



**Ministry
of Defence**

HO Commercial Team

Contract No: 700418320

For:

**Provision of External Assistance to
support delivery for the Skills
Framework**

**Between the Secretary of State for Defence of the
United Kingdom of Great Britain and Northern
Ireland**

Team Name and address:

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65 Brown St
Glasgow G2 8EX**

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And

Contractor Name and address:

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15 Canada Square, London**

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Contract Terms and Conditions

Statement of Requirement

CONTENTS

1.	PURPOSE.....	4
2.	BACKGROUND TO THE AUTHORITY	4
3.	BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT	4
4.	DEFINITIONS AND ACRONYMS	5
5.	THE REQUIREMENT	5
6.	KEY MILESTONES.....	6
7.	AUTHORITY'S RESPONSIBILITIES	7
8.	REPORTING.....	7
9.	CONTINUOUS IMPROVEMENT.....	7
10.	SUSTAINABILITY	8
11.	STAFF AND CUSTOMER SERVICE	8
12.	SERVICE LEVELS AND PERFORMANCE	8
13.	SECURITY REQUIREMENTS	9
14.	INTELLECTUAL PROPERTY RIGHTS (IPR)	9
15.	CONTRACT PERFORMANCE LEVELS, DELIVERABLES ACCEPTANCE CRITERIA AND PAYMENT	9
16.	BUDGET	9
17.	BASE LOCATION	9
18.	IR35.....	10
19.	PURPOSE.....	19
20.	BACKGROUND TO THE AUTHORITY	19
21.	BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT	19
22.	DEFINITIONS AND ACRONYMS	20
23.	THE REQUIREMENT	20
24.	KEY MILESTONES.....	21
25.	AUTHORITY'S RESPONSIBILITIES	22
26.	REPORTING.....	22
27.	CONTINUOUS IMPROVEMENT.....	22
28.	SUSTAINABILITY	23
29.	STAFF AND CUSTOMER SERVICE	23
30.	SERVICE LEVELS AND PERFORMANCE	23

31.	SECURITY REQUIREMENTS	24
32.	INTELLECTUAL PROPERTY RIGHTS (IPR)	24
33.	CONTRACT PERFORMANCE LEVELS, DELIVERABLES ACCEPTANCE CRITERIA AND PAYMENT	24
34.	BUDGET	24
35.	BASE LOCATION	24
36.	IR35.....	25

Guidance Note: You must read through the following template and make changes to it where appropriate to make it specific to your procurement. If you are in doubt about making changes, please seek guidance from your Commercial Team.

Text highlighted in yellow should be amended as appropriate before publication. Where sections are deemed irrelevant, they may be removed once discussed with line managers / stakeholders.

Information provided in this Appendix B – Statement of Requirement, shall be used in the preparation of the contract document and will form the basis of the agreement between the Authority and the Supplier.

Notes highlighted in green are for internal guidance and must be deleted before publication.

1. PURPOSE

- 1.1 To enable systems integration of a single, coherent Skills Framework pan-Defence that will enhance the agility of our workforce and provide the underpinning infrastructure to help create an adaptable and agile workforce for the future.
- 1.2 The purpose of this work is to finalise and integrate a common people skills architecture pan-Defence, including:
 - Capability Architecture – a structured framework for all military and civilian roles in Defence.
 - Skills Framework – a structured data set for recording qualifications, knowledge, experience and competencies and training required by every role, or group of roles, pan-Defence.
 - Skills Passport – a structured data set for documenting qualifications, knowledge, skills and experience held by each individual.

2. BACKGROUND TO THE AUTHORITY

- 2.1 This work is led by the Chief of Defence People on behalf of the Top-Level Budget (TLBs) holders, within the MOD. As the Defence Authority for People the Chief of Defence People is responsible for setting and assuring policies and processes for people, including for training and education, to allow the TLBs to deliver a joined-up and effective whole-force capability.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 In 2018, the National Audit Office and Public Accounts Committee undertook enquiries in respect of skills levels. They commented on Defence's approach to managing skills gaps, their main criticism being a lack of a 'credible recovery plan' and offered a number of recommendations, which the Government accepted.
- 3.2 The Securing Skills in Defence (SSiD) programme responds to their recommendations. SSiD is constructed around three areas of focus. The first; how Defence can work with industry partners to co-create and co-own interventions to shared skills problems. The second; augmenting existing recovery activity being undertaken by the Armed Forces by introducing transformative MOD led interventions. The third; improving workforce agility, including the development of a unified capability management approach. Underpinning all this activity, is a pan-Defence skills framework.
- 3.3 A pan-Defence Skills Framework aims to provide Defence with the architecture and mechanisms to understand the skills and skills levels required for each role within Defence and improve Defence's overall approach to strategic workforce planning. The initial phase of this work, which concluded in December 2019, produced a five-level framework and proposed taxonomy which is currently being refined in concert with the single Services, for endorsement by the Military People Leadership Team (MPLT).
- 3.4 The single Services and Civil Service currently use different architectures and terminology to define the activities undertaken by their personnel. These taxonomies are often closely aligned to workforce group and Service identity and conflate organisation structure and function. While terminology is readily understood at TLB level, the lack of comparability across TLBs has major disadvantages for both Defence and individuals:
 - Drives complexity into strategic Defence activities including force generation and workforce planning;
 - Inhibits the sharing of people capability across Defence, reducing workforce agility;

- Reduces the visibility of skills supply and skills demand across Defence, impacting effective and rapid resourcing;
 - Makes it difficult for individuals to understand career opportunities (either within their TLB or intra-TLBs);
- 3.5 Delivering a single, coherent Skills Framework across Defence will enhance the agility of our workforce and provide the underpinning infrastructure that will help create the fighting force we need for the future.

4. DEFINITIONS AND ACRONYMS

Expression or Acronym	Meaning
TLB	Top Level Budget e.g. Army, Royal Navy, Royal Air Force, Head Office and Corporate Services
sS	Single Services, the Army, Royal Navy and Royal Air Force
PCD	People Concepts and Development
SSID	Securing Skills in Defence
MPLT	Military People Leadership Team
DPLT	Defence People Leadership Team
CDP	Chief Defence People

5. THE REQUIREMENT

- 5.1 The requirement is to provide appropriate subject matter expertise to:
- 5.1.1 support ongoing development and refinement of a pan-Defence Skills Framework that will realise identified benefits and support Defence priorities;
 - 5.1.2 work with colleagues from MOD Head Office and the single Services to identify the breadth of current (and potentially new) systems and processes utilised across Defence that could or should integrate with the Skills Framework to realise full potential;
 - 5.1.3 conduct a gap analysis against each of the identified systems or processes to assess the work required to enable part or full integration against those identified at 5.1.1;
 - 5.1.4 articulate 'user journeys' that support and enable implementation and integration of the Skills Framework. This should have utility across the spectrum of work required, including change management, communication and stakeholder management and refining technical and policy solutions;
 - 5.1.5 provide technical support to initial case studies, including through provision of an interim locally hosted IT solution or database to allow for initial testing of architecture mapping;
 - 5.1.6 work with colleagues in the PCD team and DBS to identify an appropriate technological solution (or solutions) that will enable delivery of the Skills Framework;

- 5.1.7 produce an evidence-based integration and implementation plan that will enable full integration of a pan-Defence Skills Framework by 2022;
- 5.1.8 provide subject matter expertise on skills management that ensures a Defence Skills Framework is both designed on best practice and is compatible with other recognised frameworks outside of Defence supporting ambitions to make it easier for Defence personnel to work across the Whole Force;
- 5.1.9 facilitate knowledge transfer and upskilling to the MOD team;
- 5.1.10 support colocation, ensuring facilities are provided to allow for the MOD team and the provider's team to be co-located. This may be achieved using both MOD and the Contractor's working environments. This may also include providing access to meeting facilities where these may not be available on the MOD estate, subject to Covid-related ways of working.
- 5.2 The scope of the requirement is to be provided in two phases to enable some flexibility in delivery during the Covid-19 pandemic. Both phases are to be delivered by one provider, but will be managed as independent phases. Phase 1 work will be completed remotely commencing July 2020 until Sept 2020. Phase 2 work will predominately be carried out at the Authority's sites, commencing Oct 2020 until Jan 2021. Phase 2 may potentially be delayed depending on social distancing measures, the Authority will endeavour to give as much notice as possible about recommencing of this work. All dates are subject to change.
- 5.3 Not used
- 5.4 Supporting activity, such as workshop planning, administrative support, etc is not included in the scope and such activities will be managed from within the MOD team.

6. KEY MILESTONES

6.1 The Authority will measure the quality of delivery against:

Phase	Milestone	Description	Timeframe
1	1	Provide input to the overall project Delivery schedule (as per scope in para 5.1.1, to include 5.1.9 & 5.1.10)	Within week 2 of Phase 1
1	2	Case study test IT solution or database (Ref para 5.1.5)	Within week 2 of Phase 1
1	3	Systems Integration Assessment (Ref para 5.1.2)	Within week 3 of Phase 1
1	4	Integration Gap Analysis (Ref para 5.1.3)	Within week 4 of Phase 1
1	5	Identification of User Journeys (Ref para 5.1.4)	By week 7 of Phase 1
2	6	Assessment and identification of IT solution (Ref para 5.1.6)	By week 3 of Phase 2
	7	Production of IT User Requirement Document	By week 6 of Phase 2

2		(Ref para 5.1.6 and 5.1.7)	
2	8	Systems and IT integration plan (Ref para 5.1.7)	By week 8 of Phase 2
2	9	Skills Framework full implementation plan (Ref para 5.1.7)	By week 10 of Phase 2

7. AUTHORITY'S RESPONSIBILITIES

- 7.1 The Authority is responsible for providing the Contractor with the relevant data and policy direction in order to provide guidance and advice on delivering against milestones. The Authority will also provide wider stakeholder guidance across the Department to understand interdependencies and systems access.

8. REPORTING

- 8.1 The Contractor shall deliver the products identified in the table at para 6.1 within the required timeframe.
- 8.2 The Contractor shall attend and contribute to weekly Project Management (PM) briefings and stand-ups, the rhythm for which shall be agreed in week one of Contract Award, and contribute when necessary to Governance Steering Board meetings and workshops as needed to deliver progress reports against deliverables.
- 8.3 The Contractor shall provide a weekly work stream project dashboard.
- 8.4 All corporate memory captured during workshop activity and stored on a MOD share point site.

9. CONTINUOUS IMPROVEMENT

- 9.1 The Contractor shall be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 9.2 The Contractor shall recommend new ways of working to the Authority during monthly Contract review meetings and delivery knowledge exchange and support capability building.
- 9.3 Changes to the way in which the services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.
- 9.4 New risks, issues or potential delay to delivery of key milestones must be brought to the Authority's attention at the earliest opportunity and mitigation or change of action agreed prior to any changes being implemented.
- 9.5 The Contractor shall contribute towards knowledge transfer and support capability building in the joint project team.

10. SUSTAINABILITY

- 10.1 There are no sustainability considerations for this requirement.

11. STAFF AND CUSTOMER SERVICE

- 11.1 Contractor's staff assigned to the Contract shall have the relevant subject matter expertise and/or qualification(s) to deliver the Contract.

11.2 The Contractor shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

11.3 In accordance with the United Kingdom's tax avoidance legislation an IR35 assessment has been conducted. It is confirmed that the intermediaries' legislation applies to this engagement. The means that anyone that is engaged on this arrangement must be placed on the Contractor's payroll so that Income Tax and National Insurance contributions can be deducted at source.

12. SERVICE LEVELS AND PERFORMANCE

12.1 The Authority will measure the quality of the Supplier's delivery by:

12.1.1 [Please provide information of the required service levels and / or Key Performance Indicators (KPI) that the Contractor will be expected to achieve and against which the Supplier's performance will be assessed. Please insert in text and include Service Level Agreement (SLA) / KPIs in table form.]

KPI/SLA	Service Area	KPI/SLA description	Target
1	Project status and management	Weekly all-team meetings (in person or by telecon phone), end of week leadership meetings (project managers from both sides), weekly highlight report (risks/issues/key decisions)	100%
2	Systems Integration and benefits realisation	No later than week five complete integration assessment, with gap analysis complete no later than week seven. These should allow for a full integration plan to be scoped and delivered no later than week 20 with the necessary and relevant internal approval processes agreed.	100%
3	Articulate the user journey	Identify a package of user journeys which demonstrate potential utility, benefit and user experience.	100%
4	Mentoring of the TLB partners to maximise ambition for the Skills Framework	Ensuring that subject matter expertise and best practice, coupled with evidence-based best practice enables benefits realisation and supports business and culture change	100%
3	Building Capability	Deliver knowledge transfer that enhances existing skills and shares experience at senior levels. Effectiveness of transfer will be measured during routine performance evaluation (conducted by MOD) of recipients of such training.	100%

13. SECURITY REQUIREMENTS

13.1 Not used.

13.2 Not used.

13.3 The Contractor will comply with security requirements which includes contractors holding SC and protect information in accordance with the Defence Information Management Passport (DIN2017 DIN07-131).

14. INTELLECTUAL PROPERTY RIGHTS (IPR)

14.1 The Contractor will have access to third party data and shall be responsible for complying with all IPR rights agreed between the MOD and any third party.

15. CONTRACT PERFORMANCE LEVELS, DELIVERABLES ACCEPTANCE CRITERIA AND PAYMENT

15.1 The People PCD Lead will attend any meetings arranged with the Contractor and monitor their progress on the Deliverables and their current performance, escalating any risks to delivery up their line management chain to 1* level.

15.2 The Contractor will held to account by the People PCD Lead throughout the Contract in relation to their performance in meeting the agreed delivery dates for each Deliverable. This will enable approval Acceptance / Sign Off of each Deliverable as it is achieved and ensure payment to the Contractor is not delayed.

15.3 Payment will only be made to the Contractor following satisfactory completion of each Deliverable. Before payment can be processed on CP&F, the Contractor's invoice must include a detailed elemental breakdown of work completed and the associated costs. Payment of any Contractor's invoices submitted on CP&F will be reviewed by the People PCD Lead and agreed with their 1*. Payment on CP&F will be receipted, once the People PCD Lead / 1* is satisfied that the respective Deliverables have been completed in full.

16. BUDGET

16.1 The Total Value of the Contract is £589,770 (Excluding VAT).

17. BASE LOCATION

17.1 The base location for the services shall be MOD, Whitehall, London SW1A 2HB and at the temporary MOD satellite office near to Whitehall. However due to the limited availability of space, the location of the Services shall be carried out at a variety of sites that ensures maximum value for money at minimum expense.

17.2 The Authority will pay reasonable out of pocket travel (using the most economical mode of transport) and subsistence expenses, properly and necessarily incurred in the performance of the Services, calculated at the rates and in accordance with the MOD expenses policy.

17.3 Sites include MOD, Whitehall, London SW1A 2HB, The contractor's premises, the TLBs, and external partners offices. London shall be the main location or locations served by the industry team members providing they are within normal daily travel limits. Travel expenses shall be in line with MOD policy.

18. IR35

18.1 This requirement has been assessed as being out of scope of the Off-Payroll working rules (IR35) Intermediaries legislation

Pricing Document - Redacted

Contract Terms and Conditions

Contract conditions as per the MOD ECP Framework RM 3806 Terms and Conditions with additional MOD DEFCONS and DEFFORMS below;

DEFCON 76 (ISC)

DEFCON 76 (ISC) (Edn. 12/19) - Contractor's Personnel At Government Establishments

DEFCON 514

DEFCON 514 (Edn. 08/15) - Material Breach

DEFCON 522

DEFCON 522 (Edn. 11/17) - Payment and Recovery of Sums Due

DEFCON 530

DEFCON 530 (Edn. 12/14) - Dispute Resolution (English Law)

DEFCON 531

DEFCON 531 (Edn. 11/14) - Disclosure of Information

DEFCON 656A

DEFCON 656A (Edn. 08/16) - Termination for Convenience (Contracts Under £5M)

DEFCON 658

DEFCON 658 (Edn. 10/17) - Cyber

DEFCON 674

DEFCON 674 (Edn. 09/19) - Advertising Subcontracts (Public Contracts Regulations 2015 only)

DEFCON 678

DEFCON 678 (Edn. 09/19) - SME Spend Data Collection

DEFCON 703

DEFCON 703 (Edn08/13) IPR – Vesting in the Authority

Note - The Contractor shall not “Off Shore” any MOD personnel’s personal data. For the avoidance of doubt this means that no MOD personnel’s personal data can be stored, viewed, accessed or transmitted outside the UK.

DEFFORM 111

Appendix - Addresses and Other Information

1. Commercial Officer

Name: Chris Lydon

Address: HO Comrcl, Kentigern House, 65 Brown St, Glasgow G2 8EX

Email: Christopher.lydon900@mod.gov.uk

2. Project Manager, Equipment Support Manager or PT Leader (from whom technical information is available)

Name: Lisa Ireland/Charlotte Preece

Address Northumberland House, 1 Northumberland Ave, Whitehall, London

Email: Lisa.Ireland645@mod.gov.uk/Charlotte.Preece657@mod.gov.uk

3. Packaging Design Authority Organisation & point of contact:

(Where no address is shown please contact the Project Team in Box 2)

4. Drawings/Specifications are available from Project Manager

5. Intentionally Blank

6. Quality Assurance Representative:

Commercial staff are reminded that all Quality Assurance requirements should be listed under the General Contract Conditions.

AQAPS and **DEF STANs** are available from UK Defence Standardization, for access to the documents and details of the helpdesk visit <http://dstan.uwh.diif.r.mil.uk/> [intranet] or <https://www.dstan.mod.uk/> [extranet, registration needed].

7. Public Accounting Authority

1. Returns under DEFCON 694 (or SC equivalent) should be sent to DBS Finance ADMT – Assets In Industry 1, Level 4 Piccadilly Gate, Store Street, Manchester, M1 2WD

☎☎ 44 (0) 161 233 5397

2. For all other enquiries contact DES Fin FA-AMET Policy, Level 4 Piccadilly Gate, Store Street, Manchester, M1 2WD

☎☎ 44 (0) 161 233 5394

8. Consignment Instructions The items are to be consigned as direction provided by the Project Manager.

9. Transport. The appropriate Ministry of Defence Transport Offices are:

A. DSCOM, DE&S, DSCOM, MoD Abbey Wood, Cedar 3c, Mail Point 3351, BRISTOL BS34 8JH

Air Freight Centre

IMPORTS ☎☎ 030 679 81113 / 81114 Fax 0117 913 8943

EXPORTS ☎☎ 030 679 81113 / 81114 Fax 0117 913 8943

Surface Freight Centre

IMPORTS ☎☎ 030 679 81129 / 81133 / 81138 Fax 0117 913 8946

EXPORTS ☎☎ 030 679 81129 / 81133 / 81138 Fax 0117 913 8946

B.JSCS

JSCS Helpdesk No. 01869 256052 (select option 2, then option 3)

JSCS Fax No. 01869 256837

www.freightcollection.com

10. The Invoice Paying Authority

Ministry of Defence, DBS Finance, Walker House, Exchange Flags Liverpool, L2 3YL

☎☎ 0151-242-2000 Fax: 0151-242-2809

Website is: <https://www.gov.uk/government/organisations/ministry-of-defence/about/procurement#invoice-processing>

11. Forms and Documentation are available through *:

Ministry of Defence, Forms and Pubs Commodity Management PO Box 2, Building C16, C Site, Lower Arncliffe, Bicester, OX25 1LP (Tel. 01869 256197 Fax: 01869 256824)

Applications via fax or email: Leidos-FormsPublications@teamleidos.mod.uk

*** NOTE**

1. Many **DEFCONs** and **DEFFORMs** can be obtained from the MOD Internet Site:

<https://www.aof.mod.uk/aofcontent/tactical/toolkit/index.htm>

2. If the required forms or documentation are not available on the MOD Internet site requests should be submitted through the Commercial Officer named in Section 1.