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OVERVIEW OF THE AUTHORITY

The Driver and Vehicle Standards Agency (DVSA) is an executive agency, of 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 standards.

[About us - Driver and Vehicle Standards Agency - GOV.UK \(www.gov.uk\)](https://www.gov.uk/about-us)

BACKGROUND TO THE REQUIREMENT

There is a perception that it is difficult to make changes quickly within DVSA, and an assertion on the part of some colleagues that governance and process ‘get in the way’ of delivery. There have been some instances of colleagues attempting to avoid governance processes in order to get things done quickly. This can create difficulties with fulfilling our functional obligations. There is also evidence of a lack of understanding of change and project processes which can create confusion and cause delays.

The above aside, we have transformed many of our services, such as Vehicle Operator Licensing and Driving Examiner Services. We have an effective continuous improvement approach for our transformed services that largely steers away from set piece/large scale change control processes.

And, when there has been an urgent change request, for example in responding to Covid-19, DVSA have been able to accelerate the change process and deliver more quickly.

THE REQUIREMENT

DVSA requires a provider to undertake a review of our end-to-end change process.

The review will:

- focus on change, portfolio and architecture functions. It is recognised that all parts of the business are inherently involved in change, and all enabling directorate functions support changes in the business. The review, therefore, needs to establish dependencies and may make recommendations for future work in this area
- consider what we mean by *change* – and what we want in terms of a culture of driving continuous change and improvement in our services
- be undertaken with the principle in mind of supporting a service delivery model, and make recommendations that reflect that aspiration
- consider whether behaviours are a factor in why existing mechanisms are perceived as sub-optimal

- be mindful of existing plans to make improvements to our processes, such as the *Journey to Enterprise Architecture* work*, with which any recommendations forthcoming must align
- consider a process for how DVSA will prioritise resource allocation

*The Journey to Enterprise Architecture Project is introducing an enterprise architecture function to the DVSA, as well as insourcing key solution architecture resource. It will overhaul the DVSA's approach to architecture governance and attempt to imbed an enterprise wide, strategic focus at the heart of all change.

The review will require consultation with a number of DVSA teams including but not limited to:

- Portfolio Delivery team
- Portfolio Management Office
- Business Analysis team
- Strategy, Planning and Performance
- Change and Engagement Business Partners
- Transition team
- Operations Change Improvement and Resolution
- Operations Transition teams
- Corporate Assurance team
- Commercial team
- Finance team
- Communications team
- Business Partners (People Directorate)
- Enforcement Business Services team
- Investment and Change Committee members
- Change Review Group members
- Service Improvement teams

The selected provider will submit a final report in Microsoft Word format detailing their review findings and recommendations.

Bidders should note that the provider is not required to implement their recommendations.

LOCATION

The review will necessitate conversations with colleagues across DVSA and these can be conducted either remotely, using Microsoft Teams, or face-to-face at one or more of DVSA's main offices.

The office addresses are:

- The Axis, 112 Upper Parliament Street, Nottingham, NG1 6LP*

- Berkeley House, Croydon Street, Bristol, BS5 0DA
- The Lightbox, Quorum Business Park, Benton Lane, Newcastle upon Tyne, NE12 8EU
- The Ellipse, Padley Road, Swansea, SA1 8AN

*At the time of writing a move to new central Nottingham office is in preparation

PAYMENT

Payment will be based on the sums of day rates of those involved and will occur when agreed milestones have been achieved.

Payment will be by BACS no later than 30 days after receipt of a valid invoice. We aim to pay you within 10 days. All payments will be made in arrears after work has been approved and signed off by DVSA's contract manager.

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.

STAFF VETTING, EXPERIENCE AND QUALIFICATIONS

Security Clearance - Level 2.

Tenderers are required to confirm in their responses that any contractor staff employed on the commission will have Baseline Personnel Security Standard clearance (BPSS comprising verification of the following four main elements:

1. Identity;
2. Employment History (past 3 years);
3. Nationality and Immigration Status;
4. Criminal Record Check (unspent convictions only).

The aim of the baseline standard verification process is to provide an appropriate level of assurance as to the trustworthiness, integrity and proper reliability of prospective staff.

Experience

DVSA is looking to appoint a provider who can demonstrate their ability to -

- Deliver a high-quality package of work at pace

- Demonstrate experience in reviewing end-to-end change processes
- Produce quality documentation – reports and so on
- Engage and work with multiple teams encouraging participation

The staff supplied by the chosen provider should have experience of:

- end-to-end change processes
- experience of programme and project delivery
- experience of architecture functions

Qualifications

Change Management and/or Programme or Project qualifications are desirable.

Service Delivery Conditions

Removable Media

Tenderers should note that removable media is not permitted in the delivery of this contract. Where there is a requirement for Contractor's Staff to take data off site in electronic format, DVSA will consider if it is appropriate to supply an encrypted hard drive.

Health and Safety

Provider staff will be given a copy of the agency's leaflet DOM3831 *Contractors – useful information for working at DVSA*.

DVSA requires its contractors to fully comply with its Health and Safety Policy and follow all applicable UK and EU Health and Safety Legislation, Acts, Orders, Regulations and Approved Codes of Practices, at all times.

MILESTONES

Potential providers should note the following project milestones against which the agency will measure the quality of delivery:

Milestone 1: To discuss the current end-to-end change processes with appropriate individuals and teams within DVSA

Timeframe: within 4 weeks of Contract Award.

Milestone 2: At the end of the review to provide DVSA with a report of findings and a series of recommendations

Timeframe: within 12 weeks of Contract Award

DOCUMENTS PROVIDED BY THE AUTHORITY

All documentation given to the provider for the sole purpose of the review is owned by DVSA and should be treated as confidential by the provider.

REPORTING

The provider will be required to attend weekly meetings with DVSA, submitting weekly progress reports on progress and emerging findings.

On completion of the review, the provider will submit to DVSA a final written report, including recommendations.