



Ministry
of Defence

701578645 – MLS for Military Bespoke
Learning

Work Order
MOD Commercial

Procurement Name TRAINING
INTERNATIONAL
LEARNERS/TRAINEES (TILT) COURSE

Capita Gateway Number CL02394

THIS CONTRACT IS MADE

BETWEEN (1) **MINISTRY OF DEFENCE** THE SECRETARY OF STATE
FOR DEFENCE whose offices are at Whitehall, London, SW1A
2HB ("Customer" and "MoD")

AND (2) **CAPITA BUSINESS SERVICES LIMITED**, 65 Gresham St,
London EC2V 7NQ ("Supplier" and "Capita")

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- A. The Parties entered into a RM3822 Call Off Contract for Managed Learning Services dated 1 November 2021 Order Number 701578645 – MLS for Military Bespoke Training ("Original Contract")
- B. Work Order is contracted under the Original Contract
- C. The Customer has issued a statement of requirements and the Supplier shall provide the Services described in Schedule 1 Statement of Work, Reference Number CL02394 for the Charges detailed in Schedule 2 Pricing Schedule.

THE PARTIES AGREE:

INTERPRETATION

1. The definitions and rules of interpretation in Definitions and Interpretations of the Original Agreement shall apply to this Work Order.

TERMS

2. Subject to Clause 4, This Work Order shall come into effect on the date last signature and shall expire on 30/04/2026.
3. The Supplier shall provide the goods/services described in the Statement of Work (Schedule 1), in accordance with the Conditions of Contract (as detailed in the Original Agreement, including any agreed Variations)
4. The Supplier shall inform the Customer of the expected timelines and immediately communicate when the Sub-Contract has been signed or if any delay is expected,
5. Except where there is prior written approval from the Customers commercial team, no payment shall be made for work performed which is outside the scope or period of the Work Order.

6. If there is a conflict between the documents, the order of precedence shall be:
 - 6.1. the Order or Work Order;
 - 6.2. the Call Off Order Form;
 - 6.3. the Call Off Terms;
 - 6.4. the Framework Agreement, except Framework Schedule 21 (Tender); and 6.5. Framework Schedule 21 (Tender
7. Unless otherwise stated and mutually agreed by both parties, this Work Order shall not amend or alter the terms and conditions of the Managed Learning Services Call Off Order Form and Call Off Terms.

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Schedule 1 - Statement of Work

Detailed Requirement, part 1

The bullet points beneath each section below are not exhaustive but are the typical questions to consider when you are developing the Requirement with the customer.

The requirement is to deliver a three day face-to-face course, with the ability to deliver online over five mornings on at least one occasion in the year.

- Specific learning objectives and detailed outcomes / output as follows:
 - Understand and minimise the impact of cultural differences in the learning environment
 - Reduce reiteration, misunderstanding and errors
 - Enhance instructor/teacher communication skills to non-native English speakers
 - Overcome language and cultural barriers
 - Identify and meet the needs of different student types / abilities / language levels
 - Improve student participation and success
- Five courses a year, 60 students total
- Successful completion of the TILT course currently leads to an internal qualification (a 'JPA Competency') being awarded to the student by IDT(A). It is not required to be recognised externally. IDT(A) will award this qualification to students who successfully pass the assessment that has been agreed between the contractor and IDT(A).
- If optional requirements are included in the specification, clarify if these are to be costed for and are therefore covered by the target/maximum price or should be considered as **a for information only** and will not to be assessed as part of the Specification
- Outline preferred delivery methodology. If none exists, consider outlining which methodology or modality should not be offered by Bidders with reasons why e.g IT restrictions. Face-to Face delivery preferred with an option to deliver online
- Any additional service provision the Bidder will need to fulfil as part of the contract. Think about the implication of the Tiers selected by the customer, which services will be required for the success of the proposed solution?
- Detail any potential Lots that the requirement could be broken down into. Is there a priority hierarchy? No.

- The customer will design the course and course materials with input from IDT(A) to ensure that it meets the required output. There is no requirement to market the course as IDT(A) will do this internally. IDT(A) will open each course and be available to answer IDT questions during the course. IDT(A) has worked with the current customer since 2018 to evolve improve the course.
- The training provider will own the IPR.
- Except for Prime/approved Single Source requirements DO NOT copy and paste material e.g learning outcomes, course outlines etc from any supplier’s website or other published material.

Target Audience

- The vast majority of students will be UK military between the ranks of Corporal and Major, all of whom will be instructors at UK military training establishments. There will occasionally be Civil Servant and foreign Army students.
- Level of general experience and also relevant experience to the learning requirement as applicable. Students will be predominantly military with some Civil Servants attending infrequently. Relevant experience will vary greatly according to the student’s exposure to an international setting/audience
- Have the learners had any training in this area(s) previously? Unlikely, as there is very little training like this being delivered across the Army.
- 60 students per year. Five courses of 12 students per year.
- Cohort sizes – How many can be released at a time? Are they in close enough proximity to each other to form a cohort(s)? Students come from a wide range of training establishments from across the country. We have always filled the TILT courses over the last five years.
- Is the learner’s IT compatible to with digital/online/virtual learning where applicable? Yes
- How best do these delegates learn? Face-to-face

Specific Criteria for Bidders design/delivery resource

- Essential and desirable experience (qualifications?) of trainers / facilitators. Demonstrable experience of delivering cultural training as well as teacher training
- Security clearance above BPSS? No

Logistics	Guidance
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Format	Face-to-face, with an option of virtual courses
Numbers of delegates by intervention	12 max, 8 min students per course.
Tutor / instructor to delegate ratio	One tutor to 12 students
Length of Programme / interventions	3 day face-to-face course. An option of 5 consecutive mornings for a virtual course

Number of interventions	5 courses per year
Location	Face-to-face courses delivered at Royal School of Artillery (RSA), Larkhill, SP4 8QT

Key dates & timing	5 courses per year evenly spaced at a time agreed between IDT(A) and the training provider
Materials, equipment, and technology needed, including format	<p>The training provider will be responsible for materials development, pens/markers, flip chart paper, printing and delivery</p> <ul style="list-style-type: none"> • RSA will provide classroom equipment: <ul style="list-style-type: none"> - Flip charts stands - Screen for powerpoint - Chairs, tables

Dependencies and constraints e.g. other events	None
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1. The Supplier Solution

Detailed below is the delivery model by which the supplier is going to meet the specifications:

Proposed methodology for delivering the contract requirement

Our techniques are constantly evolving but remain rooted in one key principle: learner-centred training with practical, real-world application. We create active training rooms, where co-operation, participation and support are the cornerstones. Our expert trainers facilitate powerful training which connects deeply with the participants, reinforces what they know and challenges what they don't.

A learner-centred approach has a dramatic impact on how much of the training is retained, because it's engaging, energising and participants are drivers, not passengers, in their learning process. Communication and interpersonal skills feature highly in our courses and we utilise all elements of the training cycle in our bespoke work with clients. Feedback from previous participants forms the bedrock of the continuous improvement process for each course.

The Sterling team stay in regular contact with IDT(A) throughout the contract via telephone and email, as well as prompting review meetings and discussions at the client's convenience. For TILT training, it is customary that learner details are collated by the client and Sterling Training receives a delegate list in the weeks prior to the course start date, including first and family names, rank and, if possible, information on the nationalities with which they are planned to engage.

A representative of IDT(A) is encouraged to open the courses where possible, in order to set the context for the learners. We also welcome clients to observe all or any part of the training.

During the first morning of the course, a very powerful 30-minute 'experiential learning' session is delivered in a foreign language, which immediately immerses the delegates in an unfamiliar environment. The impact and following analysis session establishes both an empathy with the international student and demonstrates a wide range of training strategies available for working with non-native English speakers.

There is an important balance between formal taught sessions, appropriate andragogy, pair and group work, experiential and action-centred learning, which are designed to keep delegates challenged, motivated and moving. Learners are encouraged to trial new methods regularly, participate in learning games and deliver short training sessions to demonstrate their current and new skills. Non-native 'students' are provided for the third day as trial subjects for the learners to practise with, making the learning truly come to life. Delegates are given regular strategically placed breaks in order to assimilate learning – refreshments are provided.

Face-to-face delivery requires a large classroom for each course of max 12 delegates, preferably with a horseshoe of chairs (with tables on the side), a whiteboard, projector and 4 flipcharts, plus breakout room. All course materials, delegate refreshments and snacks and stationery are provided by Sterling Training.

Following course delivery, feedback is sought from participants and trainers and a (RAG (Red Amber Green)-rated) report on each participant is compiled by the Training Manager and provided to the client shortly after the course completes, with suggestions for action. Where changes to course content or delivery methodology is suggested, this will be discussed and agreed with the client prior to action.

Proposed Course Outline/Content

We have designed a unique programme for IDT(A) staff and the agreed delivery format is a 3-day course, unless delivered live online. The training outcomes stated in the RFQ will be achieved and exceeded through the following content:

- Context-setting briefing
- Experiential Learning – full immersion in a foreign language
- The Skills of a Good Trainer
- Trainer Self-Awareness
- Breaking Down Language Barriers
- Scanning
- The Power of Pause - Eliciting Techniques
- Effective Questioning Skills
- Providing Effective Feedback
- Emergency Strategies
- Effective Learning Zone Layouts
- Cultural Awareness
- Presentation Techniques and Materials
- The Principles of Effective PowerPoint Presentations
- Working with Interpreters - Timed and Assessed Microteach

How a learner competency is assessed

An holistic assessment approach is taken throughout the course with feedback encouraged from peers as well as the trainer. The culmination of the learning on the course is assessed through delegates bringing all new techniques together and each delivering a 15-minute micro-teach session to overseas military students provided by Sterling Training. The delegates and the trainer then take the opportunity to reflect on the individual microteaches and provide feedback in a developmental manner.

Delivery methodology is an important element of this programme. Trainers identify the needs and experience of individual learners and target the commonalities, meaning that whilst the core content remains, no two courses are identical.

A report and/or Red Amber Green (RAG) rating system is applied to the assessment of instructors, participant contribution, homework tasks and final microteach.

Course materials

All course materials are contextualised and created by Sterling's team of trainers and approved by the Lead Trainer. All requisite documents and materials associated with delivering the course are printed and supplied (or emailed in the case of a live online programme, or if preferred by the client) to all

participants. The materials change depending on the needs, first language and deployment areas of the groups.

All equipment, stationery and materials associated with delivering the course are brought to the client premises, including etc.

Other materials provided include:

- Sterling Training notebook and pen
- The famous Sterling 'brew kit' including kettles, mugs, extension leads, tea, coffee, milk and biscuits
- Certificates of achievement inc JPA competency, if appropriate

Quality Assurance

Sterling Training ensures the quality of the contract by offering meetings with key IDT(A) staff at the beginning and at regular intervals throughout the term of the contract. These help to establish and align needs with deliverables and to continually check the quality of delivery is as expected. Course participants are sent an online feedback survey requesting qualitative contributions to programme improvement. An evaluative report is produced by Sterling's Training Manager, including reflective practice by the trainers involved in delivery and is sent to the client, after each course. Regular trainer meetings to discuss content, reaction, engagement and delivery methodology ensure a continual cycle of course development and improvement.

Schedule 2 – Pricing Schedule

REDACTED

Prices above exclude VAT.

Payment should be made on completion of each Delivery Element mentioned above.

Where the Customer is required to action a dependency, it will do so without undue delay.

The Customer will have a 5 Working Days acceptance period or such other mutually agreed period, to approve or provide feedback following delivery of each Delivery Element.C If the Customer does not provide written notification or feedback to the Supplier within the acceptance period, then the deliverable will be deemed accepted and the Customer shall pay the Supplier’s invoice.

APPENDIX 1 – Acceptance of offer contract

Work Order TRAINING INTERNATIONAL LEARNERS/TRAINEES (TILT) COURSE CL02394

This Contract shall come into effect on the date of signature by both parties.

For and on behalf of the Supplier:

Name and Title	REDACTED g
Signature	REDACTED
Date	14 March 2024 11:35 GMT

For and on behalf of the Customer:

Name and Title	REDACTED Field Army Enabling Advisor
Signature	REDACTED
Date	03 rd April 2024

APPENDIX 2 - DEFFORM 111 – Address & other information

REDACTED

Addendum 1 - Revised Description and Pricing

Addendum 1 - Revised Acceptance of offer contract

**Work Order [insert] for the [Supply / Provision] of [insert]
Revised [Work Order [insert] for the [Supply / Provision] of [insert]**

This Contract shall come into effect on the date of signature by both parties.

For and on behalf of the Supplier:

Name and Title	
Signature	

Date	
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For and on behalf of the Customer:

Name and Title	
Signature	
Date	