

Attachment 3 - Statement of Requirements

Consultancy: Digital, Data and Technology Operating Model

Contract: K280021912

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1. BACKGROUND TO THE CONTRACTING AUTHORITY

1.1 DVSA is an executive agency, sponsored by the [Department for Transport](#).

DVSA employs around 4,600 staff across Great Britain. Our primary aim is to improve road safety in Great Britain by setting.

[About us - Driver and Vehicle Standards Agency - GOV.UK \(www.gov.uk\)](#)

In DVSA's 2022-2023 business plan, the agency made commitments to:

- work with colleagues to deliver a refreshed Digital Data and Technology (DDaT) and Security service model, ensuring delivery of agile, cost-effective change across its services
- work with HR to deliver a talent management plan that brings key skills into the organisation, reducing reliance on third-party contracts
- introduce a renewed focus on innovation capability, ensuring the agency is able to respond to and use emerging technologies benefitting both staff and customers
- develop its approach to enterprise architecture, ensuring thinking from across the agency is brought together, maximising the value of technology across all services

2. PURPOSE

2.1 DVSA wishes to appoint a supplier to work with its DDaT and Security teams to help build the business model for transitioning to a service aligned with and supporting the agency's objectives and those outlined in both the Central Digital and Data Office's Digital and Data strategy 2022-2025 and the Government Cyber Security Strategy 2022-2030.

[Roadmap for digital and data, 2022 to 2025 - GOV.UK \(www.gov.uk\)](#)

[Government Cyber Security Strategy: 2022 to 2030 - GOV.UK \(www.gov.uk\)](#)

Recognising its core business challenges, DVSA has one of five work programmes focusing on DDaT-related projects. As part of this programme, DVSA is looking to position its DDaT capability to be able to respond to the ambitions of DVSA service-related programmes and service improvement teams.

A project has been set up specifically to review the DDaT and Security functions with the aim of driving improved capability and ensuring the DDaT families are working to best serve the agency.

DVSA requires external expertise and support to validate initial proposals and provide financial options analysis.

2.2 Bidders for the contract shall have and be able to demonstrate as part of their tender responses:

- that they will be ready to start work within two working weeks of award notification,
- how their team will organise its approach to delivering, at pace, in order to meet the 12-week contract period requirement,
- their team's track record of working with DDaT and Security teams to deliver refreshed operating models within government and other similar or relevant environments,
- their team's experience of supporting client leadership teams in enabling them to take visions from the 'drawing board' to tangible realities – such as new operating models,
- evidence of their team's business analytics capabilities, describing how these can help with the development of compelling business cases for successful delivery at executive committee and board level,
- their team's experience of leading on the production of relevant financial business cases, evidencing success in securing approval from executive boards or other high-ranking stakeholder groups.

They will also:

- submit a method statement describing their company's commitment to deliver on the wellbeing social value theme in respect of their consultants engaged to deliver the contract - and the wellbeing of DVSA staff with whom they will interact
- explain the processes they'll have in place and the KPIs that will allow them to monitor, measure and report on their social value commitments and the impact of their measures

3. THE REQUIREMENT

3.1 To produce a target operating model for the DVSA DDaT and Security offering.

3.1.1 The operating model document will likely cover but not be limited to the following -

- Executive summary introduction
- Summary
- Operating model recommendation and rationale
- Strategic case -

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- Business strategy
 - Drivers for change
 - The impact of not changing
 - Measures of success
- Financial case -
 - Financial profile
 - Funding arrangements
- An analytical assurance statement

All products will be the property of DVSA.

4. SOCIAL VALUE

4.1 DVSA must consider economic, social and environmental (social value) gains in its procurements in accordance with the Public Services (Social Value) Act 2012.

4.2 The social value themes are:

- Covid-19 recovery
- Tackling economic inequality
- Tackling climate change
- Equal opportunity
- Wellbeing

4.3 The social value theme in this case will be **Wellbeing**.

4.4 Why is this a priority?

We know that a solid operating model both helps delivery of our services and aids the retention and progression of our people, vital requirements in the current DDaT and Security skills model. This work builds the foundations for securing growth, supported career paths and a diverse workforce.

Social Value will be evaluated as part of this procurement. Please see 'Attachment-2-How-to-Bid-including-Evaluation-Criteria' which outlines the social value questions and criteria.

5. KEY MILESTONES AND DELIVERABLES

5.1 Staged payments will be made against successful delivery of the following -

Weeks 1-6 - Discovery - Outcome: Report required in week 6 detailing activity undertaken and initial findings, progress report against their initial plan.

Weeks 7-10 - Design - Outcome: First iteration of target operating model to be presented in Week 10.

Week 11 - Revision & Refine based on feedback from first iteration.

Week 12 - Project finish, final recommendation to be presented. The final report should include a) a recommendation as to what the OM should be and b) a high-level implementation plan based on the successful providers experience.

It is anticipated that the parties may need to agree additional consultancy work outside or as part of these parcels as knowledge, insight and direction develops.

5.2 Contract Period - Not exceeding 12 weeks.

6. MANAGEMENT INFORMATION/REPORTING

6.1 The supplier will work directly with the DDaT and Security leadership teams, reporting to the project board.

7. SUSTAINABILITY

7.1 The supplier shall ensure that they consider sustainability at all stages of service delivery. This includes consideration of commercial needs and minimisation of negative impacts and also the maximisation of positive impacts on society and the environment. The supplier shall, where applicable, effectively manage the services delivered under this contract, minimising any impact on the environment.

<https://www.gov.uk/government/collections/sustainable-procurement-the-government-buying-standards-gbs>

8. QUALITY ASSURANCE

8.1 The supplier must use the DVSA governance templates provided by the project team.

8.2 The resulting business case will need to adhere to the DVSA quality review process prior to submission to DVSA's Investment and Change Committee for approval.

8.3 Progress reports will be submitted to the project team throughout the contract period showing delivery targets are being met.

8.4 The supplier will be proactive in delivering rectifications in the event of any service or quality issues highlighted by the Head of Digital Services.

9. SECURITY AND CONFIDENTIALITY

9.1 All staff proposed must, as a minimum, be BPSS cleared.

10. PAYMENT AND INVOICING

10.1 One month in arrears, depending on satisfactory achievement of the delivery milestones agreed with the supplier and signed off by DVSA's contract manager.

10.2 Payment will be by BACS no later than 30 days after receipt of a valid invoice. We aim to pay you within 10 days.

10.3 A purchase order (PO) number will be sent to the provider. It must be quoted on all invoices submitted to:

SSa.invoice@sharedservicesarvato.co.uk

Invoices received without the correct PO number will be returned, delaying payment. Invoices should be copied to the contract manager and the provider should include any information required to ensure efficient and effective receipting/invoice matching.

11. CONTRACT MANAGEMENT

11.1 The Head of Digital Services will manage the relationship with the supplier, ensuring work is scoped effectively and that deliverables are agreed which meet DVSA's focus on maximising value for money. Between them, they will define the work packages needed to ensure all deliverables provide tangible benefits and a return on investment.

11.2 We will put in place robust supplier management processes and governance including, but not limited to:

- dedicated supplier and DVSA points of contact who will be responsible for overall management of the relationship, contract and activity.
- regular submission, review and approval of supplier timesheets alongside a supplier activity report.
- regular supplier and DVSA meetings to review progress, plan for upcoming work, secure help needed to unblock progress delays and discuss key risks, issues and opportunities.
- fortnightly executive management reviews to discuss progress, next steps and the forward-looking roadmap for the work programme.
- implementation of a 'managing deliverables' process whereby skeleton outputs are agreed on initiation and then iterated with DVSA's input ensuring minimal rework, and delayed or misaligned expectations.

- The progress and outputs of the work packages will also be monitored and reviewed monthly by the DDaT Capability Project and DDaT Programme boards.

12. LOCATION

12.1 Flexible, as agreed between the parties. Where face-to-face work or meetings are required any convenient DVSA site may be used, by arrangement.

12.2 The supplier is required to provide support during normal opening hours (Monday to Friday between 07:00 to 19:00) as required.

12.3 DVSA's DDaT and Security staff are based in Nottingham, Swansea and Bristol. The office addresses are:

- 1 Unity Square, Queensbridge Road, Nottingham, NG2 1AY
- The Ellipse, Padley Road, Swansea, SA1 8AN
- Berkeley House, Croydon Street, Bristol, BS5 0DA