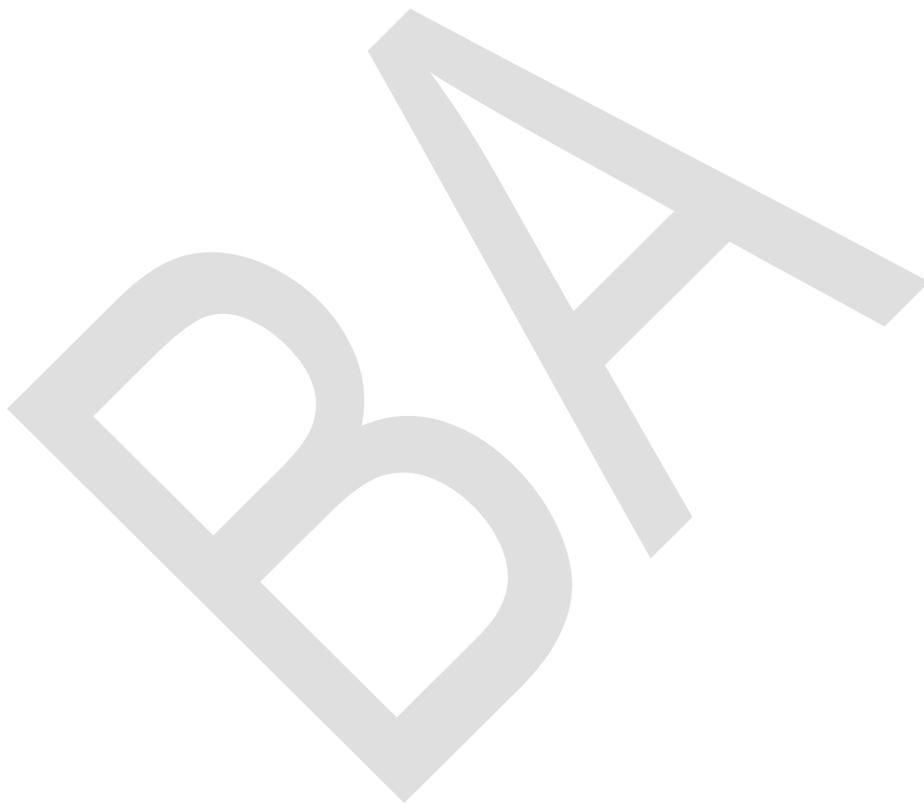


Appendix B

Statement of Requirements

Business Architecture and Transition Support for the HMCTS Change Portfolio



(BA 14072016 V2.0 MB FINAL)

Service Requirement

Title of Request:	Business Architecture and Transition Support – HMCTS Change Portfolio
Estimated Total Value:	£1,500,000 p/a
Duration of Engagement:	<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"> • termination for convenience following the issue of a notice period of not less than one month in the event the Business Case is not approved at one of its 6 monthly refresh points; or there is a change in scope/direction with the Portfolio. <p>This contract will be let for one year from the award of contract date.</p>
Required Commencement Date:	Mid- September 2016

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 Our model for service provision is clearly outdated - accessing our service often involves filling in paper forms, travelling to one of our buildings to complete a simple process or arranging face-to-face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, 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

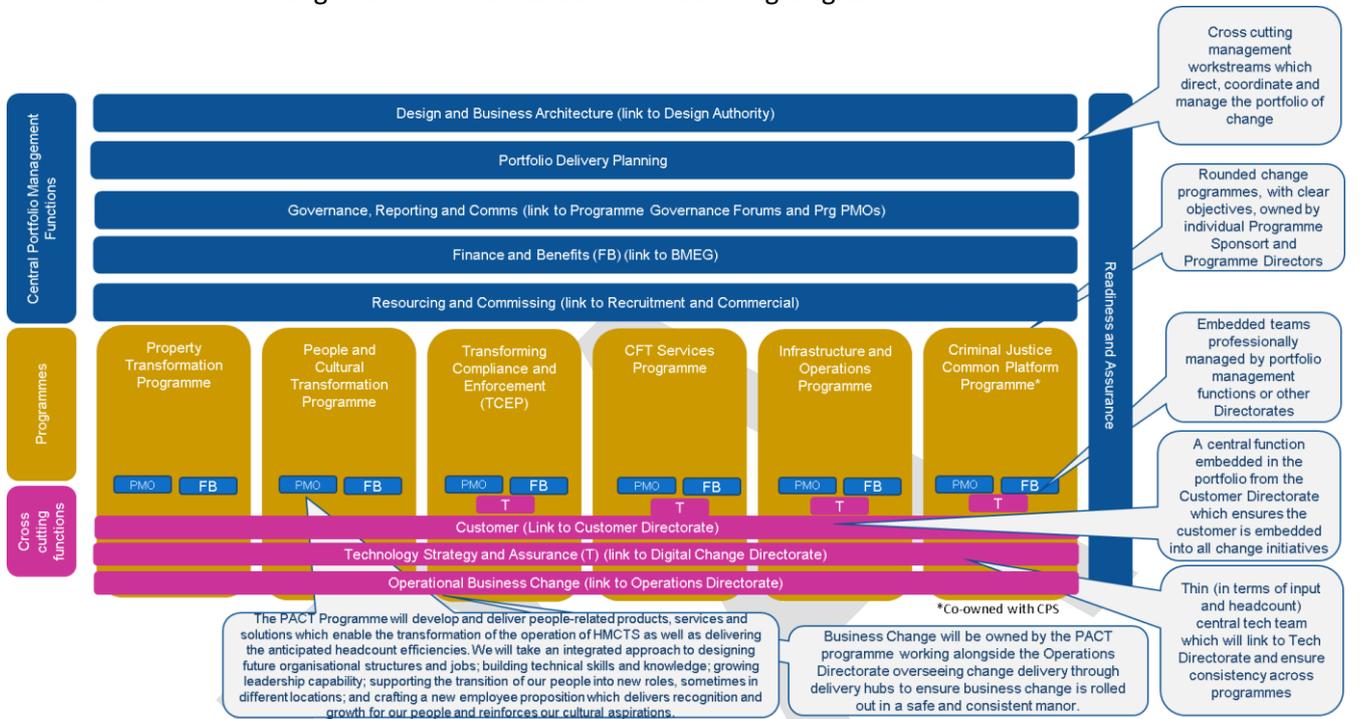
In relation to the above aims of the HMCTS Change Portfolio, the purpose of this ITT is to procure a Business Architecture Specialist to extensively elaborate the HMCTS transition states in terms of service provision and organisation design and people structures and to complete the HMCTS Target Operating Model, and to establish a Business Architecture function within the Change Portfolio complete with tools and training, and to provide Business Architecture support to refresh the HMCTS Design 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

As part of the contract following award, the supplier is expected to deliver some defined outputs, as well as provide resources or deliverables 'called-off' on an ad-hoc basis based on the services required by the Change Portfolio.

The core objective of this ITT is to ensure the extensive elaboration the organisational transition states being delivered by the Change Portfolio and ensuring that they are aligned with the delivery plan (people change, service delivery models and locations etc.) and that projects understand how they enable the transition states. Out of this tender, we need to have a Target Operating Model in place, and we need to be assured that the delivery plans across the Change Portfolio and the activities within our projects are well placed to deliver that Target Operating Model.

At an overarching level, the objectives are to support the Change Portfolio, through its Design and Business Architecture lead to:

- Provide the HMCTS Change Portfolio with a Target Operating Model which is kept relevant and up to date as changes in the operating environment dictate, and that the delivery plans and projects are set up to deliver;
- Provide Business Architecture support to the Portfolio's design workstream in bringing together business architecture, service model design, operating model design, estate strategy, customer insight, technical design and organisational design;

- Ensure that adequate levels of Business Architecture support are provided to the key programmes and the projects within;
- Provide assurance at Portfolio level to the Design Authority, Senior Management Team and Portfolio Board and other key partners and stakeholders as required and that delivery plans are on track to deliver the future HMCTS operating model;
- Support HMCTS to develop sufficient in-house capability in business architecture; and
- Establish the business architecture function within the workstream for the Change Portfolio; including the tools, models and approaches to be used and how business architecture will interact with the portfolio.

The Supplier is expected to fulfil the above objectives through delivery of a series of discrete outputs described further in Section 6 of this document. In addition to the delivery of the specified outputs, agreement for delivery of further outputs or provision of resources on an ad-hoc or 'call-off' services will assist in the achievement of the above overarching objectives.

5. Scope

Working within the HMCTS Design and Business Architecture workstream (hereafter described as the Design Workstream) and, through the Design and Business Architecture Workstream Lead:

Included:

- Activities to support the Business Architecture and design of the Change Portfolio, as covered by the 'Objectives' and 'Requirements' sections of the present tender document and broadly summarised as follows:
 - (i) Supporting the Design Workstream Lead to refresh the design in order to create a workstream within the portfolio that ties together the overarching approach to Service Model Design, Business Architecture and Operating Model Design. Ensuring that the work of other enabling workstreams within the portfolio are consistent with the portfolio design.
 - (ii) As part of the refresh of the Design Workstream, developing an approach to Business Architecture which provides:
 - a. A focus on assuring design integrity
 - b. Over-arching design support across all programmes ensuring the IT, User Experience, People and Property contributions align
 - c. A definition of 'transition states' needed to implement the design as well as meet our financial and benefit objectives
 - d. Support to projects – planning to deliver transition states, business change, process optimisation.
 - e. Support to design work which is not being delivered through projects
 - f. Involvement of the right subject matter experts to develop the detailed designs
 - g. Discipline associated with the sequencing of design within projects

- h. Good practice standards and tools for those tools sets not owned by other roles/governance groups
- (iii) The establishment of a Business Architecture team within the Portfolio's Design Workstream that fits and aligns with the Portfolio's delivery structure and service model design. This team will be made up of a mix of consultants and HMCTS staff, the consultancy partner is expected to develop tools and training to enable the workstream to bring on HMCTS staff and up-skill them with the capabilities required to develop the business architecture for the organisation. It is anticipated that as more HMCTS staff are brought on board and trained the number of consultants required will decrease. It is anticipated that this team might need to be in place for the duration of the delivery plan and that the service will be retendered throughout the life of the plan.
- (iv) Providing the role of 'Senior Business Architect' for the workstream to lead the Business Architecture team. This role will act as a subject matter expert in the development of business architecture framework, the integration of the service and operating model, overseeing detailed design and establishing appropriate design standards and toolkits. The role of Senior Business Architect will include:
- a. Leading the creation and evolution of the business architecture team;
 - b. Overseeing the development of 'transition states' across the portfolio delivery plan;
 - c. Leading on assuring the integrity of the Operating Model, working closely with the Design Workstream Lead and Team;
 - d. Developing and ensuring the use of design-related policies, standards and tool sets, and working with the HMCTS Change Portfolio to ensure these frameworks and tools can be embedded across the change portfolio;
 - e. Ensuring a continuous improvement and learning approach is applied to the design process
 - f. Ensuring any new policies or changes emerging from outside HMCTS are tested against the operating model design;
 - g. Providing strategic advice to the leadership team within the Change Portfolio;
 - h. Engagement with senior stakeholders including Senior Management team, Portfolio Board, Senior Judiciary and Ministers.
- (v) Wider support to management, ensuring that the transition states identified through the Business Architecture work are aligned to the delivery plan and that the projects required to enable these states are built into delivery.
- (vi) Skills and knowledge transfer as appropriate.

Excluded:

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

Initially this contract will be let for 12 months. We intend to re-procure to this contract for the duration of the HMCTS Change Portfolio, however we anticipate our demand and therefore the cost of the service to reduce year on year as the delivery matures.

6. Requirement

As indicated in Section 3 (above) the requirements cover both discrete outputs (see requirements 1 to 2 below) and delivery of further outputs or provision of resources on an ad-hoc or 'call-off' services (see requirement 3 to 4 below).

Mandatory Requirements

1. **Validate and extensively elaborate the HMCTS Transition States and document the Target Operating Model (based on the high-level transition states and narrative already agreed) to a detailed level to deliver sufficient clarity to and level of documentation to manage delivery to be able to communicate throughout to a range of audiences. It is anticipated that this will be achieved through following activities;**
 - 1.1. Review, validation and update of the existing Transition States and development of a Target Operating Model which aligns with the wider context and constraints, including reference to the TOM work currently underway in the criminal jurisdiction;
 - 1.2. Considering and articulating the links between Service Design and future service delivery alongside and ensuring alignment between the Portfolio's customer (user experience), property and people structures, strategies and needs;
 - 1.3. Reviewing project and programme delivery plans to ensure that the Change Portfolio is set up to deliver the Transition States and Target Operating model, and ensuring that changes to end-to-end services are cohesive and set up to continue to operate against the target model into the future; and
 - 1.4. Refreshing the Reform Design Document, including changes arising out of the Programme Business Case rolling 6 month update.
2. **Establish the Business Architecture function within the Design and Business Architecture Workstream of the Change Portfolio which will result in the sufficient level of Business Architecture support being in place to provide adequate levels of support across the life of the portfolio through the following activities;**
 - 2.1. Defining and documenting the Business Architecture approach for the Portfolio including how the function works, how it interrelates with the wider portfolio of work and HMCTS environment;
 - 2.2. Establishing the model for running the Business Architecture function including establishing ways of working and identifying ongoing staffing requirements for the function, including possible involvement in recruitment of civil servants; and
 - 2.3. Developing a toolkit and training plan, including delivery of basic training to HMCTS and new staff, to build sufficient in-house Business Architecture capability. It is anticipated that HMCTS resources will be brought on board to support the workstream. The Supplier will be required to ensure that the workstream has the right skills and capabilities to support the portfolio ongoing.
3. **Provide ongoing strategic advice, support and quality assurance to Change Portfolio Leadership and the service design governance body; the Design Authority regarding Business Architecture and the realisation of Target Operating Model through delivery plans including through;**
 - 3.1. Provision of a 'Senior Business Architect' to act as a subject matter expert.
4. **Support the ongoing Business Architecture needs of the Change Portfolio on an ad-hoc/'call-off' basis (as agreed with the Customer based on needs) through activities which may include:**
 - 4.1. Organisation Design support to create a healthy, efficient and effective organisation, with structures, teams and roles, that can support our future service model including organisation design activities

(definition of structures in accordance with the design methodology, and advice/options for developing different approaches to job sizing, design of individual roles and jobs families aligned to the overall talent management approach, e.g. career frameworks, etc.);

- 4.2. Business Architecture and Business Analysis support in process mapping and design activities within projects or in respect of other activities across the Change Portfolio;
- 4.3. Customer Service Centres Target Operating Model support to develop a robust implementation approach across people, processes, technology and design to achieve the required results;
- 4.4. Other related Business Architecture support for needs which may arise during the course of the contract.

5. Account Management requirements across all activities

The supplier will need to:

- 5.1. Maintain regular contact with the Authority's nominated point of contact;
- 5.2. Provide an Account Manager with the requisite skills to forge effective relationships with the Portfolio's leadership and provide strategic advice as required;
- 5.3. Agree detailed plans (including milestones, timeframes and costs) for delivery with the Deputy Director for Business Strategy. The services may be 'called-off' as discrete resource needs or for delivery of agreed outputs;
- 5.4. 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;
- 5.5. Form effective relationships within the portfolio and HMCTS and other key stakeholders as required;
- 5.6. Provide and ensure 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 portfolio has the requisite capabilities to support delivery on an ongoing basis, through agreement of specific deliverables and quality criteria with the Deputy Director for Business Strategy;
- 5.7. Work closely on an iterative basis with the projects and programmes and the central portfolio team.

6. Further supplier requirements

- 6.1. The Supplier will need to have business architecture experience working in large government transformation programmes, and the proven ability to quickly and effectively understand the contextual environment and constraints of the portfolio which may include the policy and legislative environment, elements of the HMCTS operating model which are in scope of the wider change portfolio (e.g. crime), the property implications of and impacts on the service delivery model, etc.
- 6.2. 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;
- 6.3. There are some discrete deliverables, but the contract is intended to service requirements which may 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;

- 6.4. 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;
- 6.5. 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.

7. 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:

- 7.1. Collaborating well with in-house and other resources on the programme, including working with a matrix structure, as part of a multi-disciplinary team;
- 7.2. Working with a diverse range of teams, including civil servants and other specialist suppliers; demonstrated experience in establishing a new business architecture function and in building capability of internal resource;
- 7.3. Supporting the delivery of large-scale transformation programmes through strategic advice, independent reviews and audits, and Business Architecture expertise for complex, large public and private organisations with similar objectives and likely to attract similar levels of public attention;
- 7.4. Proven experience in the required discipline areas outlined in the requirements (above);
- 7.5. Supporting and contributing to a range of multiple project teams, working with other consultancies and service providers;
- 7.6. Bringing a range of skills and expertise to the project, including:
 - 7.6.1. Experience of partnering with senior stakeholders.
 - 7.6.2. Experience of scoping and defining projects and deliverables.
 - 7.6.3. Substantial experience in stakeholder management skills with experience of managing multiple, diverse groups.
 - 7.6.4. Substantial experience in project and programme management, preferentially within the public sector.
 - 7.6.5. Experience of strategy development and implementation.
- 7.7. 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
- 7.8. Working collaboratively with all partners including internal and external stakeholders, displaying excellent leadership skills.

Information

Discussions will take place with the successful supplier regarding the structure of the team. However, we would welcome proposals from interested bidders on their suggested team structure to meet the requirements of this specification.

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

7. Timetable

September 2016: Contract Award

September 2016: Contract commence

September 2016: Agree milestone plan for delivery of the present services between the Supplier and the Deputy Director for Business Strategy

Q3 2016/17 Financial Year: Complete refresh of the HMCTS Reform Design Document in line with the Programme Business Case refresh

Q4 2016/17 Financial Year: Complete detailed interim/transition states

Q4 2016/17 Financial Year: Complete a first draft Target Operating Model

Q4 2016/17 Financial Year: Commence training sessions with Reform Projects