business best practice and experience • Building the Performance Management Regime • Project Control and Management • Embedding Intelligent Customer Skills and Behaviours • Fine tuning the op model • Performance Management metrics • MI /BI definition and use 	4 FTE			3	1	

WP 1c – Air Command

Ser	Duration	Description	Resource	Partner	Managing Consultant	Principal Consultant	Senior Consultant	Consultant
1c-1	Apr 15 – Mar 18	<p>Capability and Acquisition Development Programme (CADP) – Generate Integration of the Intelligent Customer role into Force HQs at RAF Coningsby, Marham, Waddington, Brize Norton, and Defence Flying Training at Bristol. (1 FTE per site)</p> <p>Capability and Acquisition Development Programme (CADP) – Deliver Integrating the Intelligent Customer role in the Capability Develop and Deliver areas as well as the cross-cutting Areas Of Responsibility (engineering, logistics and information) within the CADP Implementation Organisation. Responsibilities would be identical to those listed above for the Generate teams but with an additional focus on the processes of Requirements Setting, and Evaluation and Acceptance.</p> <p>CADP – Behaviours Support the implementation of the Air Cmd behaviours plan. Support Customer Design workshops on Ways of Working and Behaviours. Progress reports to Air CADP TL on Air</p>	11 FTE		1	6	4	

		<p>Cmd level of maturity in the Behaviours lines of operation.</p> <p>Implement Programmes and Portfolio Change Manager to develop Business Unit specific processes for: - Planning & Tasking of DE&S activity - Change and Configuration Control - Assurance</p> <p>Develop KSE within FPP and assist CADP staff in undertaking People Capability in the KSE line of operation.</p> <p>Implement MI & PM Develop and implement new MI and Performance Mgt tools and processes: Ensure that developing MI tools and performance mgt processes are fit for the Intelligent Customer role at portfolio level within Air Command. Implement new MI tools and performance mgt processes within FPP, capturing lessons throughout, and ensuring that LFE is used for continuous improvement.</p>						
1c-2	Apr 17 – Mar 18	As Above	4 FTE			3	1	

WP 1d – Joint Forces Command

Ser	Duration	Description	Resource	Partner	Managing Consultant	Principal Consultant	Senior Consultant	Consultant
1d-1	Apr 15 – Mar 17	A Centralised Business Capability Development Team providing assistance, support, challenge against: <ul style="list-style-type: none"> • People Capability Training / Competence • Behaviours and Ways of Working • IS Plan development • Corporate IS Acquisition Governance • Data, MI / BI • Performance Management • Change Control • Finance • Programme Support Office 	11 FTE		1	6	4	
1d-2	Apr 17 – Mar 18	A Centralised Business Capability Development Team providing assistance, support, challenge against: <ul style="list-style-type: none"> • People Capability Training / Competence • Behaviours and Ways of Working • IS Plan development • Corporate IS Acquisition Governance • Data, MI / BI • Performance Management • Change Control • Finance • Programme Support Office 	4FTE			3	1	

ANNEX B

Tasking Order

Requester:	<i>Name of person requesting</i>	Post title:	
Reference:	<i>Task Order Number</i>		
ASP lead:	Date		
Specific Task Requirement including deliverables/milestones: <i>Brief description of the task, including duration, deliverables / outputs / outcomes where known</i>			
<u>Task Breakdown</u> <i>Specific task requirement, including KSE required from the ASP</i>			
Key assumptions within this tasking order <i>Any assumptions on which this task order is based</i>			
Deliverables As below:			
Serial	Deliverable / Output / Outcome	Start Date	End Date
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			

Acquisition Support Partner

ASP estimate of resources

[illegible]

APPROVALS

I confirm that this task is required in order to continue competence building in line with the overall contract

Name:

Post:

Signed:

Date:

On behalf of (*insert FLC / SP / ASA*)

I confirm that this task is within the contractual scope

Name:

Post:

Signed:

Date:

On behalf of (*insert FLC / SP C&C commercial*)

I confirm that this is a fair estimate of the effort required to complete the requested task

Name:

Position

Signed:

Date:

On Behalf of ASP

I confirm that funding is available for this tasking and payment will be met by this Command / the ASA. I also confirm that the value of this tasking is within the overall sum allocated to this command / the ASA as part of the Contract

Name:

Post:

Signed:

Date:

As Budget Holder or authorised representative

I confirm that the tasking is within the scope of the contract and is within the overall financial allocation associated with this contract

Name:

Post:

Signed:

Date:

As ASA focal point

Any work undertaken without agreement of the ASA Focal Point is entirely at the Contractors own risk.