

GovBridge Boot Camp

Day 2 - 9th October 2024

UK Space Agency

Growing Your Business & Space Services 'Secure by Design'

Towards a Safe and Secure Space Sector

Fiona Stone, Head of CNI & the Space resilience programme

1. Risks facing the Space industry and Space services
2. How the UK Space Agency can help
3. Your responsibilities

What are the threats?

(Cyber and physical attacks)

Espionage

Sabotage

Between July 2015 and February 2019, three Iranian hackers impersonated US citizens working in the satellite and aerospace fields, registering several email addresses in the names of targeted individuals, and fraudulently purchased various domains and hacking tools.

Using these methods, the hackers successfully compromised multiple victim networks, resulting in the theft of sensitive commercial information, intellectual property, and personal data from victim companies, including a satellite-tracking company and a satellite voice and data communication company.

They possessed a target list of over 1,800 online accounts, including accounts belonging to organisations and companies involved in aerospace or satellite technology in Australia, Israel, Singapore, the United States, and the United Kingdom.

In 2021, a senior NASA scientist pleaded guilty to lying about his ties to a program that encourages researchers to develop relationships with China in exchange for grants.

Meyya Meyyappan participated in the Thousand Talents Program, a Chinese government program to recruit people familiar with foreign technology and intellectual property. Meyyappan held a trusted position at NASA, with access to valuable intellectual property.

In the four years up to May 2021 cyber bad actors hit NASA with more than 6,000 attacks. Incidents were perpetrated by a range of insiders, third-parties and nation-states where the attackers successfully introduced malware into agency systems.

Included in these was the event in 2019 where two Chinese nationals, members of a hacking group operating in China, were indicted on criminal charges for gaining unauthorised access to a NASA computer to steal data and in 2018 where an account belonging to an external user was compromised and used to steal approximately 500 megabytes of data from a major mission system.

In February 2022 there was a multifaceted and deliberate attack against Viasat's satellite network resulting in a partial interruption of their satellite broadband service. Military, government and public communications were affected by the incident, impacting several thousand customers located in Ukraine and tens of thousands of other fixed broadband customers across Europe.

Western intelligence agencies placed a Russian state-backed group at the heart of hacking incident with direct intent to cause disruption to the ongoing conflict.

Everyone needs to protect assets and services from adversaries, incorporating Secure by Design principles as projects, processes and systems are developed.

Demonstrating a commitment to security is critical to the ongoing success of any business. Ensuring secure, robust and recoverable services and services can provide a competitive advantage in the marketplace and avoid unnecessary costly retrofitting.

Any questions?

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Exotopic

Defining Economic & Societal Benefits of Your Business

SOCIAL AND

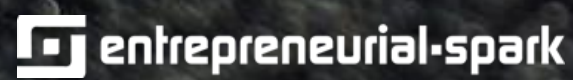
ENVIRONMENTAL BENEFITS

OF YOUR BUSINESS

**UK SPACE
AGENCY
ACCELERATOR**

**GovBridge
Bootcamp, October 9**

Rob Adlard



Session Outline



01

Introduction to the Social Value
The Act and Social Value Model

02

Easy Wins and How to Score Well

03

Action Plan
Self-assessment now; track your progress by
the end of the programme



01 Introduction to Social Value

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Social Value Act 2012



Social Value Model

- New guidance from 2021 applies to all public tenders
- Minimum of 10% scoring

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2. Background – *what lies behind*

United Nations Sustainable Development Goals

- Goal 1: No poverty
- Goal 3: Good health and wellbeing
- Goal 4: Quality education
- Goal 5: Gender equality
- Goal 8: Decent work and economic growth
- Goal 9: Industry, innovation and infrastructure
- Goal 10: Reduced inequalities
- Goal 11: Sustainable cities and communities
- Goal 12: Responsible consumption and production

SOCIAL VALUE MODEL



5 Themes

8 Policy Outcomes, underpinned by
24 Model Award Criteria (MAC)

- **Covid Recovery (pending update)**
 - Help local communities to manage and recover from the impact of COVID-19
 - **Tackling Economic Inequality**
 - Create new businesses, new jobs and new skills
 - Increase supply chain resilience and capacity
 - **Fighting Climate Change**
 - Effective stewardship of the environment
 - **Equal Opportunities**
 - Reduce the disability employment gap
 - Tackle workforce inequality
 - **Wellbeing**
 - Improve health and wellbeing
 - Improve community integration
-

SOCIAL VALUE MODEL (Themes)

1.COVID 19

2.Tackling economic inequality

3.Fighting climate change

4.Equal opportunity

5.Wellbeing

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Example

No 2. Tackling Economic Inequality

Social Value	Requirement	Objective
SR019 Tackling inequality	Supplier must demonstrate how they: Support entrepreneurship and create diverse supply chains	The awarded supplier would be expected to promote and highlight through monthly/quarterly reporting engagement activities for potential new suppliers to the contract supply chain – by advertising upcoming opportunities and raising awareness of future opportunities to target audiences. The supplier would report on the number of engagement activities, number of advertised opportunities and number of suppliers onboarded through these activities.

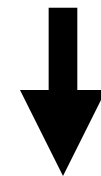
Relates to
Method Statement

2. Tackling economic inequality

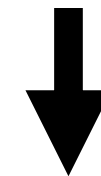
The Policy Outcomes Are Considered

2 of the 8 Policy Outcomes

- Create new businesses, new jobs and new skills
- Increase supply chain resilience and capacity



Model Award Criteria



Sub-Criteria for Assessment

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2. Tackling economic inequality

Policy Outcome: Create new businesses, new jobs and new skills

Model Award Criteria

- **MAC2.1:** Create opportunities for entrepreneurship and help new organisations to **grow**, supporting economic **growth** and business creation
- **MAC2.2:** Create employment and **training** opportunities particularly for those who face barriers to employment and/or who are located in deprived areas, and for people in industries with known **skills shortages** or in **high growth** sectors
- **MAC2.3:** Support **educational** attainment relevant to the contract, including **training schemes** that address **skills gaps** and result in recognised qualifications.

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2. Tackling economic inequality

Policy Outcome: Create new businesses, new jobs and new skills

Response Sub-Criteria

MAC 2.1: Entrepreneurship, **growth** and business creation

MAC 2.2: **Employment**

MAC 2.3: **Education and training**

Reporting Metrics

- FTE jobs created
- Apprenticeships created or retained
- Training opportunities created or retained
- People-hours of learning interventions

2. Tackling economic inequality

Policy Outcome: Create new businesses, new jobs and new skills

Response Sub-Criteria

MAC 2.1: Entrepreneurship, growth and business creation

Activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of the level of Small, Medium and Large organisations and Voluntary community and Social Enterprises and Mutuals participation in the contract supply chain.
- Identification of opportunities to grow supplier diversity in the contract supply chain or in the location/community where the contract is performed, including SME and VCSE participation and new business creation.
- Engagement activities for potential new suppliers to the contract supply chain, prior to awarding subcontracts. Illustrative examples: advertising upcoming opportunities in accessible media; raising awareness of future opportunities to target audiences; meet the buyer events; awareness raising by guidance or events of how to tender effectively for public supply chain contracts.
- Measures to make the supply chain working environment conducive to a diverse range of suppliers and growing businesses, including but not limited to:
 - structuring the supply chain selection process in a way that ensures fairness (e.g. anti-corruption) and encourages participation by new and growing businesses.
 - advertising supply chain opportunities openly and to ensure they are accessible to new and growing businesses, including advertising subcontracting opportunities on Contracts Finder.
 - ensuring accessibility for disabled business owners and employees.
 - prompt payment.
- Illustrative examples: co-design and co-creation of services; collaborative performance management; appropriate commercial arrangements; inclusive working methods and use of inclusive technology; creating opportunities for entrepreneurship and helping new, small organisations to grow.

02 Easy Wins & How To Score Well

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How Can SME's Compete?



Small change, big impact



Agile and fast-moving



Local and Connected



Relevant and Proportionate



Slow start – Big finish

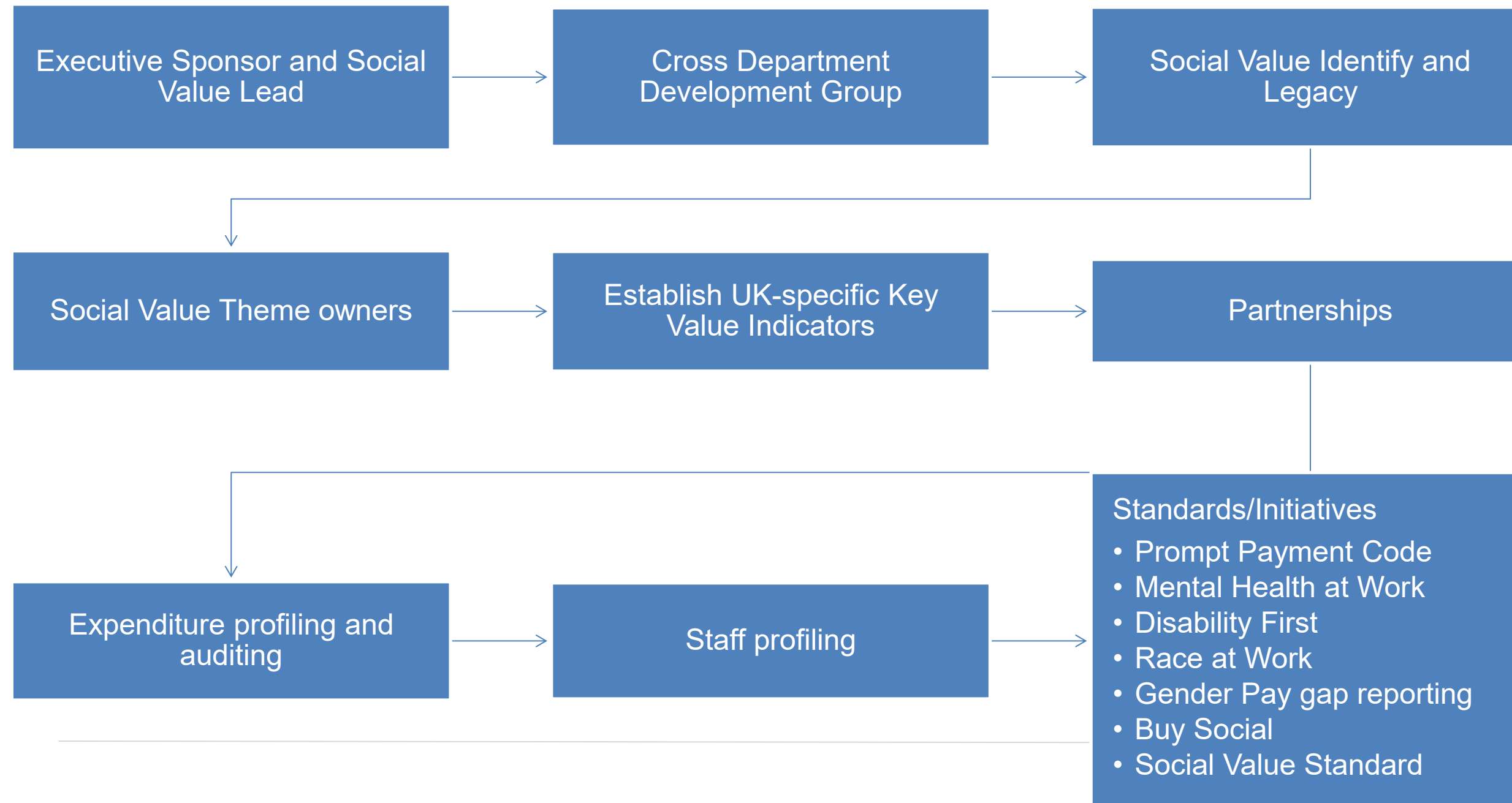


Focused on the future and not on the past

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Quick Wins

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Prepare Your Method Statement

- 'Method Statement', stating how you will achieve this and how your commitment meets the Award Criteria.
- How will you manage your performance, including under performance and partners.
- A timed project plan and process, including how you will implement your commitment and by when
- How you will monitor, measure and report on your commitments/the impact of your proposals.
 - timed action plan
 - use of metrics
 - tools/processes used to gather data
 - reporting
 - feedback and improvement
 - transparency

Crown Commercial Service

Space Technology Solutions

**Power to your
procurement**

RM6370

Space Technology Solutions (STS)



**Crown
Commercial
Service**



**Ministry
of Defence**

GovBridge Presentation

Crown Commercial Service (CCS)

- CCS is the UK's biggest public procurement organisation and an executive agency of the Cabinet Office.
- With our expertise, we can help public sector customers:
 - stay compliant with procurement regulations
 - save time
 - get better value for money
 - reach social value goals
- In 2023/24, our customers achieved commercial benefits equal to **£4.9 billion**
- Our Priorities:

**Maximising
commercial
benefits**

**Focused
on customers**

**Strengthening the
UK economy
through effective
policy
implementation**

RM6235 Space Enabled & Geospatial Services

Sat Comms

- Voice & Data Services
- PNT
- Broadcast

UAV

- Short Range/Low Payload
- Long Range/ Heavy Payload

Geospatial & Remote Sensing

- Geospatial
- Locational Data
- Earth Observation (RAR & SAR)
- Data Services

Professional Services (Launch & Manufacture)

- Satellites
- Spaceports/Space Operations
- Launch Facilities/Services
- Propulsion Systems
- Antennas
- Hardware
- Software
- Subsystems

RM6370 Space Technology Solutions

Design & Manufacture

Space manufacturing or In-space manufacturing (ISM in short) is the fabrication, assembly or integration of tangible goods beyond Earth's atmosphere (or more generally, outside a planetary atmosphere).

Launch

Space launch is the earliest part of a flight that reaches space. Space launch involves liftoff, when a rocket or other space launch vehicle leaves the ground, floating ship or midair aircraft at the start of a flight

Space Domain Awareness

Space domain awareness is the study and monitoring of satellites orbiting the Earth. It involves the detection, tracking, cataloging and identification of artificial objects, i.e. active/inactive satellites, spent rocket bodies, or fragmentation debris.

Command & Control

the ability "to ensure freedom of action in Space for the United States and its allies and, when directed, deny an adversary freedom of action in Space."

Space cybersecurity

Space cybersecurity is the protection of space systems from cyber threats and vulnerabilities

Tips for success when responding to CCS tenders

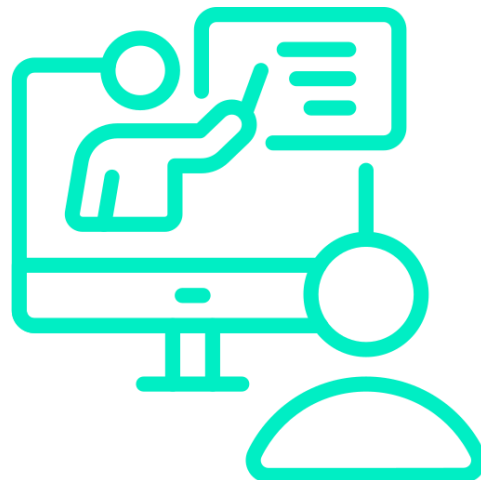
Take the opportunity to get involved in pre tender market engagement

- bookmark the [CCS upcoming agreements page](#)
- get involved in [pre tender market engagement](#) to:
 - understand needs and requirements
 - challenge assumptions and help shape the scope
 - raise any concerns re what is proposed and potential barriers to bidding
 - make suggestions about the innovation you can offer
 - ask questions
- read slides and Q&A issued after each PTME session, even if you couldn't attend

Tips for success when responding to CCS tenders

Boost your understanding of what's required

- take up offers of supplier 121s from the contracting authority's commercial team
- refer to guidance and training links provided by the contracting authority that explain the procurement policy notes that apply to each tender
- pose clarification questions during the clarification period when the tender first opens to clarify anything that isn't clear



Top tip: Review the terms and conditions early to ensure you have sufficient time to pose any clarification questions you may have

Tips for success when responding to CCS tenders

Refer to guidance and training

- refer to guidance and training links provided by the contracting authority that explain the applicable procurement policy notes (PPNs) e.g.
 - [PPN 02/23 Tackling Modern Slavery in Government Supply Chains](#) and [Information and Guidance on the Modern Slavery Act](#)
 - [PPN 06/20 – taking account of social value in the award of central government contracts](#) and [Information and guidance on the Social Value Act](#)
 - [EFS and FVRA guidance](#) and the [FVRA tool](#) and the [Sourcing Playbook](#)
 - [PPN 10/23 Prompt Payment Guidance](#)
- look out for CCS' supplier specifics series of articles that guide you through PPNs and provide top tips for success

Tips for success when responding to CCS tenders

Refer to guidance and training cont'd

- [CCS Carbon Reduction Plan Training for Suppliers](#) on measuring emissions and implementing solutions
- [Annex A of the official publication of PPN 06/21](#) includes a CRP template. This gives a clear framework to help lay out your plans and save you time
- [Carbon Calculator](#)

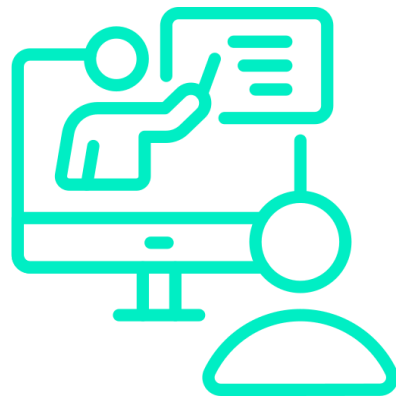
The Cabinet Office resources for meeting CRP standards:

- [specific guidance for adopting and applying the requirements](#) and the criteria used to judge compliance in the procurement process
- further information on [the standard of carbon emissions data](#) required as part of the plan
- [answers to some of the most common questions](#) posed about CRP requirements

Tips for success when responding to CCS tenders

Plan ahead

- plan who needs to be involved in responding and when they will be available
- plan enough time to submit your tender to reduce last minute panic
- plan to upload your tender to the required e - platform well before the deadline
- plan availability post tender submission to answer any CCS clarification questions
- ensure you respond in a timely manner, adhering to deadlines



Top tip: understand how CCS will request any additional information and which mailboxes to monitor

Tips for success when responding to CCS tenders

Break down the ask

- example requirement:

“Please provide your strategy for sourcing and recruiting subcontractors and for ensuring that you can effectively monitor, measure and exercise executive control”

- you should respond by providing your strategy for:
 - sourcing subcontractors
 - recruiting subcontractors
 - ensuring effective monitoring
 - ensuring effective measuring
 - exercising executive control

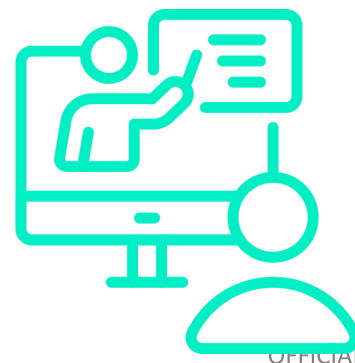


Top tip: You MUST address every aspect of the response guidance or you will lose marks

Tips for success when responding to CCS tenders

Structure your response

- use spacing, headings and bullets to guide
- adhere to the character and word limits
- if there are no bullet points in the question, break down the different elements of the question to help structure your answer in a reader friendly way
- address each of the points in the same order as they appear within the question

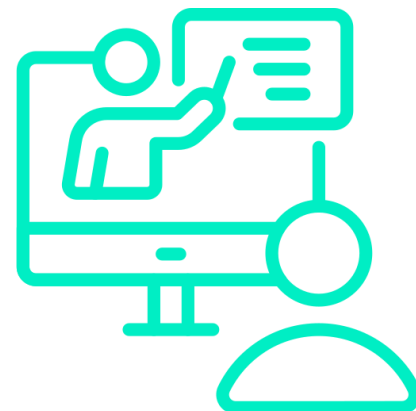


Top tip: make evaluators' lives easier by structuring your response logically and clearly

Tips for success when responding to CCS tenders

Ensure legibility

- keep sentences and paragraphs short
- make every word count e.g. use
 - ‘enough’ instead of ‘a sufficient amount of’; ‘
 - ‘is’ instead of ‘has been proved to be’
- don’t waste words addressing points that aren’t in the response guidance of the question or the relevant part of the specification



Top tip: each component part of a question should link to the relevant part of the specification

Tips for success when responding to CCS tenders

Use firm, positive language that shows your commitment to your proposal:

- ‘we will’ instead of ‘we could’
- ‘we know’ instead of ‘we believe’
- ‘we have’ or ‘we know’ instead of ‘we aspire to’
- ‘we will meet’ instead of ‘we aim to’

Tips for success when responding to CCS tenders

Consider your reader and be clear

- don't assume prior knowledge and ensure you explain key concepts
- minimise use of jargons and acronyms - evaluators need context for understanding



‘Our hand-held petrol chainsaw has a 50cc engine, operating at 9000 RPMs, with an 18 inch bar, and a power output of 3.4kw.’



‘Our chainsaw is easy to start, has great safety features, an easy to replace chain, and is ideal for cutting large trees with a diameter of 10 to 20 inches.’

Tips for success when responding to CCS tenders

Understand that some duplication may be required

- the same evaluators may not score every question, so some repetition of core content may be required
- don't refer to your website or external links. Unless attachments are permitted, evaluators can only review the responses in the text boxes

Tips for success when responding to CCS tenders

Ensure you proof read your responses before submitting. Check you have:

- fully addressed each of the component parts and the requirement of each of the award questions and aspects of the specification referred to within the question
- explained your proposition clearly
- addressed the “how” as well as the “what”
- provided relevant evidence where requested to demonstrate a competency



Top tip: Cite evidence in your bid. If you say your system will show or do something, prove it: include a screen shot of how it works or other tangible evidence

Frazer Nash Consultancy

Business Development Plan Insights

Creating a Business Development Plan for Defence

Business Manager, Defence Space – Frazer-Nash Consultancy

Agenda

1. Introduction
2. Aims of the Session
3. Understanding the market
4. Creating an opportunity pipeline
5. Creating a plan and measuring success
6. Investment

Introduction

Who am I? Why am I talking to you today?

Frazer-Nash and space

We're all in
Business
Development

Aims of the Session

How to assess the market

How to create an opportunity pipeline

What investment options there are

How to measure success

Every business development plan will look different – these are tools that can help you to create yours



Understanding the Market



%

The big context



Customers, funding
and procurement



Total vs. addressable
market



Creating an Opportunity Pipeline

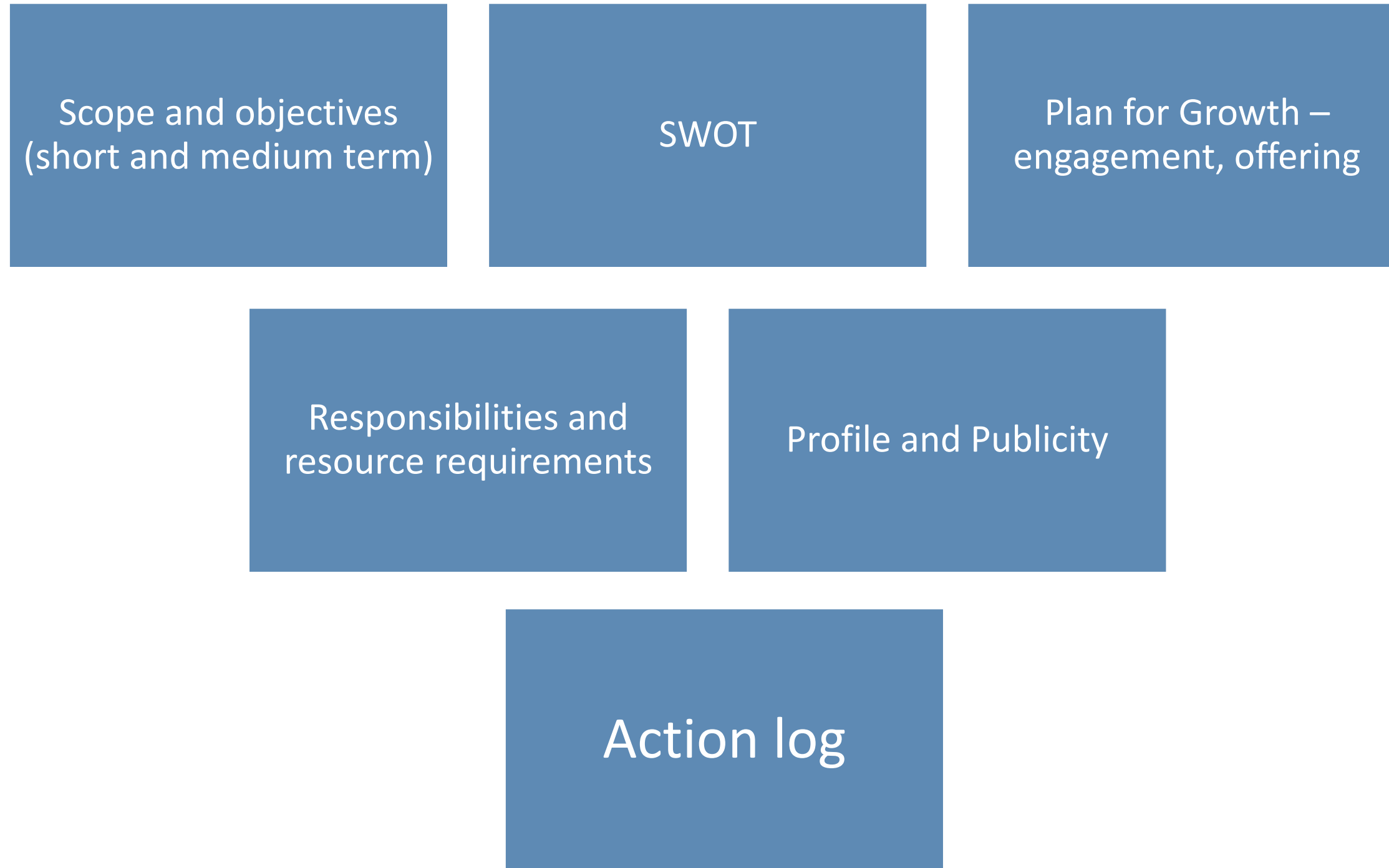
GO

Early discussion and intelligence gathering
Intended opportunity – ‘Capture’
Live opportunity

GET

What is the ‘PWin’
Track record (including partners)
Assessing the competition


Creating a plan and measuring success



Investment

Some things to consider:

- Percentage of pipeline
- Dedicated resource
- Timescales
- Bidding can be expensive
- Conferences and events – attendance/exhibition/travel
- Need to be flexible



We're all in
Business
Development

Government Digital Service

Introduction to Strategic Command Opportunities



Strategic Command
Defence Digital

Introduction to Strategic Command, Defence Digital and SKYNET 6

A Procurement Perspective

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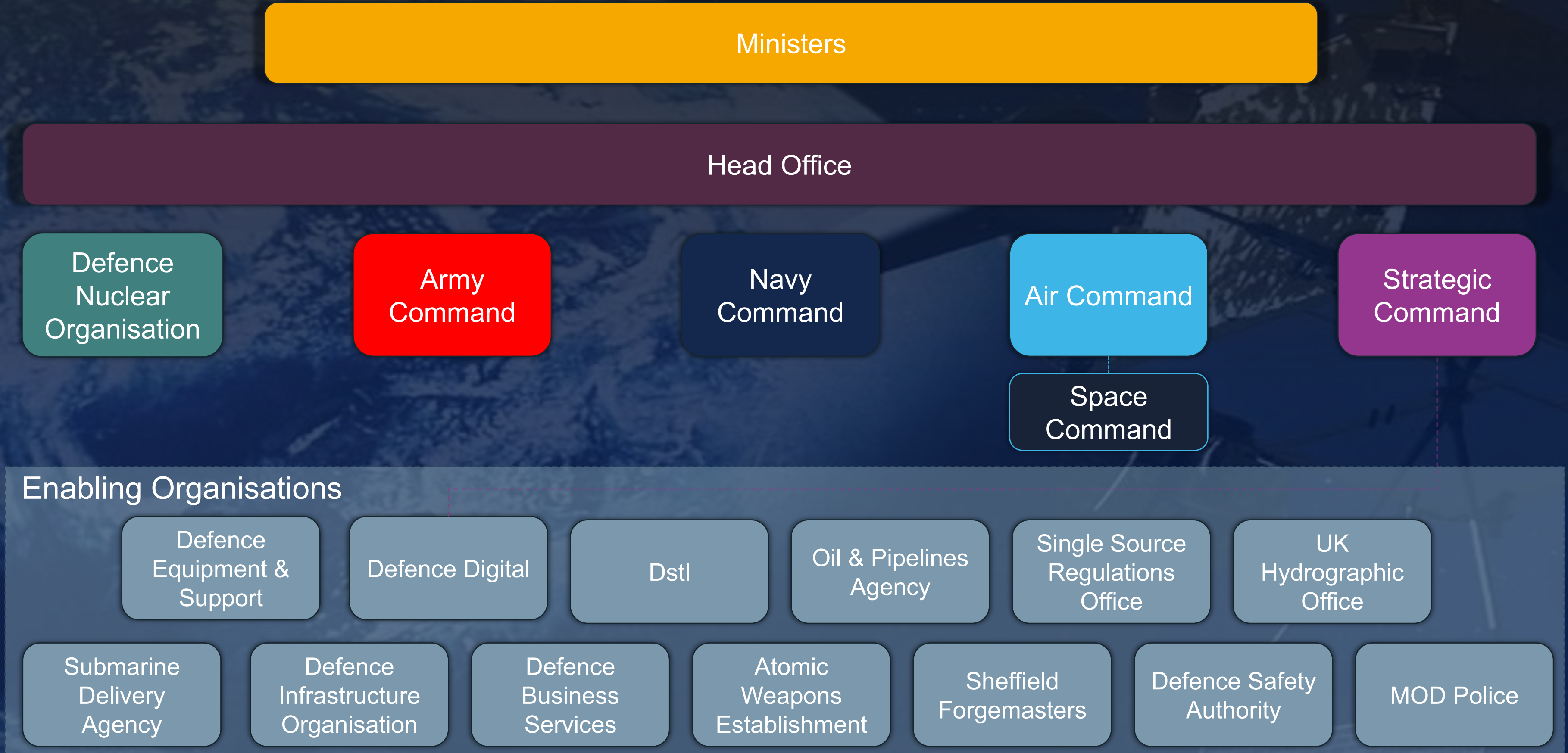
Strategic Command, Defence Digital and SKYNET 6

Topics

- 1 – The Defence Operating Model & Procurement**
- 2 – Strategic Command & Defence Digital**
- 3 – Capability Requirement Generation**
- 4 – SKYNET and Space Priorities for Defence**
- 5 – Enterprise Space Category**



THE DEFENCE OPERATING MODEL





STRATEGIC COMMAND

❑ Acts as Capability Sponsor and Integrated User for joint and enabling strategic military capabilities.

- I. Develop, Deliver and Generate joint strategic war-fighting capabilities.
- II. Lead Development and Generation of an Integrated Joint Force.
- III. Lead on the Cyber Domain for Defence.
- IV. Take responsibility for strategic and operational integration across the five warfighting domains.



DEFENCE DIGITAL

❑ Enabling organisation for the delivery of Digital services and capabilities.

- I. Provides direction and coherence in development and exploitation of Digital technologies for Defence.
- II. Primary delivery agent for Defence core digital systems and services (c.£2bn-£3bn annual spend).

Digital Categories

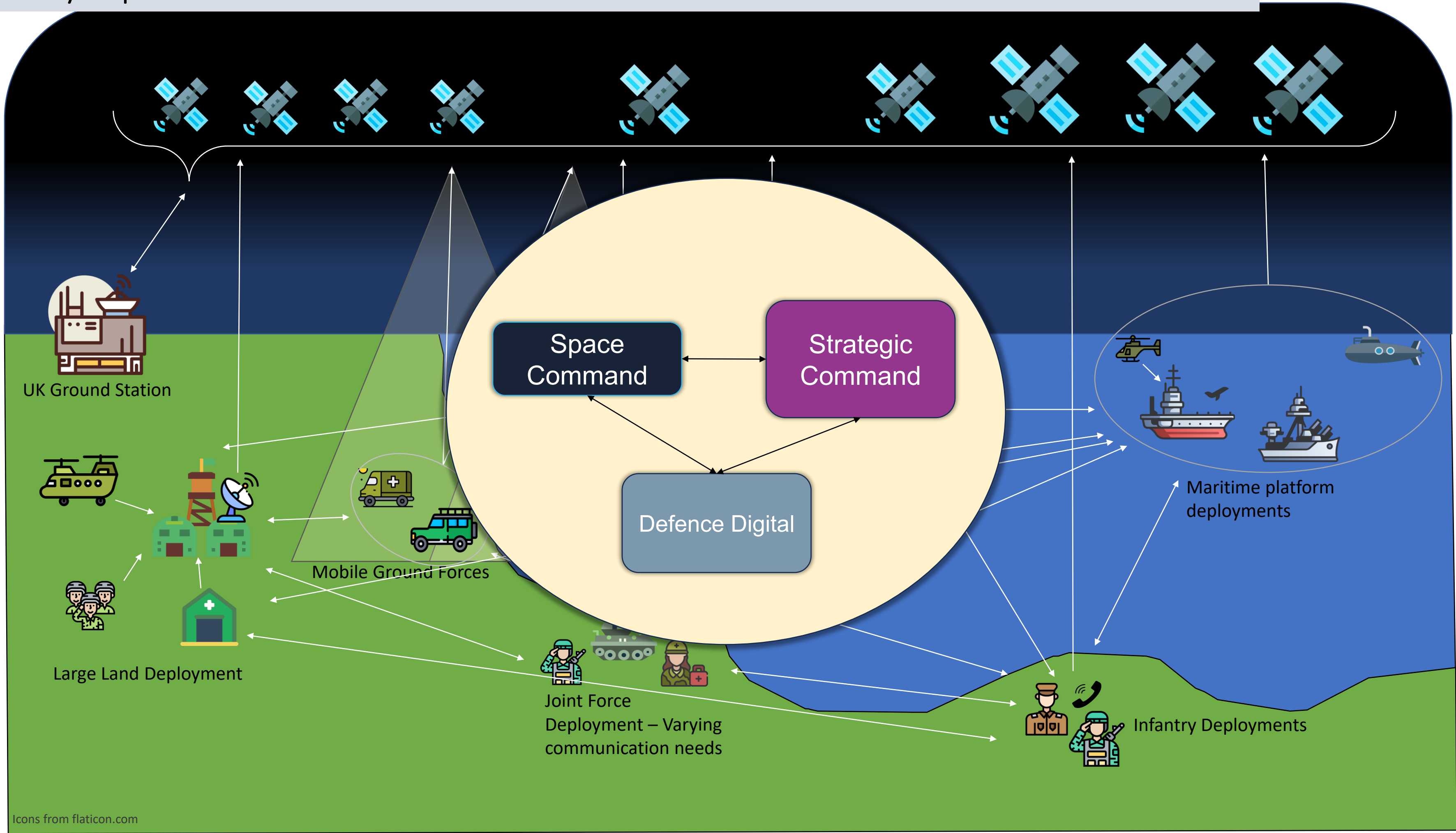
Space

Networks

Hardware &
Services

Software

Professional
Services



SPACE Segment

SKYNET 5 ('AS-IS')

- Capability consists of 4 satellites (5A-5D).
- Super High Frequency (SHF) strategic long haul communications.
- Ultra High Frequency (UHF) tactical communications.

- 3 out of 4 SK5 satellites are beyond the original 12-year design life.



SKYNET 6A ('INTERIM')

- SK6A contract with Airbus Defence and Space (ADS)

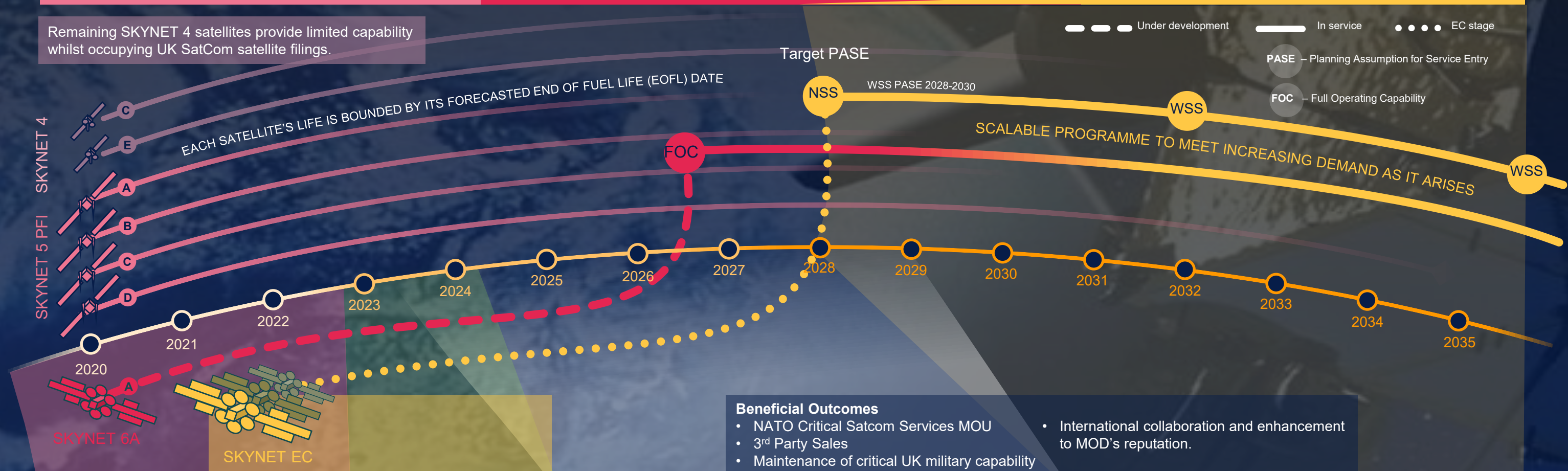
SK6A satellite will **mitigate** UK SatCom capability decline by providing **replacement services** as 5A and 5B retire/fail.



SKYNET Enduring Capability (EC) ('TO-BE')

- 1 single-payload UHF satellite (NSS).
- Up to 3 dual-payload wideband satellites (WSS).

Remaining SKYNET 4 satellites provide limited capability whilst occupying UK SatCom satellite filings.



GROUND & SERVICES Segment



SKYNET GROUND & SERVICE SEGMENT SKYNET 5 ('AS-WAS')

- Since 2003, Service Delivery arrangements were provided under the PFI with Airbus.
- PFI expired on 31 Aug 2022.

SKYNET Service Continuity Contract ('BRIDGE')

- SSCC ensured continuity of SATCOM service from Sep 2022 to Apr 2024.

SKYNET Service Delivery Wrap (SDW) ('TRANSITION')

- SDW continues provision of space operations and ground infrastructure post-SSCC.
- Awarded Mar 23 for a 6-year duration.

Phase 1 – System & Service Integrator

Phase 2 – Ground & User Acquisition Team (GUAT). Upgrades to existing core ground infrastructure, and introduction of next generation capabilities to user segment (FPM, NGMT, NGLT)

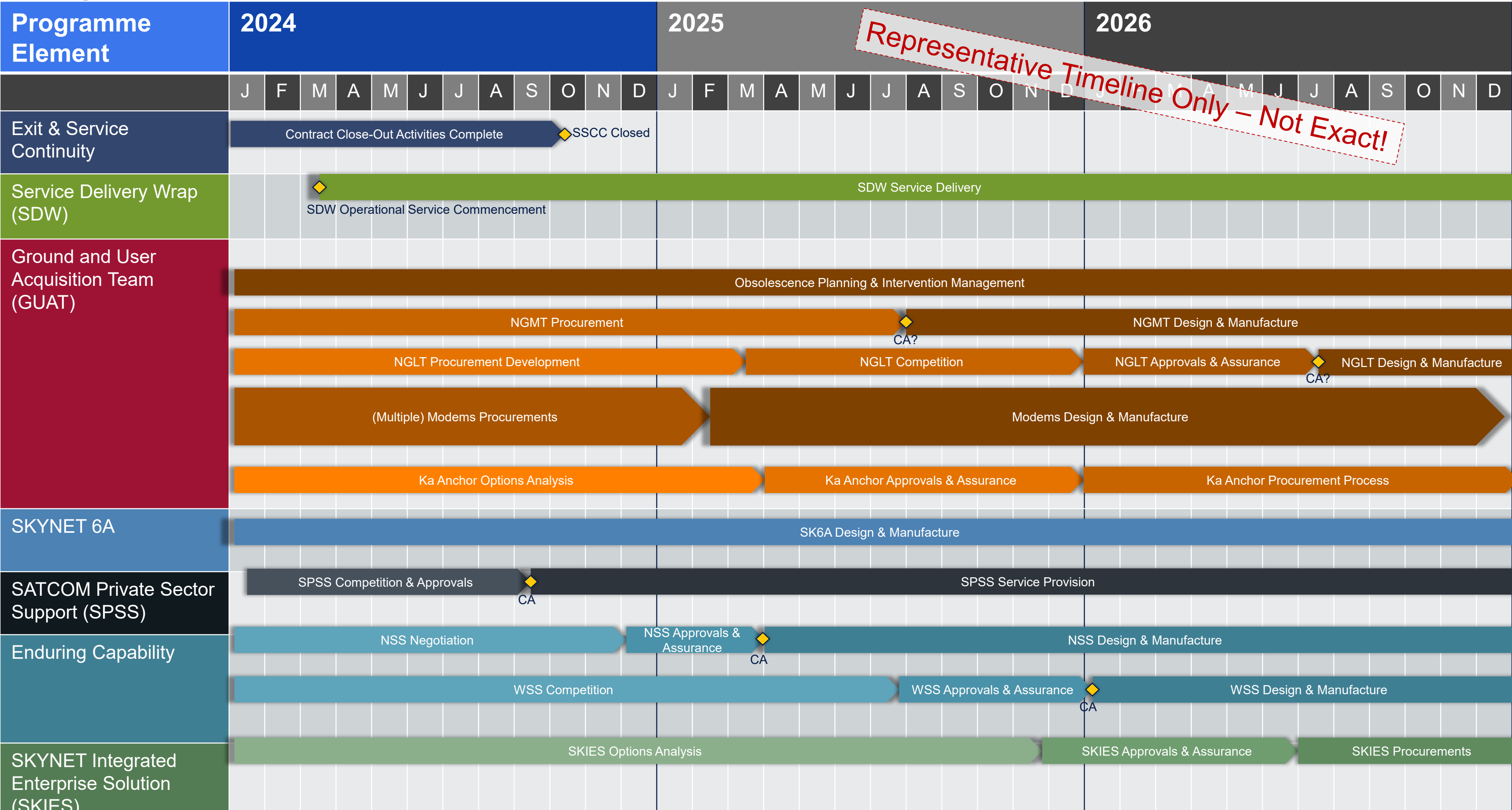
Ground & Service Segment c. 70% of SK6 programme Whole Life Cost

SKYNET Integrated Enterprise Solution (SKIES)
(*'TO-BE'*).

- **SKIES** is establishing a future collaborative Operating Model with industry to deliver the SATCOM programme into the 2030s.

Pipeline and Contracts

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Supply Chain Priorities



Defence in Space – Key Areas of Focus



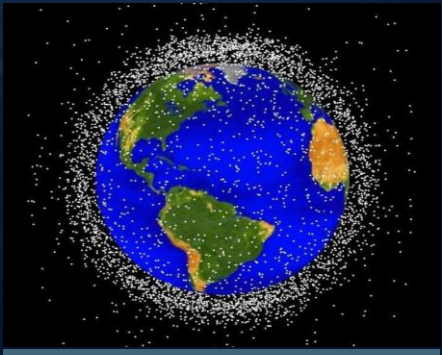
Secure SATCOM



Position,
Navigation &
Timing



ISR / Earth
Observation



Space Domain
Awareness



Launch



Space C2



Space Control

Enterprise Space Category (Cross Government) – Category Tree

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Space Cross-Govt Category

Sub-Category Responsibility Key

DD Category Lead

DE&S Category Lead

Dstl Category Lead

Space Command Category Lead

L1 Category

Space Science, Research & Development

Manufacturing

Operations

Applications & Services

Work In Progress!

L2 Category

Wider Gov.

Defence Categories

Future Development

L3 Category

Interdisciplinary Space Studies

Astronomy & Cosmology

Planetary Science & Exploration

Research & Development

Bus Manufacture & Integration

Payload Manufacture

Terminals & User Devices

Ground Stations & Infrastructure

Software

Launch

Space (Flight) Operations

Satellite Communication Network Operations

Satellite ISR System Operations

Satellite PNT System Operations

Satellite Communication Services

Computing & Data Services

Space Professional Services

Insurance

Space Surveillance & Tracking

Space Transportation

In-Orbit Manufacturing

Orbital Servicing

Space-Based Energy

L4 Category

For all L3s and L4s

LEO & MEO

STT&C & Crypto

Comms

Ground Stations

LEO & MEO

GEO

Space (Flight) Operations

Satellite Communication Network Operations

Satellite ISR System Operations

Satellite PNT System Operations

Satellite Communication Services

Earth Observation

Space-Based Computing

Space Professional Services

Insurance

Space Surveillance & Tracking

R2E Transport

Debris Removal

Space-Based Energy

GEO

Comms

Imagery/ISR

Network Infrastructure

GEO

Space (Flight) Operations

Satellite Communication Network Operations

Satellite ISR System Operations

Satellite PNT System Operations

Satellite Communication Services

Space-Based Computing

Space Professional Services

Insurance

In-Space Transport

Refueling

Space-Based Energy

Imagery / ISR

PNT

PNT

Anchors/Dishes

GEO

Space (Flight) Operations

Satellite Communication Network Operations

Satellite ISR System Operations

Satellite PNT System Operations

Satellite Communication Services

Space-Based Computing

Space Professional Services

Insurance

In-Space Transport

Refueling

Space-Based Energy

SDA

Imagery / ISR

PNT

Anchors/Dishes

GEO

Space (Flight) Operations

Satellite Communication Network Operations

Satellite ISR System Operations

Satellite PNT System Operations

Satellite Communication Services

Space-Based Computing

Space Professional Services

Insurance

In-Space Transport

Refueling

Space-Based Energy

Spend

TCV - £xxx
Annual Spend - £xxx

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Communication Methods

- The Defence Sourcing Portal (DSP) is the primary method of engaging with industry.
- Industry Days, Round Tables etc. will be announced on DSP, as well as Contracts Finder.
- We also use Defence Share for sharing information with industry up to Official-Sensitive.
- See gov.uk for more general information on SKYNET 6.

The image displays three overlapping screenshots of UK defence-related digital platforms:

- Defence Share:** A screenshot of the Defence Share interface, showing the Ministry of Defence logo, a search bar, and a user profile for Jonathan Mundy. The main content area is titled "SKYNET 6 Collaboration Portal".
- GOV.UK:** A screenshot of the GOV.UK website, showing the "Guidance SKYNET 6" page. The page includes a navigation menu and a search bar.
- Defence Sourcing Portal (DSP):** A screenshot of the DSP login page. It features a "Login" section with fields for "username" and "password", an "ENTER" button, and a link for "Forgotten username/password?". Below this is a "Welcome to the Defence Sourcing Portal" section, which states: "The Official Source of MOD Contract Opportunities". It also includes a "VIEW DSP OPPORTUNITIES" button and a "SUPPLIER REGISTRATION" button. To the right, there is an "Announcements" section with three items: "DIO SME Supplier Event", "Marine Systems Transformation Programme (MaST) Opportunity", and "MoD Market Awareness Event - Provision of Online Standards, Databases & Publications, 25 & 26 May".

Exotopic

MoD Portal Practicalities

MOD Procurement Portals

In principle, tendering aspects of MOD procurement is very straight forward.

- Defence has to align with government drive for **transparency and accessibility** expected of public procurement
- As a result, **new direct tender and contract opportunities valued over £10,000** are required to be listed on the main MOD procurement portal
- Accessible to any size of company

That sounds easy.... Right?

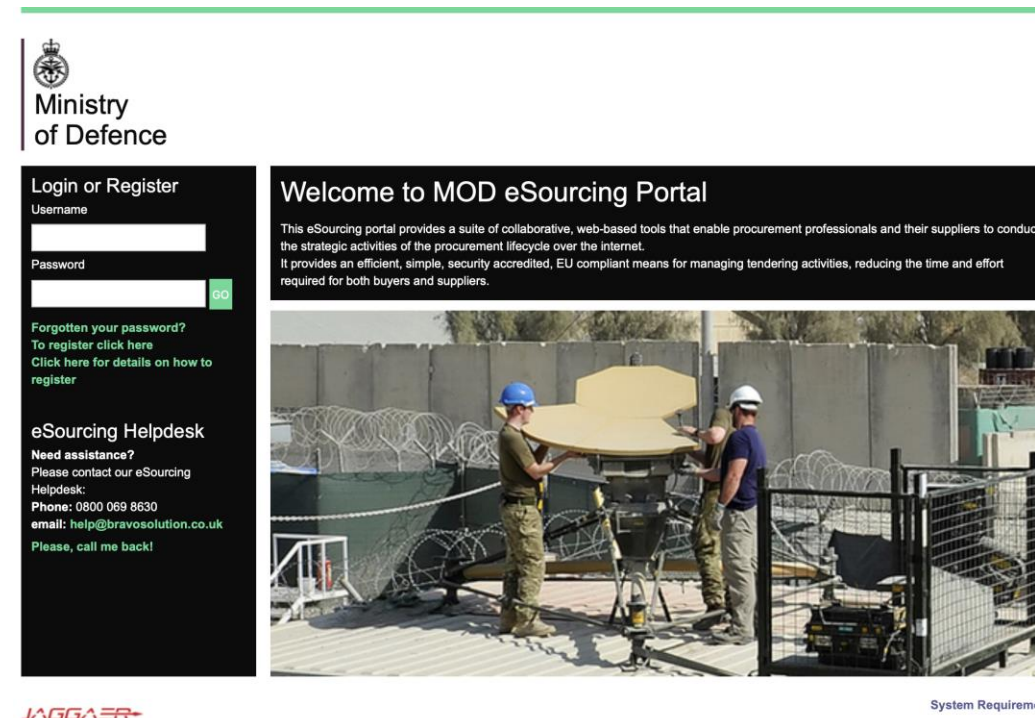
MOD Procurement portals

Main Portal: Defence Sourcing Portal

www.contracts.mod.uk

Portal summary

- Went live 15 Feb 2021
- All public opportunities valued over £10,000
- Requires one-time registration as long as you have some key requirements in place
 - Company registration
 - DUNS number (Dun & Bradstreet)
 - Cyber Essentials (more on this later)
 -



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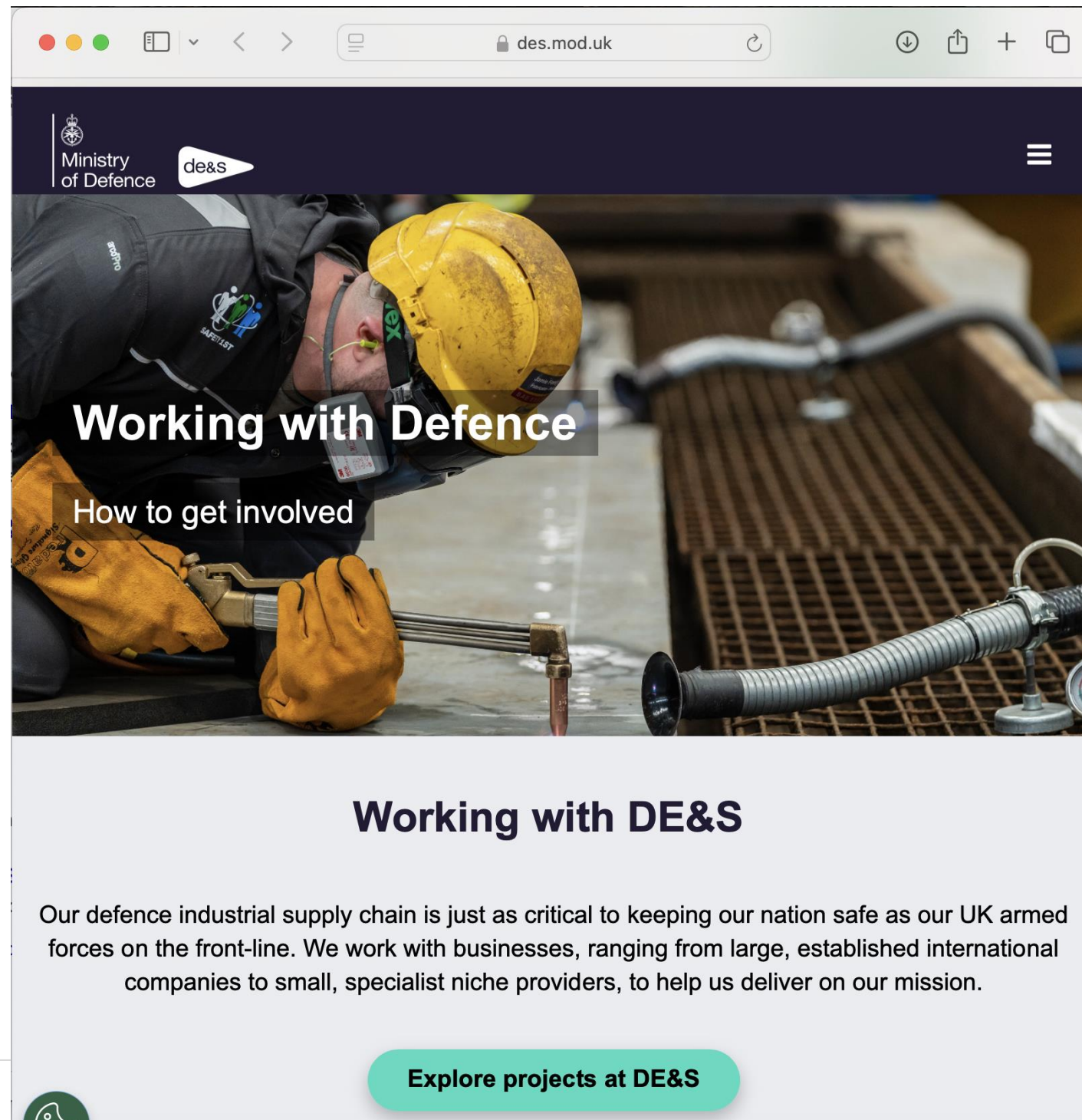
Supplier Registration Video



JAGGAER



MOD Procurement Portals

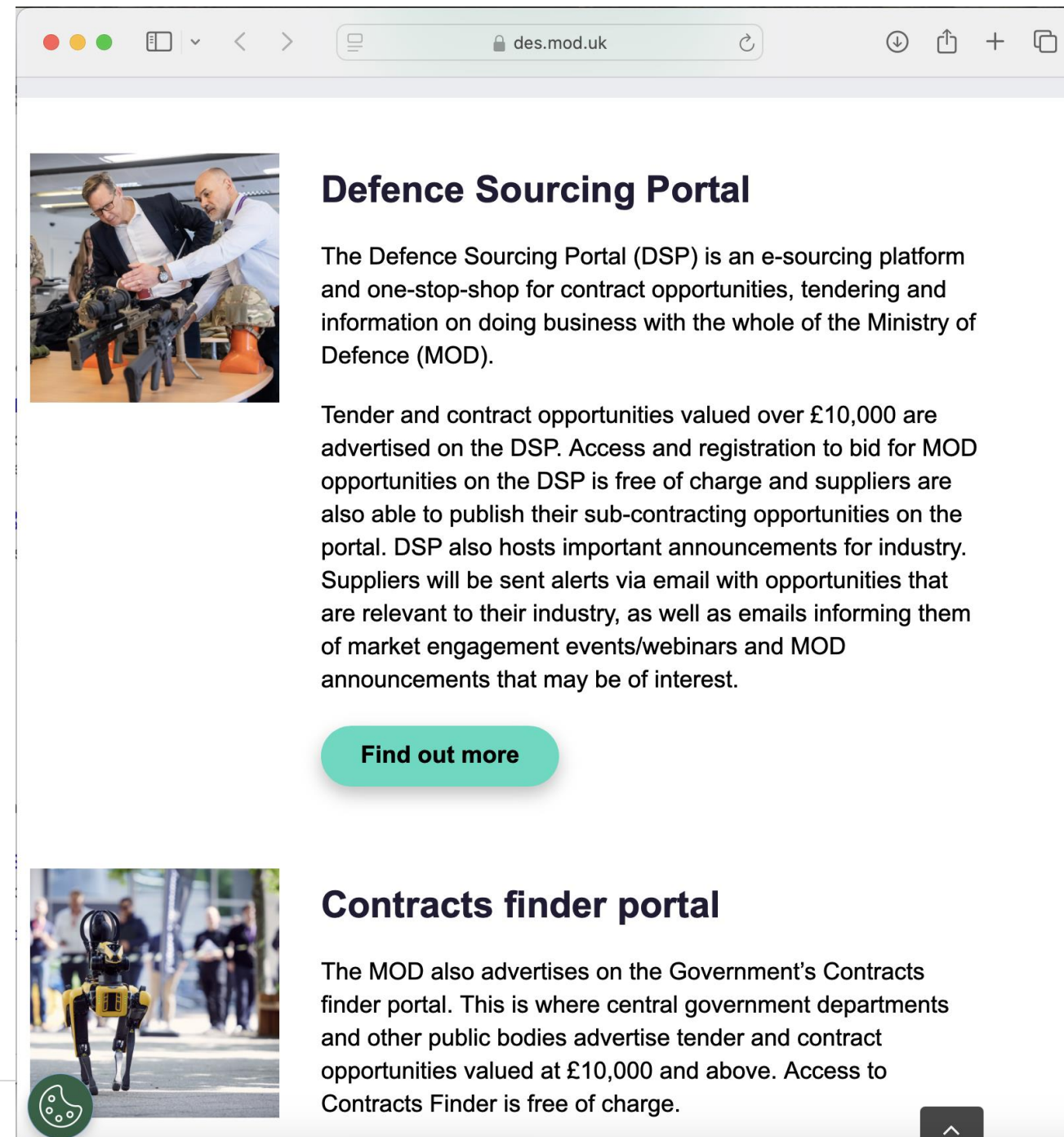


DE&S (Defence Equipment and Support) tells you how to work with them

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MOD Procurement Portals

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Defence Sourcing Portal

The Defence Sourcing Portal (DSP) is an e-sourcing platform and one-stop-shop for contract opportunities, tendering and information on doing business with the whole of the Ministry of Defence (MOD).

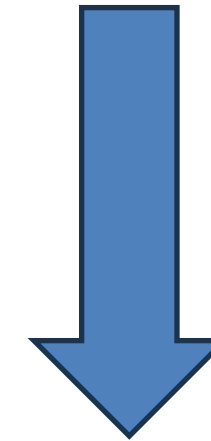
Tender and contract opportunities valued over £10,000 are advertised on the DSP. Access and registration to bid for MOD opportunities on the DSP is free of charge and suppliers are also able to publish their sub-contracting opportunities on the portal. DSP also hosts important announcements for industry. Suppliers will be sent alerts via email with opportunities that are relevant to their industry, as well as emails informing them of market engagement events/webinars and MOD announcements that may be of interest.

[Find out more](#)

Contracts finder portal

The MOD also advertises on the Government's Contracts finder portal. This is where central government departments and other public bodies advertise tender and contract opportunities valued at £10,000 and above. Access to Contracts Finder is free of charge.

DE&S (Defence Equipment and Support) tells you how to work with them.



They tell you: go to the Defence Sourcing Portal and Contracts finder portal.

MOD Procurement Portals


[Menu](#)


[Home](#) > [Defence and armed forces](#) > [Military equipment, logistics and technology](#)
 > [MOD Procurement: an overview](#)



Ministry
of Defence

Guidance

Doing Business with Defence

Updated 10 April 2024

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[How we procure](#)

[The areas we work in](#)

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Who we are

We are one of the biggest public procurement organisations in Europe and the single largest customer for UK industry. Over the next decade we are committed to spending over £190 billion on equipment and support. Our customers include both the armed forces and national security agencies, and we have a diverse range of requirements, including:

- military fighting vehicles
- education services

MOD guide on how to work with them.

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MOD Procurement Portals

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Opportunities for business

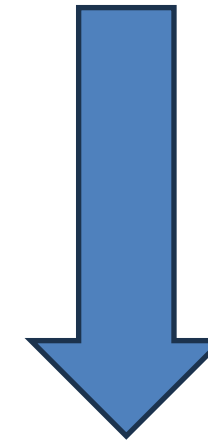
There are exciting opportunities for new, non-traditional and adjacent sectors to do business directly with the MOD, and indirectly with our major suppliers at sub-contract level. The programmes we support are detailed in the [defence equipment plan](#), which includes equipment, infrastructure and the defence estate.

Defence Sourcing Portal

The [Defence Sourcing Portal](#) (DSP) is an e-sourcing platform for contract opportunities, tendering, and information on doing business with the MOD.

We advertise tender and contract opportunities valued over £10,000 on the DSP. [Access and registration to bid for MOD opportunities on the DSP](#) is free of charge, and suppliers are also able to publish their sub-contracting opportunities on the portal. DSP also hosts important announcements for industry. Suppliers will be sent alerts via email with opportunities that are relevant to their industry, as well as emails informing them of market engagement events, webinars and MOD announcements that may be of interest.

MOD guide on how to work with them.



They tell you: go to the Defence Sourcing Portal

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MOD Procurement Portals

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BUT, this is not the sole resource you're going to need to explore to access opportunities.....

And how can you approach the tendering system and process in a *practical* way as an SME?



MOD Procurement Portals – R-Cloud

Dstl centric portal for contract research

Access R-Cloud (Version 4)

Research Cloud (R-Cloud) is the Ministry of Defence (MOD) dynamic gateway for contracting science and technology research.

Managed by the Defence Science and Technology Laboratory (Dstl), R-Cloud offers an efficient and effective route to access the latest research opportunities in UK government defence and security.

If you are a supplier of research, whether a sole trader, small to medium-sized enterprise, academic institute or large defence organisation, applying to R-Cloud is your first step to accessing opportunities.

Use this service to:

- create a supplier account with R-Cloud
- access the latest research opportunities offered by the MOD (from 1st December 2020)

Start now

<https://rcloud.dstl.gov.uk>

Portal summary

- Strongly Dstl focused/centric
- TRL level 1-6, so naturally based on earlier stage research contracts
- As of Oct 2023, there's an extension to this: R-Cloud+

Expansion - Introducing R-Cloud+

R-Cloud+ is a brand new optional addition to R-Cloud launched in October 2023. R-Cloud+ allows access to even more opportunities to engage with UK government defence and security research.

Buyers can use R-Cloud (via R-Cloud+) to contract research requirements where it is necessary for some or all of the IPR generated to vest in the Crown. This means suppliers, who choose to apply, will be eligible to participate in even more R-Cloud tasks than before.

R-Cloud+ will use a new Annex to the R-Cloud Conditions of Contract (Schedule 3). This can be found at Annex B (Schedule 3) IPR Vesting in the Crown. This Annex will only apply to contracts awarded under R-Cloud+.

The Tasking Form will show which deliverables require Annex B, whether that is all or just some of those to be contracted.

Further information can be found in the R-Cloud [Guidance for Suppliers](#).

MOD Procurement Portals – Serapis

[dstl]

Guidance
Serapis framework
Updated 12 July 2024

A framework running to July 2025. Broken into “lots” managed by different industry primes. Front line commands, rapid exploitation of technologies.

Lot	Lead	Focus
Lot 1: Collect	Roke Manor	New ISTAR “collect” technology and techniques. Sensing focus.
Lot 2: Space	BAE Systems Applied Intelligence	Underpinning, fundamental applied space research, operations, broadly any space applications.
Lot 3: Decide	Qinetiq	Command and control (C2).
Lot 4: Assured information infrastructure	Qinetiq	Communication infrastructure and technology, assured information.
Lot 5: Simulation and synthetic environments	NSC	Tools and processes for any simulation activity within defence.
Lot 6: Understand	Frazer-Nash	Data analytics and information processing tools and techniques.

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Realities of Portals

Many opportunities likely to be large, well-developed, and suitable for larger primes (as lead bidders).

So why sign up for portals and keep an eye on them?

- Your window into defence procurement priorities
- Your opportunity to understand opportunities -> primes leading them
- Guide your tech strategy (is your product current or future)
- Some opportunities *will* be more suitable for start-ups and you'll be aware
- ***So you know where to dig to find sub-contracts***



What Opportunities Show Up on Portals?

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1. RFIs (Request for Information)

- Not contracts, but information returns
- Scoping out market and suppliers, shaping future tender

2. PQQs (Pre-Qualification Questionnaires)

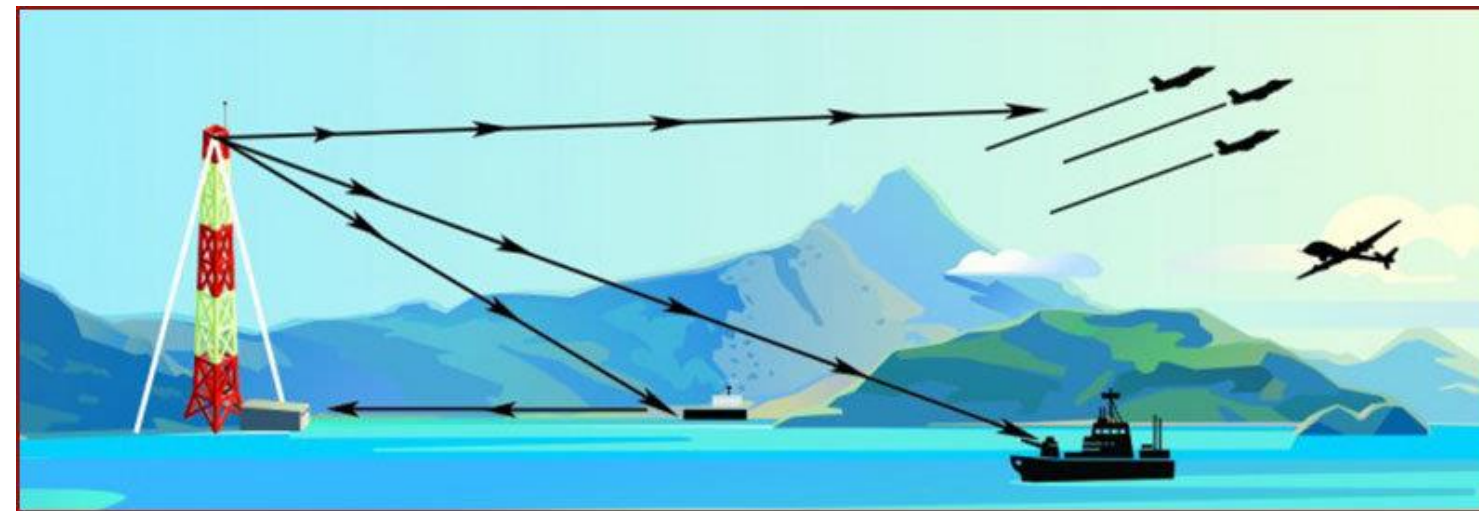
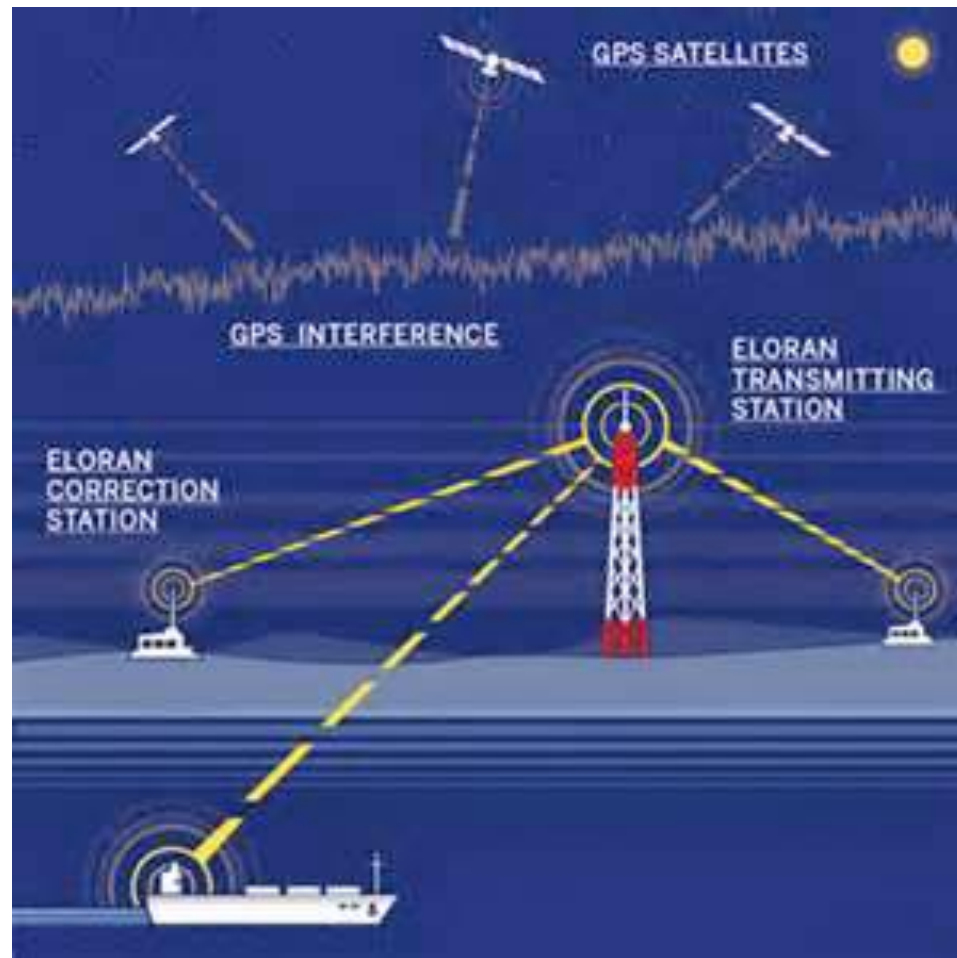
- Initial qualification stage of a tender
- Preliminary information and broad outlines
- Weed out unqualified bidders, save everyone time

3. ITTs (Invitations to Tender)

- Formal tendering competition
- Scored categories, full information (mostly)
- Can be significant amounts of work

RFI Example: eLoran – What is it?

A ground based version of GPS/GNSS – a position and timing system based on terrestrial antennas broadcasting signal to receivers. Receivers triangulate signals to determine position.



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RFI Example eLoran – Why is it relevant?



National Timing Resilience and Security Act of 2018

LAW

On December 4, 2018, President Trump signed the Frank LoBiondo Coast Guard Authorization Act of 2018 (P.L. 115-282), which includes as Section 514 the National Timing Resilience and Security Act of 2018.

The act amends Title 49 of the U.S. Code to include the following language:

§ 312. *Alternative timing system*

(a) In General.—Subject to the availability of appropriations, the Secretary of Transportation shall provide for the establishment, sustainment, and operation of a land-based, resilient, and reliable alternative timing system—

(1) to reduce critical dependencies and provide a complement to and backup for the timing component of the Global Positioning System (referred to in this section as ‘GPS’); and

(2) to ensure the availability of uncorrupted and non-degraded timing signals for military and civilian users in the event that GPS timing signals are corrupted, degraded, unreliable, or otherwise unavailable.

View law
(PDF)

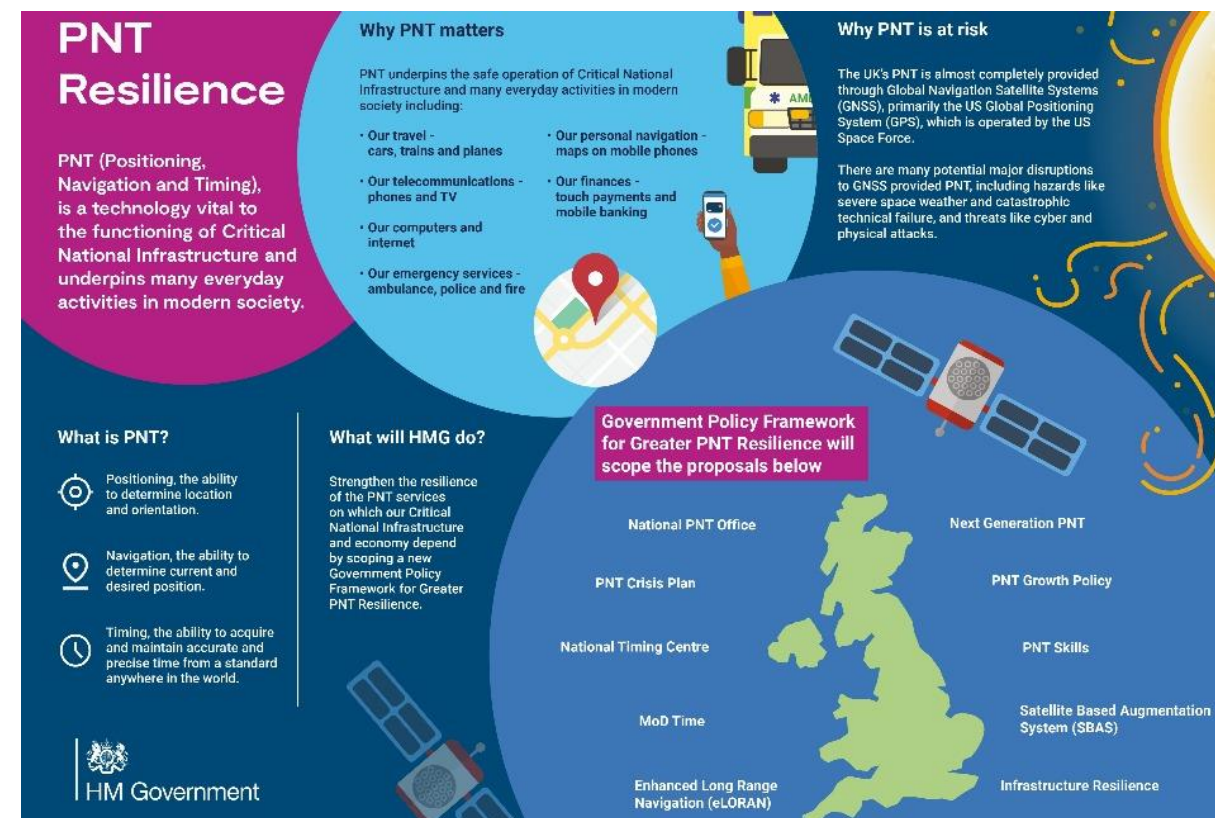


The act goes on to provide specific direction regarding: establishment of requirements; implementation plan; LORAN facilities; and agreement authority.

RFI Example: eLoran context in UK

Context: in 2023 UK Government published a 10 point framework for PNT Resilience (Position, Navigation, Timing)

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PNT Resilience

PNT (Positioning, Navigation and Timing), is a technology vital to the functioning of Critical National Infrastructure and underpins many everyday activities in modern society.

Why PNT matters

PNT underpins the safe operation of Critical National Infrastructure and many everyday activities in modern society including:

- Our travel - cars, trains and planes
- Our personal navigation - maps on mobile phones
- Our telecommunications - phones and TV
- Our finances - touch payments and mobile banking
- Our computers and internet
- Our emergency services - ambulance, police and fire

Why PNT is at risk

The UK's PNT is almost completely provided through Global Navigation Satellite Systems (GNSS), primarily the US Global Positioning System (GPS), which is operated by the US Space Force.

There are many potential major disruptions to GNSS provided PNT, including hazards like severe space weather and catastrophic technical failure, and threats like cyber and physical attacks.

What is PNT?



Positioning, the ability to determine location and orientation.



Navigation, the ability to determine current and desired position.



Timing, the ability to acquire and maintain accurate and precise time from a standard anywhere in the world.

What will HMG do?

Strengthen the resilience of the PNT services on which our Critical National Infrastructure and economy depend by scoping a new Government Policy Framework for Greater PNT Resilience.

Government Policy Framework for Greater PNT Resilience will scope the proposals below

National PNT Office

PNT Crisis Plan

National Timing Centre

MoD Time

Enhanced Long Range Navigation (eLORAN)

Next Generation PNT

PNT Growth Policy

PNT Skills

Satellite Based Augmentation System (SBAS)

Infrastructure Resilience



HM Government

RFI Example: eLoran

[Home](#) > 710338451 ALT PNT RFI

710338451 ALT PNT RFI

Ministry of Defence

Published date: 20 September 2024

Last edited date: 1 October 2024

Open future opportunity - This means that the buyer is not yet ready to invite bid applications but early notification has been provided and some dialogue may be possible.

Watch this notice

Print this notice

Approach to market date:
1 April 2025

Contract summary

Industry

- Global navigation and positioning systems (GPS or equivalent) - 38112100

<https://www.contractsfinder.service.gov.uk/Notice/7acdd127-28b5-4047-8582-c2d1323faa15?>



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RFI Example: eLoran

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Value of contract

£52,000,000 to £70,000,000

Contract start date

17 November 2025

Procurement reference

tender_407935/1403654

Contract end date

31 December 2026

Published date

20 September 2024

Contract is suitable for SMEs?

Yes

Approach to market date

1 April 2025

Contract is suitable for VCSEs?

Yes

RFI Example: eLoran

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Description

Following on from our recent Industry Day on 1st March 2024, and subsequent update provided in June 2024, we thank you again for the engagement and RFI information provided, this has helped to steer our planning for the next stage of the Alt PNT project. The requirements for ALT PNT is still evolving, we have decided as we want to progress activities we are taking a measured approach at this stage, and focusing on Deployable eLoran technologies only at this time , we therefore are seeking RFI responses to support us in progressing this project.

Please see attachment associated with this notice.

RFI Example: eLoran

Deployable eLoran

Background:

- The DE&S Alt PNT Programme assessment phase is focused on maturing diverse and complementary alternative PNT (non-GNSS) technologies, in order to develop a suite of information & options to inform subsequent exploitation by the UK MOD. In particular, the project is intending to mature technologies that are currently in prototype form, through to a stage where representative demonstrators & supporting information exists.
- As part of achieving the aims for the project, a deployable eLoran infrastructure (transmitter network) has been identified as a capability that the project is keen to mature to meet MOD's needs.
- The high-level aim for our development of deployable eLoran is to establish and demonstrate what is required to enable a practical network of deployable eLoran transmitters to provide time and position information to compatible eLoran receivers, within a GNSS denied environment.

Aims:

- The MOD intends to let a single contract to mature the development of a deployable eLoran transmitter network that will meet UK MOD requirements (currently unavailable to share).
- Alongside the development of the deployable eLoran infrastructure, the MOD aims to simultaneously generate:
 - o The necessary assurance evidence to enable any subsequent exploitation of the design.
 - o A modelling capability, which will allow for theoretical analysis of capabilities and informing the concept of employment.
 - o An assured capability within the Loran Data Channel
 - o Information and demonstration of the resulting capability to stakeholders

Intended outcomes:

The key intent is to meet all of the above aims. To do this, an indicative work-breakdown structure is shown in Figure 1 and supporting outcomes are listed below:

- Design and development of deployable eLoran transmitters, including the manufacture of representative prototypes. The resulting prototypes are expected to be of sufficient maturity, that they allow for physical testing & demonstration to be the primary method of verification against the requirements listed below. The design shall be such that changes to the transmitted waveform can be achieved via software modifications only.



RFI Example: eLoran

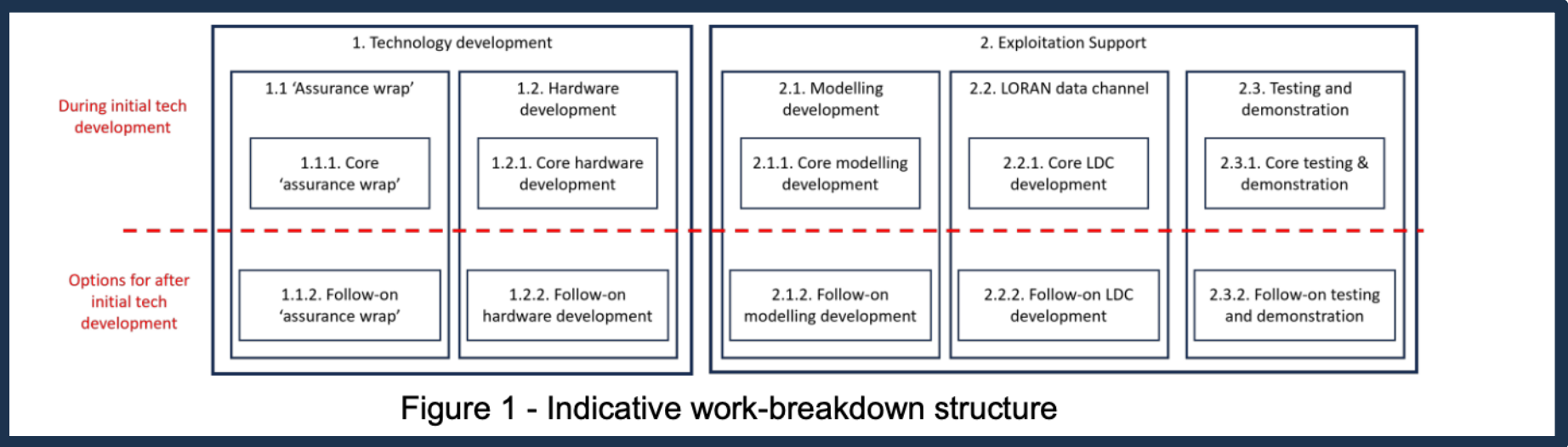


Figure 1 - Indicative work-breakdown structure

Summary of high-level requirements:

In support of this request for information, the MOD has included a number of high-level requirements that are intended to provide context to suppliers. The letting of this contract will follow the typical MOD process of being support by an Invitation to Tender and subsequent down-selection. During those stages, further detail on the requirements will be provided by the MOD.

ID	Requirement	Supporting detail
1	All development is to comply with MOD policies and standards, including but not limited to:	<div>Compliance with the activities required by the Acquisition Safety and Environmental Management System.</div> <div>Compliance with activities required by policy for Secure by Design.</div> <div>Compliance with activities required by policy for exportability and capability protection</div> <div>Def Stan 00-056 (Safety Management Requirements for Defence Systems)</div> <div>Def Stan 00-055 (Requirements for Safety of Programmable Elements (PE) in Defence Systems)</div> <div>Def Stan 00-600 (Integrated Logistic Support Requirements for MOD Projects)</div>

RFI Example: eLoran

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Questionnaire

1. Brief overview of company
2. What is your company's heritage in providing eLoran?
3. Estimate of time/cost to solutionise the above?
4. High Level concept to meet the technical requirements.

RFI Example: eLoran

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Submission guidelines

Please submit your response by 18th October to DESSpace-Comrcl@mod.gov.uk .
Responses received after this deadline will not be considered.

Note: This is very much an information gathering exercise, the time allocated for responses is being driven by internal approval processes, as such please provide whatever information you can within the aforementioned time in the most convenient format.

For the procurement of this requirement, a Contract Notice will be published in the future (date TBC but the aim is to release an ITT in April 2025). The Contract Notice will request expressions of interest for provision of the requirement, if no further interest is received an ITT will be issued to only those who have responded to this RFI.



RFI Example: eLoran – how an SME might respond



1. Is the opportunity worthwhile pursuing?

- Relevant to my business – even tangentially?
- Can I help with any aspect of it?
- Can I think of any way for my product/service being useful?

2. Could I prime if I wanted?

- Yes – probably should submit an RFI
- No – you've got some options
 - Submit an RFI anyway
 - Visibility, keeping in the comms loop, why not?
 - Find out who is interested
 - What primes are bidding? What other SMEs might be relevant?

RFI Example: eLoran – how an SME might respond



3. Do I want to invest more time digging?

- Note any industry days, suppliers information sessions, email addresses where you can ask questions
 - You can ask if there is a list of interested bidders you can join
- Use it as an excuse to build your network
 - Much easier to reach out to people saying “Hey, are you looking at this opportunity?” than a usual cold reach out to new contacts
- Excuse to map out a specific area
 - Who are the players? What is the need?
 - How is this programme being funded?
 - What’s likely to come in future related to this?

What about PQQs and ITTs? The Basics

Contract requirements are *flowed down*, you can't get away from them as a sub-contractor even if you have a small role down the food chain

- Essential bidding requirements
 - Cybersecurity (*i.e.* Cyber Essentials)
 - Understand document security classifications
 - Understand security clearance requirements (often less strict than you might think)
 - Understand Security Aspects Letters
 - Audited accounts and turnover figures
 - Evidence of Quality Management, Sub-contractor management policies if applicable

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PQQ/ITT: What's in it?

Buyer documents (either Word or PDF):

1. PQQ/ITT Guidance and Summary document
2. Relevant Annexes (i.e. slides from industry day)
3. PQQ: Contract Notice – ITT: Draft Contract
4. Draft User Requirements Summary
5. Draft Capability Requirements Statement
6. Marking Criteria for questions
7. Explanatory document for questions
8. Draft or final security aspects letter
9. Draft or final security requirements

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PQQ/ITT Example

Things you have to return:

1. Every single tick box and requirement filled in on the platform
 2. All relevant attachments (examples)
 1. Modern slavery statements (and similar)
 2. Signed agreements
 3. Audited account statements
 3. Examples case studies of past projects
 4. Statements on capability, staffing, capacity
 5. Statements on your ability to meet *technical* aspects of bid with evidence
 6. Statements on your ability to meet *security* aspects of bid with evidence
-

PQQ/ITT Response: What if you're an SME?

- The prime will be asking sub-contracts for information to support them in meeting all the essential requirements.
- All Primes have restrictions (available resource, capability gaps, requirement for something novel to input to bid, lack of case studies in relevant areas) and **they need an ecosystem of sub-contracts to help them create a compelling and full bid**
- You can try to engage at any stage with primes/others in the food chain: RFI, PQQ, ITT, post ITT (during contract negotiation), post-contract award. **If they don't know you exist, they can't find you!**

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Key Takeaways Related to Portals

- They're your window into what is happening in your field
- For SMEs, often they're most useful as the starting point for actioning a BD engagement plan (rather than directly bidding)
- Make a system! Lots of noise with tenders, organize your life so it's not overwhelming
- If you've never pursued an RFI or PQQ, just have a go! See the process, iterate and become better.

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Additional Resources Worth Looking At

- MOD drafted overview on how to work with them:
 - <https://www.gov.uk/government/publications/mod-procurement-an-overview/doing-business-with-defence>
 - Major suppliers
 - Lots of further links to relevant policies, guides on procurement
 - Facilities and security aspects
 - Accreditations (Cyber and other)
 - Contact details within MOD for people to help
- Understanding security aspects:
 - <https://www.gov.uk/government/collections/government-security>
- HMG drafted overview of how SMEs can work with government:
 - <https://www.gov.uk/government/publications/smes-a-guide-to-working-with-government>

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Exotopic

Bidding – Key Tendering Gaps and Actions

Tender Readiness: Essential Company Requirements

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Security Clearance	Handling Sensitive Documents	Cyber Essentials/+ Certification
Company Registration	Understand Security Aspects Letters	Finances in order (audited accounts)
Dun & Bradstreet D-U-N-S Number	Understand Security Aspects Questionnaire	Company Overview
Excellent governance related to employee vetting (e.g. BPSS check) from start of employment and kept up to date	Full understanding of employee nationality/ies, right to work, clearance status, etc.	IT systems in good shape – best practice understood, options for future upgrades understood (working with partners in secure way, handling things internally)
Good working practice for physical security (find out what's required – start doing it regardless)	Any optional requirements which pop up (supplier codes of conduct)	

Tender Readiness: Commercial and Finance

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Day rates – your own, understanding of what's normal/expected	Strategy on margins for different contract types	Clean books (VAT up to date, audited, etc)
Full understanding/documentation of ownership, shareholding	Full understanding of <i>any</i> associations with countries under embargo, sanctions, and restrictions	Understanding of <i>your value</i> compared to overall project and budget
Clear negotiation strategy with prime/partners/sub-contractors	Full understanding /strategy of when you can charge for day rates versus delivery of milestones, services, deliverables	Templates for project costing
System/process of invoicing	NDA template (if needed)	Advisors to hand for legal: contracts review, security questions, etc.

Tender Readiness: Project Management and Delivery Capability

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Full understanding of your supply chain	Full understanding of good project management practice	Full understanding of background strategy and context to a tender
Strong delivery methodology which you will reuse over and over	Strong work logic which you will reuse over and over	Templates for project plans
"Ready to go" partnerships (e.g. other friendly companies) you can pull in to help fill gaps	Company CVs for all staff, kept up to date, attractive. Likely multiple versions	1 paragraph bios of your company, all staff, all commonly used partners

Tender Readiness: Quality and Risk Management

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Understand enough about DEFCONs (Defence Conditions)	Understand enough about DEFFORMS (Defence Forms)	Full understanding of normal quality frameworks (e.g. ISO9001) and how you can demonstrate equivalence (as you likely won't have it)
Good understanding of how to describe and assumptions and dependencies	Template for risk and issues register which you'll use over and over again	Develop a good list of standards risks you can use to start any risk register entry and modify
Quality Management processes internally you can document and use to show you're able to demonstrate QA	Clear understanding of skills in organization who can deliver, QA, provide oversight, escalation, etc.	

Thank You

Please don't forget to leave feedback!