



Crown  
Commercial  
Service

## **Bid Pack**

### **Annex A – Statement of Requirements**

Contract Reference: CCCC20B15 Change Partner for  
Commercial and Contract Management  
Services Team

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## **1. PURPOSE**

- 1.1 The Cabinet Office hereafter referred to as “The Customer” requires urgent and immediate consultancy support in order to deliver a range of specialist projects and initiatives to enable the development and expansion of Commercial and Contract Management Capability Services across central government and the wider public sector.
- 1.2 The Commercial Capability Services Team is a unit within Central Commercial Teams of the Government Commercial Function (GCF), based in the Cabinet Office.
- 1.3 We are looking to engage a Change Partner with the right skills and experience to provide specialist support across a number of priority projects and initiatives.
- 1.4 The support required ranges from strategic advice and leadership support, programme/project management, change management, pay and financial modelling, research and analysis, and the development of learning interventions either for face to face or virtual delivery, plus business process or systems improvements.

## **2. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT**

- 2.1 The Government Commercial Organisation (GCO) was formed in 2016, as part of the first phase of the Commercial Capability Programme and is the employer of senior commercial personnel across central government departments. As of July 2020, there are approximately 1,100 ‘GCO Commercial Specialists’ employed by the GCO.
- 2.2 The GCO’s vision is to recruit, develop and retain the best senior commercial talent to lead government departmental commercial activities to support the delivery of policy objectives. The GCO aims to meet this vision through providing a range of ‘high touch’ assessment, talent, learning, development and recruitment services that it provides to GCO Specialists and government departments.
- 2.3 Alongside the ongoing delivery of the GCO services outlined above, there continues to be activity required to mature these services and improve operational efficiency and effectiveness across the organisation to create a sustainable and scalable business model.
- 2.4 A second phase of Commercial Capability Programme (the Expansion Programme) was initiated and is expanding the commercial capability services and offer to new populations with a strong focus on increasing the capability of contract managers across the Civil Service and the commercial capability within the wider government bodies (WGB) sector. Phases one and two together are referred as the Commercial and Contract Management Programme
- 2.5 Improving commercial and contract management capability continues to be a top government priority, and the strengthening of functions including the

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Government Commercial Function (GCF) is a key element of the Cabinet Office Single Departmental Plan (SDP). Improved commercial and contract management helps deliver better value across the public sector and saves money.

- 2.6 Annual central government commercial spend on goods and services is c.£50bn and if you include the wider public sector this figure is almost £200bn – even the smallest improvements in capability can unlock massive value across the system.
- 2.7 The need to improve commercial and contract management has been further compounded by the challenges of Brexit and COVID-19, and has the full support of the Civil Service Board and Cabinet Office Ministers - who continue to endorse our work and the need to broaden and accelerate our efforts.
- 2.8 We will require specialist, tailored consultancy advice and delivery support until March 2021 commissioned through discrete work packages as and when required. We need a Change Partner who can work effectively with us to support the outlined programme and business improvement activities and has the flexibility to respond at pace to meet business needs.
- 2.9 This contract will run until 31<sup>st</sup> of March 2021, with an option to extend for an additional 12 months if required.

### 3. DEFINITIONS

Expression or Acronym	Definition
GCF	means Government Commercial Function
CCMCP	means Commercial and Contract Management Capability Programme
GCO	means Government Commercial Organisation
CCP	means Commercial Capability Programme
The programme	means the Commercial and Contract Management Capability Programme, whose SRO is the Government Chief Commercial Officer
Expansion programme	means the expansion of the Commercial Capability Programme to Wider Government Bodies (WGBs) and the Civil Service Contract management community.
WGB	means Wider Government Bodies
L&D	means Learning and Development
IT	means Information Technology

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PMO	means Programme Management Office
SEO	means Senior Executive Officer
GCCO	means Government Chief Commercial Officer
Programme Board	means the Commercial & Contract Management Capability Programme Board that governs the delivery of the programme including the expansion

## 4. SCOPE OF REQUIREMENT

4.1 We require consulting support with the capability to:

- 4.1.1 Provide strategic advice and leadership support on a range of areas related to the ongoing services provided by the GCF Capability Services Team.
- 4.1.2 Provide tailored programme and project management to execute the delivery of critical change activities.
- 4.1.3 Provide support in the definition, development and roll out of learning & development for existing and new populations across commercial and contract management.
- 4.1.4 Undertake financial and other modelling (pay, performance related pay, operational activity).
- 4.1.5 Support the business change and improvement initiatives already underway across a range of GCF Capability Services.
- 4.1.6 Provide critical challenge, by undertaking 'deep dive' reviews to evaluate existing GCF Capability services and make recommendations for improvement / change.
- 4.1.7 Provide business research and analysis activity such as benchmarking, service costing, requirements gathering and other business analysis work.

## 5. THE REQUIREMENT

5.1 The known requirements are listed below, but the Authority reserves the right to amend this list as and when new priorities come to light over the period of the contract:

**5.2 Digitalisation and virtualisation of existing training and assessment products for Commercial and Contract Management:**

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- 5.2.1 Pilot of Virtual Assessment & Development Centre / Training & Accreditation platform and process - plus the development and bedding in of an effective long term business as usual offer
- 5.2.2 Creation of virtual Commercial training products & digitalisation of existing material
- 5.2.3 Full review of all material on Civil Service Learning relating to Commercial and creation of new content to fill gaps
- 5.2.4 Review of People Standards for Commercial and Contract Management (including within context of virtual delivery)
- 5.2.5 Supporting teams and delivery partners with new ways of working
- 5.3 Design of new/additional training and accreditation materials (also requires digitalisation):**
  - 5.3.1 Additional set of accreditation material for both Commercial and Contract Management Assessment & Development Centres
  - 5.3.2 A new pre-assessment Contract Management diagnostic tool & and support materials
  - 5.3.3 Refresh of interactive Commercial Career Framework
  - 5.3.4 Additional continuous professional development & Contract Management modules (including Beyond Foundation - bridging the critical gap between Foundation and Practitioner levels)
  - 5.3.5 Additional Private Finance Initiative Contract Management Modules
- 5.4 New initiatives that expand and strengthen Capability services, and/or bolster a joined up and networked GCF including:**
  - 5.4.1 Support for the SEO to Commercial Lead Project, including new bespoke L&D and Talent Management services, plus investment in line management Capability products and masterclasses for SEOs
  - 5.4.2 Support for the expansion of the commercial capability programme into the Wider Government Bodies target audience
  - 5.4.3 Pay or service benchmarking and strategy for commercial - requires external and impartial input
  - 5.4.4 Development of the regionalisation strategy and plan in the Functional Strategy (GCO and Contract Management) - including both physical location and virtualisation
  - 5.4.5 Diversity and inclusion strategy and interventions for the Function

- 5.4.6 Cross functional analysis and opportunity identification
- 5.4.7 Initiatives to improve processes, joined up delivery and customer focus and engagement. This is to include a focus on finance processes, HR processes and data gathering improvements.
- 5.4.8 Refreshed communications and engagement strategy for commercial and contract management
- 5.4.9 Development of a training needs and skills gap analysis process for commercial and contract management
- 5.5 System upgrade projects:**
  - 5.5.1 Customer Relationship Management system feasibility study, plus possible integration with GCF Central Commercial Teams
  - 5.5.2 Integrate contract data with learner data - to provide a complete and live dashboard of contract and contract management information
  - 5.5.3 Support for creation and mapping of commercial role profiles & job families in readiness for new Cabinet Office HR system
- 5.6 As each package of work is delivered, a full training and knowledge transfer session is to be held with the individual specialist teams. The consultants will be integrated with the GCF Capability Services Team which consists of predominantly permanent civil servants and a small number of interim contractors. The successful consultancy firm will be required to provide a knowledge and skills transfer plan upfront, and qualified and experienced personnel to deliver the outputs and outcomes specified within the work packages - enabling permanent staff to develop their own skills in these areas.

## **6. MANAGEMENT INFORMATION/REPORTING**

- 6.1 The Supplier shall provide a weekly update and submit a monthly report to the GCF Capability Services PMO and Senior Leadership Team following the end of each calendar month showing:
  - 6.1.1 Progress against agreed milestones and proposed work items during the following month; and
  - 6.1.2 Risks & Issues to be raised impacting the work.
- 6.2 The Supplier shall have a performance review meeting with the GCF Capability Services leadership team every three months to assess progress and performance against the contract.

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## **7. CONTINUOUS IMPROVEMENT**

- 7.1 The Supplier will be expected to continually improve and innovate the way in which the required Services are to be delivered throughout the Contract duration.
- 7.2 The Supplier should present new ways of working and innovation initiatives to the Authority during quarterly Contract review meetings.
- 7.3 Changes to the way in which the Services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.

## **8. QUALITY**

- 8.1 Please refer to the "Performance" section of the Call Off Order Form.

## **9. STAFF AND CUSTOMER SERVICE**

- 9.1 The Supplier shall provide a sufficient level of resource with the right skills and experience throughout the duration of the Contract in order to consistently deliver a quality service.
- 9.2 The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.
- 9.3 The Supplier shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.
- 9.4 The specialist skills required to deliver the change packages under this contract will include knowledge of learning and development and the virtual delivery of learning and development, IT/digital systems, research, business analysis, programme and project management and strategy development.

## **10. SECURITY AND CONFIDENTIALITY REQUIREMENTS**

- 10.1 The Supplier's staff shall possess the security clearance necessary for working on the Authority's premises (BPSS required). If given access to computing or telecommunications equipment, the Supplier's staff shall abide by the conditions laid down by the Customer's staff handbook for the use of such equipment.

## **11. CONTRACT MANAGEMENT**

- 11.1 The Supplier shall provide a weekly update and submit a monthly report to the GCF Capability Services leadership team following the end of each calendar month showing:
  - 11.1.1 Progress against agreed milestones and proposed work items during the following month; and

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11.1.2 Risks and Issues to be raised impacting the work.

11.2 The Supplier shall have a performance review meeting with the GCF Capability Services Senior Leadership Team every three months to assess progress and performance against the contract.

11.3 Attendance at Contract Review meetings shall be at the Supplier's own expense.

## **12. LOCATION**

12.1 The location of the Services will be carried out either remotely by the Supplier or if attendance is required in person it will be at the Authority's office location of **REDACTED**

12.2 Any costs associated with travel to other locations will be subject to the Cabinet Offices standard Travel and Subsistence arrangements and prior approval.

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