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OVERVIEW OF THE AUTHORITY

To support development of Dstl's high level operating model and organisational design that will enable Dstl to deliver the new strategy and continue to be viable in the future, retaining agility to address emerging threats and opportunities. The programme is supported through the [redacted] and is led by the [redacted]

Work will be completed by 15th March 2024

BACKGROUND TO YOUR REQUIREMENT

Dstl is an Arm's Length Body of the Ministry of Defence, delivering high impact science and cutting-edge technology for the Defence, security and prosperity of the UK. Dstl staff, predominantly civil servants, have a background in science or engineering. [redacted]

In March 2023 Dstl released a new strategy with the ambition that Dstl will deliver greater impact at increased pace, focusing on their stakeholders' most important challenges. To achieve this Dstl has identified four strategic themes which will be at the heart of their approach. These are:

1. Enabling operational advantage at pace
2. Preparing for the future
3. Shaping the Defence and Security landscape
4. Leveraging and influencing internationally

Dstl's current operating model has evolved over many years. Individual elements have been revised without fully understanding the broader system implications. More recent changes have focused on local autonomy to pursue organic growth which has been successful in part. Significant customer demand has resulted in more work than Dstl are able to deliver effectively. Dstl's strategy has revised its organisational focus and purpose, which drives the need to review and refresh the current operating model and create a sustainable organisation.

There is a need for an operating model to support delivery of the new strategy and show Dstl as a critical component within the wider Defence science and technology (S&T) system a key part of which will be enables prioritisation of work based on impact and allows Dstl to maintain a sustainable portfolio. To do this the operating model will be aligned to support the delivery of the strategy - so that the structures are in place to enable the delivery of greater impact at increased pace, focusing on stakeholders' most important challenges.

Dstl's future operating model and organisational design will:

- Ensure Dstl's structures, processes and incentives are optimised to support these ambitions, and that Dstl can develop and sustain the right skills to deliver the strategy.
- Substantiate Dstl's position as a critical component within Defence and support MOD becoming a great science department that makes best use of S&T.
- Enable Dstl to develop diverse networks across the S&T ecosystem, both internal and external partners, that are brought together to focus on innovative and affordable solutions to the highest priority challenges faced by Defence and Security.
- Support Dstl's efforts to drive effective pull through and exploitation of S&T to provide military capability into the hands of the user at pace (i.e. enable operational advantage at pace). Have collaboration at its heart to enable and support operating as One Dstl, as part of a wider Defence Ecosystem. It must enable effective collaboration within Dstl and with a growing supply base comprising industry, academia and international partners.
- Strengthen leadership and simplify and clarify leadership roles.
- Strengthen management control; ensuring clear lines of accountability and responsibilities, to ensure Dstl is a safe, secure, assured and trusted organisation.
- Drive an improved safety culture.
- Ensure Dstl is an efficient organisation; prioritising work, removing duplication and bureaucracy, and ensure Dstl makes effective and efficient use of its people.
- Ensure spans of control in the S&T delivery units and Operations are effective and safe.
- Put people at the heart of the organisation; identifying the key skills and capabilities required to deliver the strategy.
- Be accessible and comprehensible by all staff so they understand their role in the wider system, the processes they need to follow and, how and when they need to engage with others.

YOUR REQUIREMENT

Dstl is seeking a consultancy partner to work collaboratively and develop options for a target operating model (TOM) that will enable Dstl to achieve the new strategy. We are looking for a partner with expertise in, and a successful track record of, operating model design and implementation, as well as an ability to inject fresh ideas into Dstl's ways of thinking and challenge perspectives. Ideally they will understand MOD and Dstl's position within MOD, as well as experience working with S&T or R&D organisations.

Dstl has conducted a high level analysis of the effectiveness and efficiency of the current 'as-is' operating model (including an understanding of what is and is not working well, and some of the causes behind this) and opportunities for change. These documents are to be used as the basis for the following subsequent work.

Dstl is looking for the consulting partner to review, refine and aid down selection of recommended options for a target operating model for consideration and develop a roadmap to implement this into organisational design. These will constitute a high level operating model for the whole organisation; it will seek to integrate other ongoing change activities, or provide guidance on where and how change activities can be re-directed to better align to the strategy. The redesign of the operating model will be wide-reaching, covering all people, process, structures and incentives. [redacted] will make the final decisions.

The TOM should address, as a minimum, the following themes and seek to answer the questions posed below:

1. **Strategic alignment & prioritisation:** Dstl has a new clear strategy. Processes for setting priorities, aligning resources and measuring success should be built into future governance within the operating model. What are the core value streams that will enable Dstl to achieve the strategy? How can Dstl set its priorities (and de-prioritise other activities) and align all levels of the organisation behind these priorities? How can Dstl identify and understand the appropriate interdependencies? How can Dstl be optimally designed to enable successful delivery of the new strategy, to ensure common purpose and priorities throughout the organisation? What can Dstl learn from other successful organisations on the use of metrics and benchmarks, particularly when their product is intangible like scientific knowledge and/or advice?
2. **Partnering:** Partnering is at the heart of Dstl's strategy, be that: internal collaboration between different S&T capabilities coming around a single customer challenge; partnering with their supply base in industry and academia; collaborating with international partners; working with capability sponsors to enable rapid exploitation of S&T; or working with senior Ministry of Defence (MOD) stakeholders to ensure that the right questions are asked to make cost-effective, evidence based decisions at the right time. How can Dstl be optimally designed to enable the development and maintenance of trusting partnerships to support achieving Dstl's ambition? What are

the critical risks of being reliant on partnerships for delivery and how can they be mitigated? What are the metrics Dstl should use to monitor and determine the success of their partnerships? What are the skills, capabilities and mind-set that need to be developed and promoted in Dstl staff and leaders to sustain effective trusting partnerships whilst retaining a 'One Dstl' ethos and identity?

3. **Efficiency & Management Control:** Dstl's position as a critical component within Defence and Security, means it is vital that it is a safe, secure, assured, trusted and efficient organisation. What are the key changes Dstl can make to reduce bureaucracy, increase efficiency whilst increasing management control of all activities? What are the gaps in the information, digital and physical enablers to support effective management control? How can Dstl be designed in a way that makes the organisation robust, efficient, and effective at delivering on key priorities; balancing centralised prioritisation and control, with delegations and the ability for localised decision making to enable agility? What are some of the key lessons learned from designing other organisations? Where should the different management control actions and holding to account be applied within Dstl (programme, capability or organisational axis) to achieve best effective and efficient control? How do we ensure roles and responsibilities are clear, adhered to and respected?

As a minimum the TOM should include:

- Mapping of the value streams that will support Dstl achieve its strategy and operate effectively in a coherent end-to-end fashion, identifying the key accountabilities and responsibilities across the value streams.
- Organisational design(s) that will support the TOM. Significant re-design options below the Executive level can be considered, but all must be cognisant of the balance between centralisation v decentralisation, key roles and responsibility, assurance, legal safety requirements, getting best value from corporate services, the benefits and dis-benefits of matrix management, and the need to continue to deliver as we change.
- The leadership, skills and capabilities required for the operating model to function effectively as intended.
- The overarching governance framework and incentives to support the operating model when implemented and any gaps in the digital, physical and information enablers to support it.

Providing that a recommended operating model is accepted by the [redacted], Dstl will require a roadmap for implementation. The consulting partner will develop the roadmap, providing (as a minimum) recommendations on priority areas for implementation (to have greatest effect quickly), implementation tranches, timeframe and rough order implementation costs. This should be cognisant of the level of change complexity, identifying and mitigating implementation risks, including minimising the impact on BAU activities.
The roadmap should also detail the requirements for skills and resources to manage and oversee the operating model going forward and the culture and behavior requirements that links with the One Dstl Programme.

Depending whether the target operating model and organisational design provided are accepted by the [redacted], it is possible that further detail work be requested.

BASE LOCATION

[redacted]

PAYMENT

[redacted]

STAFF VETTING, EXPERIENCE AND QUALIFICATIONS

[redacted]

KEY MILESTONES

The potential provider should note the following project milestones that the Authority will measure the quality of delivery against:

Milestone 1: Deliverables will be accepted / rejected

Timeframe: Within 1 week of receipt

Milestone 2: Completion of work

Timeframe: By 15th March 2024

AUTHORITY'S RESPONSIBILITIES

[redacted]

Deliverables				
Title	**Due by**	**Format**	**Expected classification (subject to change)**	**What information is required in the deliverable**
Recommended Target operating model	1st March 2024	Report with presentation with Q&A, and slide pack	Official Sensitive	Taking the Dstl developed TOM option, refine, and review and assure, providing challenge to our down selected option using experience of best practice from similar organisations/sectors. . The TOM should include: • Mapping of the value streams, identifying the key accountabilities and responsibilities across the value streams • Organisational design that will support the TOM, being cognisant of the balance between centralisation v decentralisation, key roles and responsibility, assurance, legal safety requirements, getting best value from corporate services, the benefits and dis-benefits of matrix management.

				• The leadership, skills and capabilities required for the operating model to function effectively as intended. • The overarching governance framework and incentives to support the operating model when implemented and any gaps in the information, digital and physical enablers to support it. The TOM should be presented with analysis to support senior decision-makers, including how other on-going work on other operating models/ways of working within Dstl would nest beneath this overarching target operating model (e.g. Ops & Digital), as well as how it nests externally (e.g. Defence Design and DE&S operating model development), and how the operating model supports the collaborative culture Dstl

				is trying to bring about through the (separate) One Dstl Programme.
Implementation roadmap	15th March 2024	Report with presentation with Q&A, and slide pack	Up to Official Sensitive	Develop and present a recommended roadmap for implementation, including detailed design, priority areas for implementation (to have greatest effect quickly), tranches, their timeframe and rough order costs, level of change complexity, how to communicate the change (e.g. change journeys) and how to minimise the impact on BAU activities. The roadmap should also detail the requirements for skills and resources to manage and oversee and embed the change for the operating model going forward. Considering the culture and behaviour requirements that links with the One Dstl Programme and wider change programmes (e.g Safety Reset).

Deliverable Acceptance Criteria
Deliverables will be accepted / rejected within 1 week of receipt. All work will be completed by 15th March 2024

Quality Control and Assurance
Quality Control and Quality Assurance processes and standards that must be met by the contractor
☒ **ISO9001** (Quality Management Systems)

Options or follow on work
Depending whether the target operating model and organisational design provided are accepted by the [redacted], it is possible that further detail work be requested.

REPORTING and GFA

GFA No.	Unique Identifier/ Serial No	Description:	Availa-ble Date	Issued by	Return or Disposal Date
GFA-1		Documentation detailing Dstl's new strategy, Dstl's current operating model, Opportunities for Change and developed TOM options, as well as other related operating model programmes.		Pro-gramme manager	To be re-turned to Dstl at the end of the contract

CALL-OFF INCORPORATED TERMS

The following documents will be incorporated alongside the core terms (version 3.0.10 v5) and all mandatory schedules into the Call-Off Contract awarded as a result of this ITT.

Joint Schedules

- [Joint Schedule 7 (Financial Difficulties)
- [Joint Schedule 9 (Minimum Standards of Reliability)

Call-Off Schedules

- [Call-Off Schedule 5 (Pricing Details)
- [Call-Off Schedule 7 (Key Supplier Staff)
- [Call-Off Schedule 8 (Business Continuity and Disaster Recovery)
- [Call-Off Schedule 9 (Security)

- [Call-Off Schedule 10 (Exit Management)
- [Call-Off Schedule 13 (Implementation Plan and Testing)
- [Call-Off Schedule 15 (Call-Off Contract Management)
- [Call-Off Schedule 16 (Benchmarking)
- [Call-Off Schedule 17 (MOD Terms)
- [Call-Off Schedule 18 (Background Checks)
- [Call-Off Schedule 20 (Call-Off Specification)

Defcons:	**Covering:**
76	Contractor's Personnel at Government Establishments
531	Disclosure of Information
539	Transparency
658	Cyber
703	Intellectual Property Rights – Vesting in the Authority
Defforms:	
532	Personal Data Particulars
539A	Tenderer's Sensitive Information

No other Supplier terms will be part of the Call-Off Contract awarded as a result of this ITT.