

Attachment 3 – Statement of Requirements

1 Ops Target Operating Model (TOM) Consultancy

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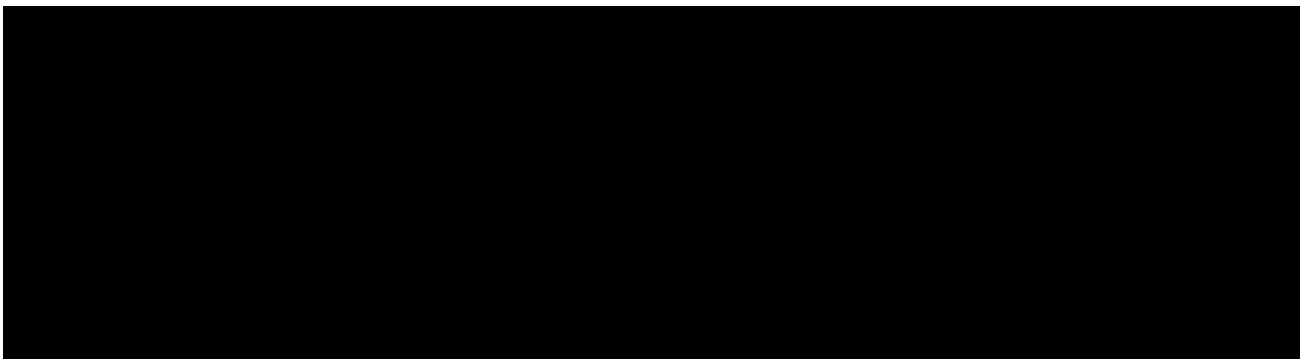
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OVERVIEW OF THE AUTHORITY

The Defence Science and Technology Laboratory (DSTL) is an executive agency of the Ministry of Defence (MoD), delivering cutting-edge science and technology for the benefit of the United Kingdom and allies.

Within DSTL, Operations Division consists of approximately 600 employees and is responsible for coordinating and delivering enabling functions for the Science and Technology Divisions.

BACKGROUND TO YOUR REQUIREMENT



As a result, in 2022 the 1 Ops initiative was launched. The 1 Ops initiative seeks to explore opportunities to join up and modernise Operations Division. This is expected to include redefining the operational structure. In addition, it aims to improve the customer experience through ready access to easy to use services, and ensuring a more efficient and integrated way of working for staff using up to date tools and methods.

The 1 Ops initiative is currently in its pre-programme phase, and is aiming to set a benchmark of the current status of Operations Division and determine a recommended TOM based on the 1 Ops ambition, staff and customer requirements, industry best-practice, and representing a pragmatic, value for money solution.

YOUR REQUIREMENT

In order to realise the aims of this project, the following requirements are to be fulfilled by working collaboratively with Dstl:

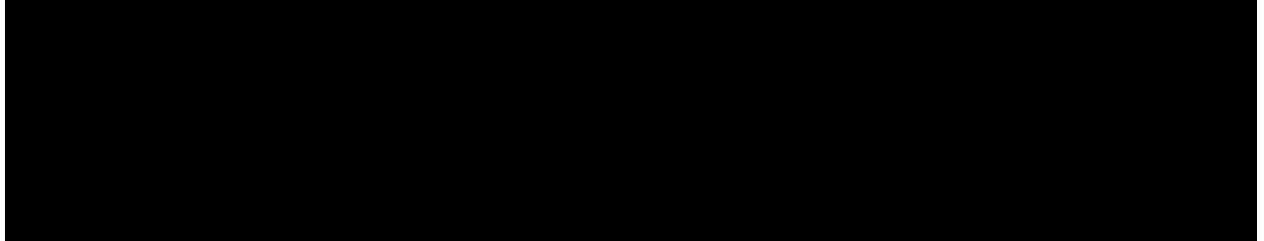
1. A full analysis of the effectiveness and efficiency of the Operating Model/ 'as-is' state of Operations Division including an understanding of what is and is not working well, and the causes behind this (e.g. constraints).
2. Evaluate the Operating Model/ 'as-is' state of Operations Division against similar organisations and best practise, identifying and highlighting what could be useful to Dstl.

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Provide case studies, if available, demonstrating TOMs implemented in similar organisations along with the associated benefits/dis-benefits.

3. Provide and present key opportunities for change to the current ways of working in Operations Division that take into account what has been identified in point 1 and point 2 of the requirements. This should be presented to senior stakeholders for initial feed-



4. Reflecting guidance from senior stakeholders, provide and present 1 or more recommended TOMs for consideration with selection criteria that need to be worked up collaboratively with Dstl.
 - To help with their decision making please provide an analysis, including but not limited to cost, disruption to BAU, level of change complexity, and pros and cons of each shortlisted option, along with high level recommended selection criteria for each. (E.g. pilot/phased approach or 'big bang', overall time-scale to benefit realisation). Gain approval from Dstl senior stakeholders to agree recommended TOM.
5. Provide recommendations on how the new TOM should be implemented that minimise the impact on BAU activities.
6. Submit weekly progress updates, and attend fortnightly progress meetings.
7. Availability of consultancy team following completion of the above requirements.

As part of your submission for tender, please provide a proposed technical plan highlighting your approach and including key milestones, resource breakdown and how you plan to deliver within the specified timescales.

DSTL will provide the contracted party with an information pack, prior to the start of the project, containing information including readiness and constraints on TOMs.

High level constraints include but are not limited to:

- Critical roles such as senior personal assistants
- Maintaining matrix management structures
- Connections to external parties and organisations
 - Our Commercial delivery area are aligned to the Government Commercial Organisation (GCO) so their ways of working are outside of our control
- The nature of Dstl's role, classification sensitivities and safety requirements

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- Legislative and MOD Government policy requirements
- Our current transformation programmes
- Dstl's 10 year plan
- Budgeted headcount

All TOMs must ensure compliance with the requirements and constraints detailed in this information pack.

BASE LOCATION

[REDACTED]

[REDACTED]

PAYMENT

1. In order to obtain payment the Contractor shall:

[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:

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Ref.	Title	Due by	Format	Expected classification (subject to change)	What information is required in the deliverable
D - 1	Existing OM of Operations Division	T0+7 Weeks	Report in Word Document format	O	
D - 2	Key opportunities for change	T0+9 Weeks	In person and/or virtual presentation, and PowerPoint and/or pdf format slide packs along with editable versions.	O	

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					<ul style="list-style-type: none"> • Acceptance and/or challenge of the pre-provided OM constraints, • An understanding of priority implementation areas (quick wins), • Alignment with the strategic ambitions of the 1 Ops initiative and the culture it is aiming to create. <p>The presentation should be delivered through a visually engaging means, through a pdf or PowerPoint, alongside an editable version.</p>
D – 3	Options and Recommendations paper on the TOM for the 1 Ops initiative.	T0+12 Weeks	Report in Word Document format accompanied by person and/or virtual presentation/ Q&A, and PowerPoint and/or pdf format slide packs along with editable versions.	O	<p>Reflecting on guidance from D-2, provide and present 1 or more recommended TOMs for senior stakeholders to consider with selection criteria that need to be worked up collaboratively with Dstl.</p> <p>This should include:</p> <ul style="list-style-type: none"> • Analysis, including but not limited to <ul style="list-style-type: none"> ○ Cost ○ Disruption to BAU ○ Level of change complexity ○ Pros and cons of each shortlisted option • High-level recommended implementation plan for each suggested TOM. • A recommended governance boards structure across 1 Ops, enabling customers to have visibility and understanding of the status of governance their projects are at.

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					This should be presented to Dstl senior stakeholders for agreement to proceed to implementation planning for the recommended TOM.
D - 4	Supporting data	T0+12 Weeks	Microsoft Excel spreadsheet (easy to analyse)	O	Collated data to support the justification of the proposed TOM(s) and other recommendations in D-1 to D-3. This catalogue of data should be easy to analyse by the 1 Ops team.
D - 5	Options and Recommendations paper for the selected TOM	T0+16 Weeks	Report in Word Document format, and PowerPoint and/or pdf format slide packs along with editable versions.	O	Following approval from senior stakeholders to agreed recommended TOM(s) (D-3), provide and present an implementation plan(s) that minimises the impact on BAU activities that includes an assessment of the impact on BAU activities between large-scale implementation versus phased implementations on differing time scales. A recommended implementation approach is required that accounts for ongoing service delivery through minimising the overall impact on BAU activities.
D - 6	Summary Meeting	T0+17 Weeks	Summary meeting	O	Availability of consultancy team following completion of the above requirements.
D - 7	Progress Updates	Duration of contract	Email updates and virtual and/or in person meeting	O	Submit weekly progress updates, and attend fortnightly progress meetings. Availability to attend additional meetings at short notice if required.

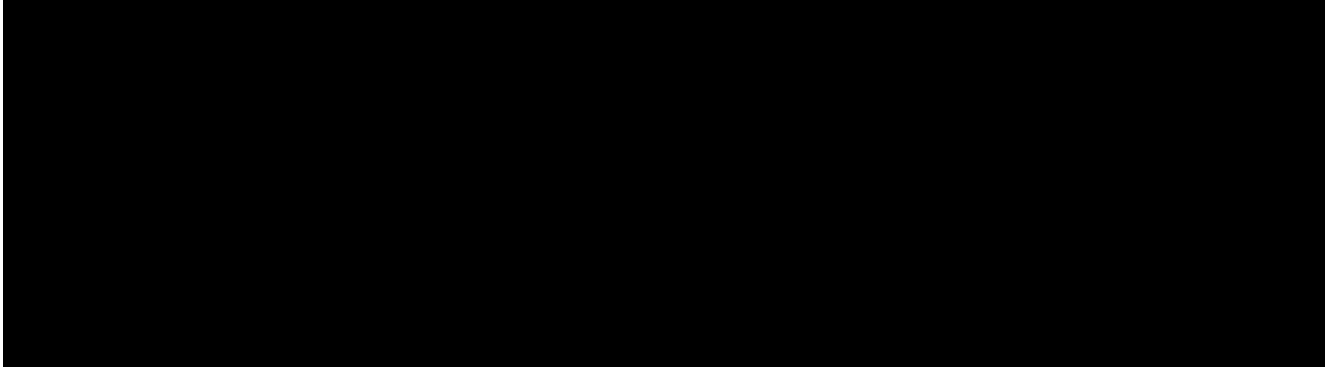
AUTHORITY'S RESPONSIBILITIES



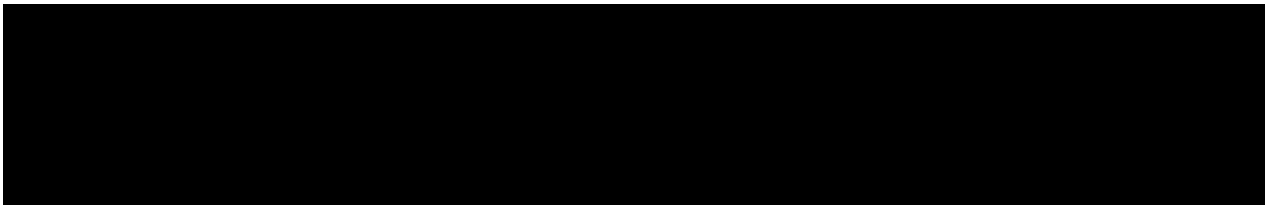
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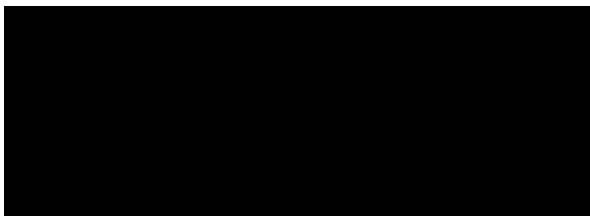
GFA No.	Unique Identifier/ Serial No	Description: <i>Classification, type of GFA (GFI for information for example), previous MOD Contracts and link to</i>	Available Date	Issued by	Return or Disposal Date <i>Please specify which</i>
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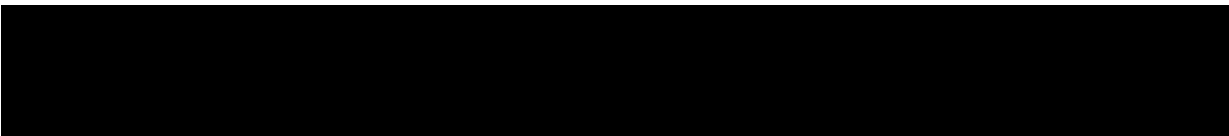
REPORTING



DEFINITIONS AND ACRONYMS



CALL-OFF INCORPORATED TERMS



Joint Schedules

Joint Schedule 1 (Definitions)

Call-Off Schedules

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

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- o [Call-Off Schedule 10 (Exit Management)
- o [Call-Off Schedule 13 (Implementation Plan and Testing)
- o [Call-Off Schedule 15 (Call-Off Contract Management)
- o [Call-Off Schedule 17 (MOD Terms)
- o [Call-Off Schedule 20 (Call-Off Specification)

Special Term 2 **MOD Terms – Refer to Call-Off Schedule 17**

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