# 14 Mar 2022 (Updated from 11 Aug 2021)

SRO

SRO Budget Holder – DIO Fin-Ops AH Fin

Copy to:

Hd DCT

OPC Programme Manager

**BUSINESS CASE FOR EXTERNAL DIGITAL ASSISTANCE TO OVERSEAS PRIME CONTRACT (OPC) PROGRAMME FOR THE ANALYSIS, DESIGN AND DELIVERY SUPPORT OF TRAINING PACKAGES FOR THE MOBILISATION AND TRANSITION TO BUSINESS AS USUAL OF THE OPC PROGRAMME (EXCLUDING SAI).**

1. **TLB:** Defence Infrastructure Organisation (DIO)
2. **Issue**. The OPC contract model represents a significant change in the way DIO has previously sought to mobilise, deliver and manage new contractual arrangements. Success is predicated on identifying, designing, delivering and assuring a professional and comprehensive training programme to underpin the change process. To achieve this outcome OPC needs access to Training Development Adviser (TDA) for design and Training Development Team (TDT) for digital support. DIO is neither resourced nor do they possess the digital expertise to undertake this task.
3. **Programme**: The OPC Programme will provide safe, efficient, resilient and agile Contracts which will deliver Facilities Management (FM) services to customers living and working on the MOD’s overseas estates. The OPC Programme consists of five individual Contracts; Gibraltar, Cyprus (Hard and Soft Facilities Management), Germany/Wider Europe and South Atlantic Islands.[[1]](#footnote-2)
4. **Recommendation**. The Approving Authority is invited to approve the request for funding to secure the below services:
   1. Following the successful appointment of an external TDA and TDT for the FDIS Built Estate (BE), and using Learning from Experience[[2]](#footnote-3) (LFE), the OPC Programme is requesting a similar procurement of external TDA and TDT assistance over a period of 12 months[[3]](#footnote-4) (from April 2022) to undertake the design and delivery of training material required to support mobilisation and subsequent delivery of the OPC Programme. This will include **Tier 1 Webinar** material development and also **Tier 2 Practitioner material development including “Train the Trainer” capability for classroom training delivery.** All developed material will be designed for hosting on the Defence Learning Environment (DLE).
   2. The estimated Approved Budgetary Level for this procurement of not exceeding £295K during FY22/23 exclusive of all non-recoverable VAT.
   3. **Please note** that this is a revised Business Case requesting additional funding from the previously approved Business Case (v0.5 Aug 2021). The tender received was significantly over the original approved funding of £195K and following discussions with the External Assistance and clarification of the requirements, the request for additional funding was necessary.[[4]](#footnote-5)

And to note;

* 1. The TDA and TDT digital skill sets required to undertake the tasks are not available from DIO resources.
  2. That two levels of digital support required are:
     1. TDA and TDT to take our training requirement and the results of the Programmes TNA and develop the materials existing from BE to provide a consistent training approach. Additional OPC specific material will be required.
     2. TDA and TDT support to analyse and design training material to support the wider benefits exploitation sought under the new contractual arrangements.
  3. The procurement route to be adopted has been determined by DIO Commercial.
  4. Extant CAPMO advice is that Cabinet Office via FMPA approval is not required for this case.
  5. As guidance within MOD, all training, education, learning and development activity, where Government resource is being spent, is to be governed in accordance with Defence Systems Approach to Training (DSAT).
  6. OPC will utilise the training programme within the FDIS BE project, amending it and including additional development where specific OPC needs dictate. Due to timings it was not possible to take forward Tier 1 Webinar and Tier 2 Practitioner OPC Training with other DIO projects (FDIS Training Estate and United States Visiting Forces Prime (USVFP)), they will follow the same approach therefore aligning the training approach across the wider MPP DCT portfolio.
  7. The training package will be provided to Regional Delivery (RD) for continued updating and use during the Contract period to allow new staff to utilise the training on an ongoing basis. This will be in addition to annual refresher training, which is already incorporated into the contract documents, with training being delivered by DIO.

1. **Timing**. **Urgent.** Assistance is required from April 2022 to achieve deadlines to support the delivery of a training programme for OPC (First Project ISD of Oct 2022 - Gibraltar).
2. **Consultancy Category:** Professional Services 2.7 Digital.
3. **Affordability**: This BC will be reviewed by the DIO Fin Ops team to determine if it is affordable within the Regional Delivery DIO Fin Ops Central EA budget for FY 22/23.

**Background**

1. **LFE, impact assessment and transition management**. Extensive work has been already undertaken by the FDIS Programme in the collection of LFE and impact assessments and throughout the FDIS BE Transition where this approach for training delivery has already commenced.
   1. **LFE**. LFE at the outset of the programme clearly identified that DIO staff felt inadequately trained or prepared to administer, manage and deliver the current NGEC contracts due primarily to a lack of training and education prior to contract mobilisation. LFE also established that refresher training through the life of the contract had not been designed or implemented. The impact on DIO staff was that they were neither prepared nor digitally competent to adequately implement and deliver the NGEC contracts, either through mobilisation or into the business as usual delivery environment.
   2. **Impact assessment and transition management**. The DIO RD liaison team embedded in the FDIS BE Project worked for several months in 2019 with stakeholders from across the DIO and the customer stakeholder base to critically analyse and assess the change and likely impacts of the application of the new contractual arrangements being implemented by FDIS BE. A common theme being identified by all stakeholder input is the need to address training and education as a key enabler of the transition management process that needs to be undertaken. It can be confirmed that within OPC, the same views exist across all key stakeholders regarding the level of training required for this transition to meet all success criteria metrics; each of the transition workstreams have identified training needs.

**Requirement**.

1. OPC has commenced with a top level training needs analysis (TNA) that will support this request and lead to the design and delivery of a training package to support both the operationalisation of the OPC contracts and the subsequent exploitation of the wider benefits and capability afforded by the OPC Programme projects post initial operating capability (IOC). Using lessons learned from the FDIS BE project and together with the OPC transition, it is envisaged that by using the same training supplier as the FDIS programme, if possible, then significant savings and efficiencies can be made in utilising training material that can be re-purposed across all the projects transition. The Framework utilised does include the current FDIS Contractor so the opportunity to exploit exists should they be successful at tender.
2. OPC and OPC Commercial have engaged with DIO FDIS Commercial to begin dialogue regarding the process to procure the external assistance. The training approach will follow that of the FDIS BE programme and will be to split it into 3 distinct levels starting with a Foundation package (Tier 1), followed by a Functional Practitioner level (Tier 2) and then completed by undertaking a Joint Induction programme with the newly appointed Contractors (Tier 3).
3. The plans for OPC are as follows:

* **Tier 1 Foundation e-learning** has been added as a contract amendment to the existing contract with Virtual College.[[5]](#footnote-6)
* **Tier 1 Webinars.[[6]](#footnote-7) DIO OPC will develop content for a series of three Webinars – OPC Introduction, OPC Package and OPC Management. This will be reflected for both HFM and SFM.** External Assistance is required to design and convert the material for hosting on the DLE platform for future access. It is estimated that this activity could be completed at a cost of **circa £40k**.
* **Tier 2 Practitioner.** Procure an external training supplier to bespoke Tier 2 Practitioner functional training material and to develop new specific OPC training requirements material. Although some of the FDIS BE Tier 2 training content can be re-purposed for OPC, there are OPC specific workstreams required and therefore a dedicated team would be on boarded to provide support. This training will require the EA to have capabilities to provide Train the Trainer capability for three Authority staff members to deliver the Tier 2 Practitioner classroom package. It is anticipated that we will require EA support for up to 12 months to complete this activity – **total £255k** for full design and delivery support.
* **Joint Induction Training (Tier 3)** – No external support is required for this training currently by The Authority.

1. **TDA / TDT to support mobilisation.** Corporately, DIO has a good understanding of the initial type of training required to operationalise and mobilise the projects successfully. In this area TNA support is only required to confirm extant findings and then design and support delivery of the requisite training material (See Annex A).
2. The OPC Gibraltar project will be leading the way within the OPC programme with key LFE to be captured and implemented for the other OPC projects. DIO RD personnel, customers and incoming suppliers will all require training to understand and fully exploit the opportunities and benefits being presented.
3. **DSAT**.[[7]](#footnote-8) The delivery of a TNA and the subsequent design and delivery of training packages is a specialised task, routinely undertaken within MOD FLCs, through the utilisation of the DSAT process. The DSAT process comprises activities relating to the training analysis, design, delivery and assurance of all Defence training. ‘Training’ encompasses any training, education, learning or development. As a rule of thumb within MOD, all training, education, learning and development activity, where Government resource is being spent, is to be governed in accordance with DSAT. DSAT ensures that the training of our personnel contributes directly to Defence outputs and mitigates the risk that it may fail to do so. When applied correctly, DSAT will deliver training that is:
   1. Appropriate to the training need;
   2. Cost-effective;
   3. Accountable;
   4. Safe;
   5. Risk-focussed.
4. The DSAT process comprises 4 elements (plus management and governance activities which run through the entire process), which are:
   1. **Analysis**. Element 1 is the Training Needs Analysis (TNA) (*What is the requirement; is a new or amended training activity needed; and, if so, what kind?*). It is a 3-stage process that begins with the production of a Scoping Exercise Report, and then carries out the analysis, and finishes (at Element 4, Assurance) with a Training Needs Evaluation (TNE).
   2. **Design**. Element 2 is Design (*What should the training activity look like; who will deliver it, and with what resources?*). Design is a 3-stage process where the design of the training activity is completed
   3. **Delivery**. Element 3 is the practical Delivery of the training (*The training activity is delivered*). The delivery of a pilot course and the preparation of a “train the trainer” capability is required output of this task.
   4. **Assurance**. Element 4 is Assurance (*Is the training activity being delivered correctly and does it meet the requirement? Is the whole Training System fit for purpose?*) It is made up of evaluation, audit and inspection activities, which are conducted both internally and externally, and ensure that training activities meet the principles of the DSAT process. The assurance element of the DSAT process will be undertaken by DIO RD as part of the mobilisation process and transition through IOC to Full Operating Capability (FOC).
5. With consideration given to how much of the work undertaken for the FDIS BE project can be utilised/re-used to support the training delivery scope of the OPC projects, rough order of cost for the level of support required is circa £295,000 RDEL (inclusive of all non-recoverable VAT).

**Options**

1. The following options were considered:
   1. **Option 1 – Do nothing.** This will leave DIO staff, end users (TLB personnel) and future suppliers ill prepared to deliver and manage the new contracts. This option has been discounted.
   2. **Option 2 - DIO to lead on the analysis, design and delivery of training material**. DIO are neither resourced nor do they possess the digital expertise to undertake all elements of this task. This option has been discounted.
   3. **Option 3 - Use of DCT PfMO**. The MPP DCT PfMO are neither resourced nor do they possess the digital competence and experience required to undertake this task. This option has been discounted.
   4. **Option 4 – Use of Defence Academy.** The Defence Academy is a leading deliverer of training and education within MOD. The Academy however, whilst possessing the specialist digital skills required by DIO, has insufficient capacity to deliver the required outputs in the timeframe required. This option has been discounted.
   5. **Option 5 – Use of EA supported by DIO**. Specialist digital EA is routinely used across MOD’s FLCs to augment dedicated training design staff to deliver the training analysis, design, delivery and assurance of Defence training. This option will ensure the delivery of training is appropriate to the training need; cost-effective; accountable; safe and risk-focussed. MOD will retain IP rights to the training and receive the source file material in a format usable/editable by MOD. It is the intent that a minimum of three MOD staff will be trained by the Supplier to a sufficient level to allow minor changes to the training packs. This is the preferred option.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Option | Costs (£K inc VAT)  FY22/23 | Costs (£K inc VAT)  FY23/24 | Enough digital expertise | Enough resource or capability |
| Option 1 – Do nothing. | £0K | £0K | No | No |
| Option 2 – DIO RD | £0K | £0K | No | No |
| Option 3 – DCT PfMO | £0K | £0K | No | No |
| Option 4 – Defence Academy | £0K | tbc | Yes | No |
| Option 5 – Use of EA | £295K | £0k | Yes | Yes |

£295K is based on a refined bid proposal from External Assistance to deliver the requirements outlined in this Business Case and is exclusive of non-recoverable VAT.

**Recommended option**.

1. The recommended option is Option 5, utilising specialist digital EA to review the TNA and undertake the design and facilitate[[8]](#footnote-9) delivery of the Tier 1 and Tier 2 training material to support mobilisation of OPC.
2. **Cabinet Office (CO) approval**.
   1. CAPMO have advised that this revised Business Case remains out of scope of C&PS controls due to the nature of the requirement.
   2. There are new controls in place for Consultancy and External Professional Services. DIO CFO has delegation for £500k over a duration of 9months or less. Out with either of these limits is required to go through CAPMO and progression to FMPA. This case seeks a “digital support service” as opposed to a consultancy role and is planned to last 12 months’ duration. CAPMO advice was that CO approval is not required for this case.

**Risk**

1. There are three main risk categories identified:
   1. **SQEP Resource**. Specialist EA is the only reliable source of SQEP. DIO does not possess personnel with the digital skills set required to deliver this project. The skills do exist in the FLCs, however they are insufficiently resourced to take on a project of this size and complexity in the timescale required, with many operating on a 12-18 months lead time for priority taskings.
   2. **Reputational Risk.** DIO risks potential reputational damage if it fails to fully analyse , design, deliver and assure cost-effective appropriate training required to support mobilisation and subsequent delivery of the OPC Programme.
   3. **OPC Contract Delivery.** If this training is not delivered there is a high risk that TUPE and MOD contractor staff seek to deliver a continuation of the PJOBs contract. Under these circumstances the full benefits of the introduction of the OPC contract would be put at risk.

**HR Issues**

1. There are no HR issues associated with this business case. The capability being sought does not exist within DIO and therefore external digital assistance is required.

**Procurement strategy**

1. The procurement strategy has been discussed with DIO Commercial and the CCS frameworks will be utilised. A key element of the procurement strategy will be to build on work already delivered during the FDIS Training Programme. With the intent to retain consistency across the whole programme. Use of existing materials where MOD hold the IP rights will be utilised to reduce costs and maintain consistency. The final decision on procurement strategy is the sole responsibility of DIO Commercial.

**Governance**

1. Working level governance for the delivery of training analysis, design, delivery and assurance will be the responsibility of OPC Transition Management Teams with joint liaison in place to ensure consistency and appropriate prioritisation. EA support will be embedded within the project team and their activity controlled by the Project Manager, who will continue to update the Transition Working Groups throughout the project.

**Presentational issues**

1. The delivery of training that is appropriate to the training need; cost-effective; accountable; safe and risk-focussed is a fundamental part of the change process that has been advocated and widely publicised across the stakeholder community by DIO DCT Programmes. Successful delivery is a key enabler that will support transition during and beyond mobilisation and its delivery is essential in order to equip frontline staff from DIO and the customer base to maximise the benefits sought by the projects.

**Impact of not proceeding**

1. The impact of not delivering training that is appropriate to the training need; cost-effective and accountable would be:
   1. An inability to successfully mobilise and transition to new contractual arrangements thereby significantly constraining DIO’s strategic intent to align DIO’s contract management more closely to industry norms.
   2. A missed opportunity to correctly prepare, train and educate both DIO and customer staff to fully exploit the agility, responsiveness and flexibility of the provision of the new contract to deliver a new maintenance regime by utilising Industry Best Practice.
   3. The continued ability of IP to challenge or exploit lack of contractual awareness amongst DIO and customer staff.

**D Res: Approved / Not Approved Date:**

**Scrutiny and Approval Group Approved / Not Approved Date:**

**DG Finance: Approved / Not Approved Date:**

**Decision of the appropriate Minister with portfolio responsibility:**

**Approved / Not Approved Date:**

*(Signatories to be amended as required.)*

Annex:

1. Terms of Reference.
2. Approvals Form

Annex A to OPC

**STATEMENT OF REQUIREMENT FOR THE ANALYSIS, DESIGN AND DELIVERY OF TRAINING PACKAGES TO SUPPORT THE MOBILISATION AND BUSINESS AS USUAL DELIVERY OF OPC.**

Reference:

1. JSP822 Part 2, Version 3.2 (Jun 19).
2. **Introduction**. The delivery of the OPC Programme will represent a significant change to the way DIO has previously written, implemented, managed and assured its Hard and Soft Facilities Management (H&SFM) contracts. To support the introduction of the new contracts and LFE from FDIS we have identified the need for a comprehensive training and education package to be developed and delivered in time to support mobilisation and subsequent delivery through IOC to FOC.

1. **Requirement**. This contract requires the successful bidder to undertake the delivery of:
   1. An overview of the Training Needs Analysis (TNA) findings,
   2. Training design,
   3. Training packages,
   4. Training Delivery of pilot training course required to support both the operationalisation of the OPC Programme and the subsequent exploitation of the wider benefits and capability afforded by the Projects at IOC. Suppliers should note that the Authority have already completed an initial top-level TNA that will assist suppliers to commence development of the required Training packages in accordance with the Authority’s TNA.
2. **Scope and standards of deliverables**. The successful bidder will be required to operate in line with the Defence Systems Approach to Training (DSAT) as published in JSP822, Part 2, Version 3.2 (Jun19). The Buyer requires the following DSAT outputs:
   1. **Training Needs Analysis**. The Training Needs Analysis (TNA) (*What is the requirement; is a new or amended training activity needed; and, if so, what kind?*) should include a Scoping Exercise Report, the analysis, and a Training Needs Evaluation (TNE).
   2. **Training Design**. Training Design (*What should the training activity look like; who will deliver it, and with what resources?*) where the design of the training activity is completed
   3. **Delivery**. Practical Delivery of the training (*The training activity is delivered*). This is to be achieved via a Pilot Course.
3. **Duration of task.** The Authority requires the Supplier to start no later than Nov 21 and all outputs are to be delivered no later than the dates outlined against the individual Requirements in Para 7.
4. **JSP822 Defence Direction and Guidance for Training and Education**. The DSAT process is laid out in JSP822. The Buyer requires the successful supplier to adhere to JSP 822 in order to deliver training that is:
   1. Appropriate to the training need;
   2. Cost-effective;
   3. Accountable;
   4. Safe;
   5. Risk-focussed.
5. Full guidance as to the Buyer’s requirements and the DSAT process may be found at: <https://www.gov.uk/government/publications/jsp-822-governance-and-management-of-defence-individual-training-education-and-skills>
6. **Support operationalisation (mobilisation).** Corporately, DIO RD has a good understanding of the initial type of training required to operationalise and mobilise the project successfully. The training approach agreed will comprise of 3 Tiers:
   1. **Tier 1 Foundation e-learning** has been added as a contract amendment to an existing contract.
   2. **Tier 1 OPC Hard Facilities Management (HFM) Webinars.** DIO OPC will develop content for a series of three Webinars – OPC Introduction, OPC Package and OPC Management. Within each of these Webinars, key contract topics will be explored in more detail. The Authority will facilitate the Instructor led element of this requirement and the External Assistance will ensure DLE compatibility for the upload. Required by 06 July 2022.
   3. **Tier 2 OPC HFM Practitioner Instructor Led Classroom Training & Computer Based Training (CBT)** – Develop a 2.5-day classroom package of training to cover detailed practitioner level details of OPC. This package will be a variation of the material developed in 7 (a), exploring elements in greater detail. The package to be trialled as a pilot course before launch. Training for three MoD personnel to deliver the training (train-the-trainer) to be included. The training package to be converted into an equivalent CBT package to exist alongside the OPC Foundation CBT. Required by 06 September 2022.
   4. **Tier 1 OPC Soft Facilities Management (SFM) Webinars** - DIO OPC will develop content for a series of three Webinars – OPC Introduction, OPC Package and OPC Management. Within each of these Webinars, key contract topics will be explored in more detail. The Authority will facilitate the Instructor led element of this requirement and the External Assistance will ensure DLE compatibility for the upload. Required by 06 January 2023.
   5. **Tier 2 OPC SFM Practitioner Instructor Led Classroom Training & CBT** – Develop a 2.5-day package of training to cover detailed practitioner level details of OPC. This package will be a variation of the material developed in 7 (d) exploring elements in greater detail. Training for three MoD personnel to deliver the training (train-the-trainer) to be included. The training package to be converted into an equivalent CBT package to exist alongside the OPC Foundation CBT. Required by 06 February 2023.
   6. **Tier 3 Joint Induction Training** – No external support is required for this training currently by The Authority.

1. Individual prices are required for serials 7b, 7c, 7d, and 7e above.
2. The Supplier will be required to liaise with the incoming HFM/SFM Supplier and The Authority Subject Matter Experts (SMEs) to identify and incorporate information on processes, procedures and innovation that are unique to the incoming HFM/SFM suppliers for training packages. No TNA is required, a simple verification of the KLPs and Learning Specs (LSpecs) may be required, this will be established during liaison with the incoming HFM/SFM suppliers and the DIO.
3. The CBT courseware is to be compatible with the Defence Learning Environment (DLE) for delivery to trainees. A full pilot course for each CBT element is to be delivered by the Supplier, hosted on MOD DLE and run in real time.
4. The original source formatting of the Training Pack must be provided to The Authority in a format that allows The Authority to update and amend as required, in a format compatible with The Authority platforms.
5. The MoD to retain the Intellectual Property Rights to the CBT and Train the Trainer/Instructor Led material with all source files provided as editable PowerPoint slides.
6. It is worth noting that in advance of delegates undertaking the above Webinar and Practitioner level training, they will already have completed awareness training in the form of e-learning modules aimed at providing them with top level information regarding the OPC contract deliverables.[[9]](#footnote-10) The purpose of this practitioner level training is to provide them with the tools and knowledge to be able to carry out their roles effectively under the new contract.
7. Corporately, DIO RD has a good understanding of the initial type of training required to operationalise and mobilise the project successfully. In this area TNA support is only required to confirm extant findings and then design and deliver the requisite training material.
8. Table 1 and Table 2 below outline the individual Tier Training content which will be developed with The Authority by the successful Supplier.

**Tier 1 Webinar Training**

|  |  |  |  |
| --- | --- | --- | --- |
| **Title** | **Topic** | **Format** | **Linked To Requirement** |
| **OPC Introduction** | **OPC Introduction** | Webinar – Instructor Led | Linked to Requirement in Paragraph 7b. |
| **Mobilisation** |
| **Data Management** |
| **Collaborative Working**  including: \* working with winning contractor |
| **OPC Package** | **Module A Management Services & Module I Additional Services**  Not including KPI's |
| **Module B Help Desk & Module F Housing** |
| **Module C&D Inspection & Maintenance & Module H Soft FM services** |
| **Module K Overseas Services & Module V & Common Scenarios** Including Module V for both HFM/SFM |
| **OPC Management** | **Performance Management Regime & KPIs** |
| **SHEMS** |
| **Commercial Data & Finance (Booklets 2, 4 &5)** |
| **SFM Webinars** | | | |
| **OPC Introduction** | **OPC Introduction** | Webinar – Instructor Led | Linked to Requirement in Paragraph 7d. |
| **Cyprus SFM Mobilisation** |
| **OPC Package** | **Cyprus SFM Module F Housing & Module H SFM Services** |
| **Cyprus SFM Module A Management Services & Module I Additional Services** |
| **Cyprus SFM CRL** |
| **OPC Management** | **Cyprus SFM Performance Management Regime & KPIs** |
| **Cyprus SFM SHEMs** |
| **Cyprus SFM Booklet 2 & 5** |

Table 1 - OPC Tier 1 Webinar Training

**Tier 2 - All training must be available online in format compatible with DLE.**

|  |  |
| --- | --- |
| **Title** | **Linked To Requirement** |
| **Booklet 2** | Linked to Requirement 7c. |
| Performance Management |
| Mobilisation & Transition |
| Early Warnings |
| Escalation |
| **Booklet 3** | Linked to Requirement 7c. |
| Introduction |
| AL-01 Modular Approach |
| Organisation |
| Affected Property |
| SHEMs |
| Information Systems & Data Management |
| Quality Management |
| IRL |
| Change Man/AWS |
| Contractors Relationship Management Plan |
| TBI & FCM |
| Estate Documents and Records |
| Information Gateway |
| Training |
| Contractors Plan |
| Contractors Management Plan |
| Common Scenarios |
| Module B - Helpdesk |
| Module C - Stat & Mand |
| Module D - Maintenance Services |
| Module F - Housing |
| Module H - Soft FM Services |
| Mod I - Additional Services Handbook |
| Module K - Overseas Services (GFE & Stores Management) |
| Module V - Operations |
| **Booklet 4** | Linked to Requirement 7c. |
| Demarcations - especially where they differ from current contract; must be linked to CMH |
| **Booklet 6** | Linked to Requirement 7c. |
| Added Value |
| **Site Specific Training** | Linked to Requirement 7c. |
| Gibraltar Specific Elements |
| Cyprus HFM Specific Elements |
| Cyprus SFM Specific Elements |
| Germany & WE Specific Elements |
| Benefits Realisation/Risk Management |
| **OPC SFM Booklet 2** | Linked to Requirement 7e. |
| Performance Management Regime |
| Mobilisation & Transition (CRADS & ORR) |
| Collaboration, changing culture |
| Finance - SFM financial processes, including Force Trading Account |
| **OPC SFM Booklet 3** | Linked to Requirement 7e. |
| Introduction |
| Organisation, include roles and responsibilities by appointment both contractor, DIO and Command |
| Security |
| SHEMs |
| Sustainable Development and Environmental Management |
| Fraud Prevention |
| Information Systems and Data management |
| Change Management Process |
| Early Warnings |
| Business Continuity |
| Relationship Management |
| Supplier Management |
| Secondment of Employer's Staff - Care Catering Manpower |
| Contractors Plan and Contractors Management Plan |
| Records, Meetings and reports (Governance and Assurance) |
| Exit Strategy |
| Common Scenarios |
| Module B - SFM Helpdesk |
| Module F - Housing Service, to include Defence Accommodation Stores (DAS) - Support to Housing management |
| Module H - Soft FM Services |
| Catering Retail and Leisure (CRL) Services |
| Inflight Catering & Short-term catering |
| Cleaning Services |
| Extraneous Services |
| Recycling & Waste Services |
| Mod I - Additional Services |
| Module K - Overseas Services (GFE & Stores management) |
| Module VL-01 - Preparation for Operations VL-02 - Response to Operational Needs- Cyprus based VL-03 - Response to Operational Needs |
| **Booklet 4** | Linked to Requirement 7e. |
| Demarcations (What is in/out/new) |
| **Booklet 6** | Linked to Requirement 7e. |
| Added Value |
| **Scenarios & Wargaming** | Linked to Requirement 7c & 7e. |
| **CAFM System** | Linked to Requirement 7c & 7e. |

Table 2 - OPC Tier 2 Practitioner Training

Annex B to OPC

**BUSINESS CASE APPROVALS**

**Originator Details**

|  |  |  |
| --- | --- | --- |
| Name and Initials (in capitals) |  | Signature |
| REBECCA FISHER |  | Rebecca Fisher |
| Grade/Rank & Appointment |  | Date |
| C1 – OPC Gibraltar Assistant Project Manager |  | Issue 11th August 2021  Re-Issue 8th Sep 2021 (incl. Jason Day comments)  Re-Issue 26th Oct 2021 (reintroduce Train the Trainer requirement)  Re-Issue 24th Mar 2022 (request for additional funding) |

**Budget Holder**

The recommended option is approved

|  |  |  |
| --- | --- | --- |
| Comments (if applicable) | | |
| Name and Initials (in capitals) |  | Signature |
|  |  |  |
| Grade/Rank & Appointment |  | Date |
|  |  |  |

**Budget Manager**

The recommended option is approved

|  |  |  |
| --- | --- | --- |
|  | | |
| Name and Initials (in capitals) |  | Signature |
| MICHELLE POPPLESTONE/ CLARE KNOX |  |  |
| Grade/Rank & Appointment |  | Date |
|  |  |  |

**Commercial**

The recommended option is approved.

|  |  |  |
| --- | --- | --- |
| Comments (if applicable) | | |
| Name and Initials (in capitals) |  | Signature |
| AMY JOHNSON |  |  |
| Grade/Rank & Appointment |  | Date |
| C1 DIO Commercial Officer |  |  |

1. South Atlantic Islands will not require a Training Package Development due to current Project timings [↑](#footnote-ref-2)
2. FDIS BE and Accommodation LfE [↑](#footnote-ref-3)
3. 9 months is required due to the staggering of the OPC Projects and the timing reflective of when requirements will be mature to include in the training packages. Original BC approval was on an 18month contract, however this has been revisited and updated. [↑](#footnote-ref-4)
4. This funding request is for both OPC HFM and SFM projects. HFM location specific updates should be minimal with the aim of updating in-house. [↑](#footnote-ref-5)
5. This has now been successfully delivered and uploaded to the DLE. [↑](#footnote-ref-6)
6. The original BC was approved based on DIO OPC developing the content for a series of 17 webinars (10 HFM, 7 SFM). Following LFE from FDIS this has been updated to follow the same format that has been successful within the FDIS Programme. [↑](#footnote-ref-7)
7. DSAT (Lite) process will be used to ensure the structure and outputs align whilst ensuring the SMEs are given ample time to input and build. This is LfE from the FDIS Training. [↑](#footnote-ref-8)
8. Pilot Training Course and understand the edit abilities DIO will have post-delivery. [↑](#footnote-ref-9)
9. Tier 1 Foundation e-learning has been added as a contract amendment to the existing contract with Virtual College. This will aid the development of the Tier 1 Webinar and Tier 2 Practitioner training package (Tier 1 OPC Foundation e-Learning went live in Jan 2022). [↑](#footnote-ref-10)