

## Appendix B

### Statement of Requirements

#### Programme Delivery Support for HMCTS Change Portfolio

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V 2.0 MB (2) 14072016

## Statement of Requirement

<b>Title of Request:</b>	Programme Delivery Support – HMCTS Change Portfolio
<b>Estimated Total Value:</b>	Services up to a maximum value of £2m per annum
<b>Duration of Engagement:</b>	<p>A 12 month period from the date of Contract Award subject to the following options exercisable at HMCTS discretion:</p> <ul style="list-style-type: none"> <li>• termination for convenience following the issue of a notice period of not less than one month in the event the Programme Business Case is not approved at one of its 6 monthly refresh points; or there is a change in scope/direction with the Change Portfolio.</li> </ul> <p>This contract will be let for one year from the award of contract date.</p>
<b>Required Commencement Date:</b>	<b>Mid- September 2016</b>

### 1. Introduction

Her Majesty's Courts & Tribunals Service (HMCTS) is responsible for the administration of the Court system across England and Wales and for the administration of the majority of the Tribunals system across the UK. It is run as a partnership between government and the judiciary, ensuring that justice can be done, and the rule of law supported. The function of HMCTS affects the lives of millions of people across the UK every year, whether directly or indirectly.

HMCTS is a large government agency, employing around 18,000 staff, and operating from just under 500 locations with a gross annual budget of around £1.8bn.

Like any service provider, the success of HMCTS depends on the quality of the service we provide and how we are meeting user expectations in the modern age. We know the level of service currently received at a court or tribunal is at best inconsistent and, at worse frustrating, despite the great efforts of our staff. Our model for service provision is clearly outdated - accessing our service often involves filling in paper forms, travelling to one of our buildings to complete a simple process or arranging face-to-face meetings to get basic guidance and advice. This leads to unnecessary complexity, confusion and delay for our users – as well as high levels of cost.

Even where we have tried to introduce more digital ways of working, we often rely on digitised versions of paper based business processes, layered on top of legacy IT systems, some of which are over 30 years old. They were not designed with a digital service in mind, being built to replicate paper forms and processes rather than taking advantage of opportunities to pre-populate or respond to users' selections. We have outdated back-end systems that prevent effective data sharing with our partner agencies, adding to delay, inefficiency and failure in the system. Our services have often been designed in silos, rather than developing a consistent approach to our user experience across our service. It follows that our user experience is inconsistent and unnecessarily confusing, particularly to our vulnerable users.

HMCTS is committed to creating a modern, effective and user-friendly Courts & Tribunals Services that delivers better justice at lower cost. In early 2015 the HMCTS commenced work to develop a coherent, future-proofed and user-centric vision and strategy for the transformation of HMCTS.

## 2. Aims

The HMCTS Change Portfolio will transform the organisation to deliver a service designed to meet user needs, is adaptable for the future, and lower our cost base to make the Courts and Tribunals service sustainable for the future. An overview of the work that has been underway since early 2015 is included in the 'Background to the Requirements' section.

The HMCTS Change Portfolio aims to deliver a renewed service model for HMCTS which is centred around achieving the following design principles which were agreed with the Judiciary at the outset of the process:

- **We need to build a model around the needs of those who use it** (citizens, business users, victims, witnesses and state users)
- **The system needs to be accessible** – easy to use, digital by design and default and well supported for non-digital users
- **The system needs to be proportionate and segmented** – with the 'majesty of the court' when needed and low cost, low burden (mostly digital) channels when not
- **We build on the strong, independent and trusted justice brand** – but with different channels / experiences for different cases – all consistent with this brand
- **Our system is transparent and accountable** –in approach and use of digital transparency
- **Our model is financially viable** – operating at low cost for much of the system, and securely funded
- **Our model is future proofed, designed for 2050 not 2015** – with a flexible infrastructure to keep it relevant
- **Our people strategy will support our business strategy** – so we will need a higher-skilled but smaller workforce

### Procurement Overview

In relation to the above aims of the HMCTS Change Portfolio, the purpose of this ITT is to procure Programme Delivery Support and establish a managed service to be delivered through a mix of regular and hoc support to assist the programme's delivery in the areas of:

- Programme delivery and change management; and
- Multi-specialism delivery.

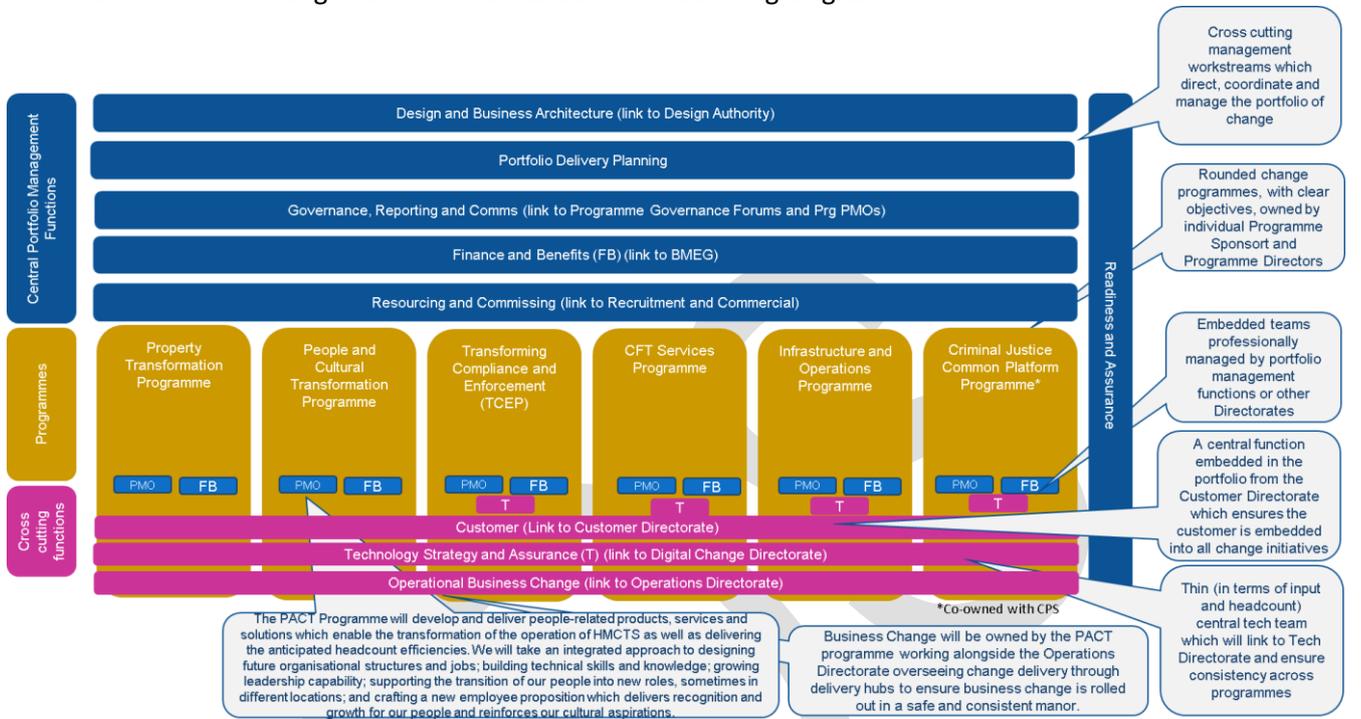
The objectives of the current tender exercise in relation to each of these areas is outlined in more detail below. These objectives directly relate to the requirements elaborated in section 6 of this document.

## 3. Background to the Requirement

## The Change Portfolio

In June 2016 a new structure was agreed to restructure the Change Portfolio (previously a collection of programmes and projects of varying sizes) into a single coherent Change Portfolio. While the process of restructuring is still underway, this change provides useful context for the present tender.

The structure of the Change Portfolio is outlined in the following diagram:



## Progress to date

**Sprint 1:** In early 2015 work was undertaken to develop a coherent, future-proofed and user-centric strategic vision and strategy for HMCTS that formed the basis of recommendations given to Ministers for the transformation of HMCTS, and then for subsequent delivery. This work was supported by external consultancy support and internal secondees from across the MoJ and delivered a high level picture of the potential future size, shape and operating model of a Courts and Tribunals Service which delivers fair and transparent justice in a user-centric way; operates at a significantly less net cost than today and is sustainable for the future. At this stage a leadership team was established and central programme team formed, with arrangements for the governance and assurance established. The output of this phase of work was an overarching Programme Business Case that entered formal governance in June, with a target approval date by HM Treasury of November 2015 as part of the Spending Review process.

**Sprint 2:** The next phase of work commenced in early July 2015 and completed at the end of 2015. This piece of work delivered three key outcomes that supported the ongoing iteration and further development of the Programme Business Case as it proceeds through the approval process. These are:

1. Refinement of the high level design to the next level of detail, creating a more sharply-defined programme scope in respect of content, enabling effective delivery sequencing and planning to be undertaken
2. Scoping and establishing the delivery structure required for the programme scope to enable resourcing strategies to be put in place

3. Building on the work already undertaken in detail with the judiciary and MoJ Policy teams and at a high level with impacted partners such as the CPS, Police, NOMS, to analyse the upstream and downstream impact of the programme so that this is clearly understood and signed up to by all parties at the point of approval.

The output from this phase of work was an updated business case and an implementation plan outlining the individual projects required to transition to a reformed HMCTS, in line with the vision and strategy, by March 2020.

**Preparation for Delivery:** In January 2016 preparation for delivery of the Business Case commenced. This phase completed in April 2016 when programme funding was agreed and the first tranche of projects within the programme commenced. The focus of the preparation phase was:

- Developing and rolling out an induction and training programme for all staff working on the programme, including twenty five new staff who have joined the programme in this quarter;
- Establishing a delivery and planning cycle approach to ensure projects are initiated in a timely fashion in line with the Business Case, and; build in periodic time for reflection and forward planning to ensure that work remains on track;
- Running initiation sessions for the first tranche of projects, including start up workshops, the development of project briefs and the commencement of service inceptions for our service projects;
- Developing a delivery framework which pulls together all approaches, strategies and tools into one toolkit which Project Managers and others can use to guide their way through delivery.

## 4. Objectives

The purpose of this procurement is to establish a managed service to be delivered through a mix of regular and hoc support to assist the portfolio's delivery in the areas of:

- Programme delivery and change management; and
- Multi-specialism delivery.

The objectives of the current tender exercise in relation to each of these areas is outlined in more detail below. These objectives directly relate to the requirements elaborated in section 6 of this document.

### **Programme delivery and change management:**

The Change Portfolio requires access to programme and project delivery expertise and resources to ensure that the programme is delivered according to best practice and has sufficient resources to deliver against its plans. Given the scale of change that will be impacting HMCTS during the Portfolio's delivery, there is a requirement for additional support in relation to the Portfolio's change strategy and the management of change where it will impact core business. The objectives of the current tender are to:

- Ensure that delivery planning for the Change Portfolio's delivery work is robust, and that plans are well integrated and well supported from a financial and resource point of view;

- Ensure that the Change Portfolio benefits from an adequate level of outside advice and expertise in relation to its delivery planning, emerging risks and issues, and to improve its pace and quality of delivery;
- Ensure the continued alignment of activities within the Change Portfolio to be achieved through ad-hoc interventions (i.e. assessments and reviews) across programmes;
- Ensure that the Change Portfolio has the right risk identification and mitigation measures in place, and is able to deliver targeted interventions such as carrying out health checks or deep dive reviews into individual projects to review their ability to deliver and trajectory for success and to recommend corrective actions;
- Enhance programme planning and delivery methodologies across the portfolio to be achieved through the creation of programme planning and delivery tools;
- Strengthen the management of organisational change to be achieved through a cohesive delivery plan to manage the change load into the business;
- Understand the potential for delivery risks and success to be achieved through ongoing change management support; and
- Ensure that the Change Portfolio benefits from the requisite levels of knowledge transfer, skills building, and learning to reduce reliance on external service providers.

#### **Multi-specialism delivery:**

To date the Change Portfolio has largely focussed on recruitment as its main means of providing the resources required to deliver the programme. However due to challenges with recruitment, the programme requires more flexible methods to deploy high-capability resource into key gaps across the programme. The objectives of the current tender are to:

- Mitigate the risk of recruitment delays and ensure deliverability of plans to be achieved through the supply of interim resources to backfill or fill vacancies in multiple specialism across the programme to be deployed through flexible arrangements; and
- Ensure that projects within the Change Portfolio have access to targeted support to 'get back on track' in the event that anything veers off course, and that the Change Portfolio has access to targeted support if and when it needs it;
- Ensure that the Change Portfolio benefits from capability building, knowledge transfer and learning throughout service provision.

## **5. Scope**

Working within the HMCTS Change Portfolio team and, through Deputy Director, Resourcing and Commissioning:

#### **Included:**

- Activities to support programme delivery and change management as covered by the 'Requirements' sections of the present tender document; and
- Activities to support multi-specialism delivery as covered by the 'Requirements' sections of the present tender document.

**Excluded:**

- Any activities not covered by the 'Objectives' and 'Requirements' sections of the present tender document.

***Initially this contract will be let for one year from the award of contract date.***

## **6. Requirements**

### **Mandatory Requirements**

#### **1. Support delivery through provision of multi-specialist resources across the Change Portfolio on an ad-hoc/"call on" basis (as agreed based and on programmes' needs) through:-**

- 1.1. Providing high calibre resources with experience in complex subject matter and with the ability to influence across all levels of the Change Portfolio (both upwards and downwards);
- 1.2. Providing access to human resources who have expertise and experience in:
  - Programme delivery disciplines – i.e. programme and project management, project delivery, stakeholder management,
  - User experience disciplines – i.e. customer insight, user research, customer and stakeholder engagement, assisted digital, and process analysis and optimisation;
  - Service model and design disciplines – i.e. service design, process redesign;
  - People change disciplines – i.e. organisational design, DTUS engagement, employee engagement, culture change;
  - Financial management disciplines – i.e. contract and supplier management, market engagement, financial analysis/control and planning;

#### **2. Support programme delivery and change management through provision of a team (of flexible size and skills depending on the demands of the programme) on an as-needs basis as required by the Programme , through activities which might include:-**

- 2.1. Providing independent advisory support to Programme Leadership bringing together programme delivery expertise and the ability to build a robust knowledge of the programme and its operating environment to ensure that delivery plans are robust, effective and efficient;
- 2.2. Designing and undertaking targeted interventions across and between programmes within the change portfolio and make recommendations for corrective actions as required to support programme delivery;
- 2.3. Designing and undertaking targeted interventions in the form of health checks or deep dive reviews into individual projects within the Change Portfolio and make recommendations for corrective actions to support programme delivery;
- 2.4. Providing resources to undertake remedial actions as a result of assessments, health checks, assistance to get projects back on track if issues arise etc.;

- 2.5. Developing and implementing programme planning and delivery tools that can be utilised across the HMCTS change portfolio to support project delivery;
- 2.6. Providing support and expertise to develop a clear and coherent delivery plan across HMCTS to manage the change load and ensure that the timing and scale of change is sufficiently manageable to ensure continued service provision and to assist in the management impact of change on the business managed adequately;
- 2.7. Providing advice on business change plans based on business change methodologies and real-world experience of successful change approaches;
- 2.8. Providing change management support through, for example, undertaking assessments to assess potential future risks and to ensure that delivery of change is set-up to succeed, and providing resources to undertake remedial actions as required;
- 2.9. Providing management oversight of major change activities (including planning and forecasting activities) to embed culture change;

### **3. Account Management requirements across all activities**

The supplier will need to:

- 3.1. Maintain regular contact with the Authority's nominated point of contact;
- 3.2. Provide an Account Manager with the requisite skills to forge effective relationships with the Programme's leadership and provide strategic and programme delivery advice as required;
- 3.3. Agree detailed plans (including milestones, timeframes and costs) for delivery with the Deputy Director, Resourcing and Commissioning on a semi-regular basis as determined by the Deputy Director, Resourcing and Commissioning. The services may be 'called-off' as discrete resource needs or for delivery of agreed outputs;
- 3.4. Provide regular (monthly) reports as to progress against milestones in line with contract management requirements set out by the Authority, prioritising any information that indicates a material breach of any contract, or is inconsistent with the Authority's policies or prevailing legislation;
- 3.5. Form effective relationships within the programme and HMCTS and other key stakeholders as required;
- 3.6. Provide and ensure capability building and transfer of knowledge and best practice to internal teams across the life of the contract and at closure of call-offs (for example through training) to ensure that the programme has the requisite capabilities to support delivery on an ongoing basis;
- 3.7. Work closely on an iterative basis with the projects within the programme and the central programme team.

### **4. Further supplier requirements**

- 4.1. We need a team who are flexible and able to work according to where the greatest need is. We would expect the supplier to be flexible about resources, and be prepared to phase in/out individuals if it becomes clear that their skills are no longer required as internal capability is put in place or where we need stronger skills in a different phase of the project;
- 4.2. There will be interim deliverables, some of which can be programmed in at the start, but many of which will emerge as the work develops (e.g. the need to report to new ministers on emerging ideas). We require a team who are prepared to work flexibly as deadlines change, but who are sufficiently robust to retain focus on the overall goal;

- 4.3. The supplier must be able to work flexibly and adaptively on this fast moving major delivery programme, being an integral part of the programme team and supporting the matrix working arrangements within HMCTS and between HMCTS HR and MoJ colleagues as required;
- 4.4. The supplier must have the ability for team members to be based full time at HMCTS HQ, 102 Petty France, SW1H 9AJ, or other designated central London HMCTS locations.

## **5. Experience requirements**

To achieve the aforementioned requirements the supplier is required to provide sufficient staff with proven experience of working in teams on similar projects and who shall be available, in so far as the Supplier can reasonably manage, for the duration of the contract term.

For the purposes of this Contract “Proven Experience” shall be defined as the provision of robust evidence, including individual Curriculum Vitae, and relevant case studies of similar services provided to a minimum of three other clients, supported by client references where required, over a period of three years demonstrating the Supplier’s capability in:

- 5.1. Collaborating well with in-house and other resources on the programme, including working with a matrix structure, as part of a multi-disciplinary team;
- 5.2. Working with a diverse range of teams, including civil servants and other specialist suppliers;
- 5.3. Supporting the delivery of large-scale transformation programmes through strategic advice, independent reviews and audits, and project and programme management expertise for complex, large public and private organisations with similar objectives and likely to attract similar levels of public attention;
- 5.4. Thinking strategically to develop a programme delivery and change management approach over a four-year programme;
- 5.5. Provision of multi-disciplinary delivery support to large transformational programmes;
- 5.6. Proven experience in the required discipline areas outlined in the requirements (above);
- 5.7. Supporting and contributing to a range of multiple project teams, working with other consultancies and service providers;
- 5.8. Bringing a range of skills and expertise to the project, including:
  - Experience of partnering with senior stakeholders.
  - Experience of scoping and defining projects and deliverables.
  - Substantial experience in stakeholder management skills with experience of managing multiple, diverse groups.
  - Substantial experience in project and programme management, preferentially within the public sector.
  - Experience of strategy development and implementation.
  - Credibility at every level due to the strategic nature of the work required. (Individual team members will support individual pieces of work, so we require a senior and experienced team who will each have personal credibility with senior stakeholders); and
- 5.9. Working collaboratively with all partners including internal and external stakeholders, displaying excellent leadership skills.

## Information

Following contract award, discussions will take place with the successful Supplier regarding the structure of the team and agree milestone plan for delivery of the present services. However, we would welcome proposals from interested bidders on their suggested team structure to meet the requirements of this specification.

The Programme will be engaging the use of other suppliers as required by the needs of the programme. The supplier will not have exclusive rights to provide the aforementioned services.

Interested bidders are advised to appraise themselves of the role of HMCTS within the UK justice system. The following information may be useful:

Lord Chancellor's announcement on HMCTS Reform:

<https://www.gov.uk/government/news/chris-grayling-reform-of-the-courts-and-tribunals>)

Joint letter from Lord Chancellor, Lord Chief Justice and Senior President of Tribunals to all members of the judiciary regarding HMCTS Reform:

<http://www.judiciary.gov.uk/wp-content/uploads/2014/03/joint-letter-to-judges-and-staff-hmcts-reform.pdf>

Lord-Chancellor's speech on a one nation justice policy:

<https://www.gov.uk/government/speeches/what-does-a-one-nation-justice-policy-look-like>

HMCTS Framework Document:

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/384922/hmcts-framework-document-2014.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/384922/hmcts-framework-document-2014.pdf)

## 7. Timetable

September: Contract Award

September: Contract commence

September: Programme Delivery Support Account Manager in place

September 2016: Agree milestone plan for delivery of initial tranche of services, including knowledge transfer, between the Supplier and the Deputy Director, Resourcing and Commissioning

## 8. Security Plan

Security Plan: The Supplier shall complete a Security plan in accordance with the Schedule 1

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