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Contract

## **UK7 - Contract Details Notice**

Defence Infrastructure Organisation

UK7: Contract details notice - Procurement Act 2023 - [view information about notice types](#)

Notice identifier: 2025/S 000-037721

Procurement identifier (OCID): ocds-h6vhtk-04f7c8

Published 7 July 2025, 12:06pm

### **Changes to notice**

This notice has been edited. The [previous version](#) is still available.

### **Scope**

### **Description**

The DIO has an Estate Lens Model under development. This Model provides analysis of the demand and supply for the entire MOD estate. The Model has been developed within the SAS system which allows data from various sources to be analysed. An interlinked model that provides scenario planning functionality is also in development. The Models

require ongoing further stages of development to allow improved visualisation, improved maturity and to capture planned and aspirational changes.

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## **Contract 1. DIO Estate Lens Enhancements 2025-27 with Option Year 26-27**

### **Supplier**

- [ThinkIdea Limited](#)

### **Contract value**

- £799,840 excluding VAT
- £959,808 including VAT

Above the relevant threshold

### **Date signed**

29 April 2025

### **Contract dates**

- 1 May 2025 to 31 March 2026
- 11 months

## Main procurement category

Services

## Options

The right to additional purchases while the contract is valid.

Option Year 1 April 2026 to 31 March 2027. This may or may not be taken up, that Contrac value includes the Option Year value, which is £400,000.00 ex vat.

## CPV classifications

- 70112000 - Development of non-residential real estate

## Key performance indicators

Name	Description
Completion of Estate Lens Model and Agreement on Outputs	
Completion of Individual Project Plans for each individual output	
Completion of each Estate Lens Output	
Social Value Theme 4 - Equal Opportunity	Encourage Job Applications from Ex Forces
Social Value Theme 4 - Equal Opportunity	Recruitment and Promotion Process using Blind CV's to encourage diadvantage groups
Social Value Theme 4 - Equal Opportunity	Continued Professional Development
Social Value Theme 4 - Equal Opportunity	Work Placements - Career Ready Programme

## Other information

**Conflicts assessment prepared/revised**

Yes

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**Procedure****Procedure type**

Direct award

**Direct award justification**

Single supplier - technical reasons

The MOD has a strategic objective to improve its Asset Management in particular demand management. One of the workstreams within this is the development of its understanding of the supply and demand of its estate. The Estate Lens Model has been developed over the past four years by the MOD in conjunction with a SME Supplier that specialises in infrastructure demand and space management. Surveys have been undertaken to test the validity of the Model. The Estate Lens Model is now fed by automated links to other MOD datasets. It is anticipated that further live links to key (but not all) MOD datasets will be achieved this coming calendar year. Further development work is required on an ongoing basis to develop the modelling and embed scenario planning so that we can move from understanding the current position to modelling future scenarios.

The MOD wishes to develop its understanding of the trajectory for the Defence Estate and also to develop the Estates Lens modelling tools. We want to be able to move towards being able to devolve supply and demand to site level having provided strategic level analysis and direction. The extension of existing services provided by Think Idea is required because this is a specialist demand planning and spatial analysis area where the Supplier has developed in collaboration with the DIO and MOD TLBs a bespoke Estate Lens modelling process (including adjacency planning) for MOD sites.

The Estate Lens is a unique system that has been developed over the last 4 years with the Supplier and regular engagement with DIO Estate Strategy, DEX and other MOD TLBs. DIO project team estimate it would take a new Supplier at least six months to start

to understand the architecture / nuances of the Estate Lens and what is required to further develop it. These enhancements should include 1) better presentation of data, 2) enhancement of maturity and calculations, 3) ability to plan for change and scenario change, 4) to include further MOD data sets, 5) bring in new functionality and 6) complete site surveys to assist in understanding the model and developing it further. To deliver this the existing Supplier has:

§ expertise in the analytics and modelling of the demand and supply of estate. This should include understanding spatial and predictive (inc time series) modelling and analysis.

§ expertise in Government and Military/Defence ways of working and estate use / management.

be able to complete Project Management and Site Surveys. This should be in accordance with DIO ways of working namely in an agile environment.

have Agile Software Designers and Developers (as the Estate Lens Model and Scenario Planning Tool are bespoke to MOD) capable of developing Beta or Live models.

be able to complete Agile Software Development of the Estate Lens Model and Scenario Planning Tool

be specialists in working with Government Digital Design and Services guidelines and best practices.

The Authority considers that a change in supplier would incur disproportionate expense and delay (of at least six months) whilst a new Supplier started to understand the current Estate Lens maturity and future development requirement. There are disproportionate risks associated with this.

The Defence Infrastructure Organisation, on behalf of the Secretary of State for Defence (the "Authority"), intends to place a 2-year (second year being an Option) contract with Think Idea Limited, to complete the next phase of the Estate Lens development. As a covered procurement, it is considered that the direct award of the contract is lawful in accordance with Section 41(1) and Paragraph 7 of Schedule 5 of the Procurement Act 2023.

The extension of existing services provided by Think Idea is required because introducing a new Supplier at this stage of the project will introduce disproportionate risks and costs whilst any new Supplier is procured and then learns the idiosyncrasies of the model. The professional estimate is that any newly introduced Supplier could take up to six months to reach operational effectiveness.

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## Supplier

### ThinkIdea Limited

- Companies House: 02785280

The Mill

Shrewsbury

SY5 7PZ

United Kingdom

Email: [info@idea.eu](mailto:info@idea.eu)

Region: UKG22 - Shropshire CC

Small or medium-sized enterprise (SME): Yes

Voluntary, community or social enterprise (VCSE): No

Supported employment provider: No

Public service mutual: No

Contract 1

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## Contracting authority

## **Defence Infrastructure Organisation**

- Public Procurement Organisation Number: PPWG-8368-RJMG

St George's House, DMS Whittington

Lichfield

WS149PY

United Kingdom

Email: [DIOComrcl-EnSer@mod.gov.uk](mailto:DIOComrcl-EnSer@mod.gov.uk)

Region: UKG24 - Staffordshire CC

Organisation type: Public authority - central government