

**HMCTS –Estates Directorate  
Property Transformation Support  
Appendix B – SERVICE DESCRIPTION v 1.0 160823**

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**APPENDIX B  
SERVICE DESCRIPTION**

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**1. INTRODUCTION**

- 1.1 Her Majesty's Courts & Tribunals Service (HMCTS) underpins justice in the UK. It is responsible for the administration of the Court system across England and Wales, and for the administration of 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.
- 1.2 HMCTS is a large government agency, employing around 18,000 staff, and operating from around 500 locations with a gross annual budget of around £1.7bn.
- 1.3 Like any service provider, our success 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 Our model for service provision is clearly outdated - accessing our service often involves filling in paper forms, travelling to one of our buildings to complete a simple process or arranging face-to-face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.
- 1.4 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 We have outdated back-end systems which prevent effective data sharing with our partner agencies, adding to delay, inefficiency and failure in the system.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.
- 1.5 We are committed to changing this, and to creating a modern, effective and customer friendly Courts & Tribunals Service which delivers better justice at lower cost. HMCTS has secured a package of investment over 5 years to embark on an ambitious programme of change and innovation to deliver a system that is fit for the 21st century. Backed by the Secretary of State for Justice, the Lord Chief Justice, the Senior President of Tribunals and HM Treasury, this multi-million pound programme will deliver radical change and leave a sustainable legacy for this crucial public service that individuals, communities and businesses rely on up and down the UK. We are calling this programme "The Reform Programme".
- 1.6 HM Courts & Tribunals Service currently operates from 460 courts and tribunal hearing centres across England and Wales. The estate costs taxpayers around half a billion pounds each year and, at present, it is underused. Much of the estate is ageing and requires extensive maintenance. The cost of keeping the buildings in a fit state is unsustainable.

**2. PURPOSE**

- 2.1 HMCTS Reform will transform the organisation to deliver a service that meets user expectations, is agile and can adapt to future needs, and lowers our costs to make the Courts and Tribunals service sustainable for the future.

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2.2 The property transformation programme which includes our current Estates Reform Project is about delivering no-regrets changes to our estate, which meets the needs of our new reformed service delivery model. This ITT is to procure the delivery support needed for the transformation of the court and tribunal estate.

**3. BACKGROUND TO THE AUTHORITY**

3.1 HM Courts & Tribunals Service was created in 2011 as an executive agency of the Ministry of Justice. The Agency operates as a partnership between the Lord Chancellor, the Lord Chief Justice and the Senior President of Tribunals as set out in our Framework Document.

3.2 HM Courts & Tribunals Service is responsible for the administration of the criminal, civil and family courts and tribunals in England and Wales and non-devolved tribunals in Scotland and Northern Ireland. It supports a fair, efficient and effective justice system delivered by an independent judiciary.

**4. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT**

**Background to Estates work**

4.1 The purpose of the work is to realise efficiency benefits that can be used to support the larger investments and process changes that will be delivered in subsequent parts of the reform programme.

**HMCTS estates programmes**

4.2 In December 2010 Ministers announced the decision to close 142 courts; 93 magistrates' courts and 49 county courts. This followed a full 12 week public consultation from June 2010 until September 2010. The total cumulative gross benefits expected from this Court Estate Rationalisation Programme (CERP) are £152m over the SR10 period, consisting of resource savings from court closures of £98m and gross capital proceeds of £54m from the sale of buildings.

4.3 On 11 February 2016 the Lord Chancellor announced the decision to close 86 courts and tribunals. This followed a full 12 week public consultation from July 2015 until October 2015. The total cumulative benefits from this Estates Reform Project (ERP) are £339m over ten years, consisting of resource savings of £303m (annual steady state savings of c£36m), and gross proceeds of £36m from the sale of buildings.

4.4 Further estates closures are expected between 2017/18 and 2021/22 which the wider Reform Programme business case estimates to deliver annual steady state savings of c£27m, and gross proceeds of £92m from the sale of buildings. The total cumulative benefits will depend on implementation profiling of the project, which has not yet been determined.

4.5 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>

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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>

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)

## **5. SCOPE OF REQUIREMENTS**

### **5.1 Support the continued delivery of the current Estates Reform Project**

- a) Maintain detailed knowledge of individual enabling works sites, including benefits / costs / delivery timescales / vacant possession dates.
- b) Financial analysis of costs versus associated benefits for consideration by relevant decision-makers.
- c) Weekly/fortnightly progress reporting of costs, timelines and risks to approval bodies.
- d) Administer change control process, including preparation of detailed review materials. Communicate decisions and actions.
- e) Risk analysis and forecasting of site exit timelines. Analysing impacts on benefits, costs and timescales.
- f) Manage and analyse additional enabling works requirements arising from existing projects.
- g) Develop controls and mitigations to manage enabling works risks.
- h) Preparation and analysis of detailed fortnightly / monthly reporting to track progress of works
- i) Preparation of detailed financial and qualitative reporting on higher risk enabling works projects
- j) Assessment, review and challenge of phasing change control process including impacts on benefits, and other site dependencies
- k) Master schedule of construction timelines and costs for communication to relevant stakeholders

### **5.2 Support the development of a reliable evidence base for decision making on further planned estates reform, which is accurate, complete and can withstand challenge**

- a) Progress a data collection plan that gathers consistent, high quality data of all relevant types within a tight timeframe into a single source to enable future planning. Data will need to be collected from a range of sources and the process will need to be closely managed.
- b) Development of a flexible exit and investment decision support tool – used to store, analyse and manage data and allow evidenced decisions to be taken by the business. The tool should bring together all information sources and enable real time scenario planning to tailor/optimize decisions more quickly and incorporate visual presentation of outcomes to facilitate stakeholder buy-in. The tool will need to allow

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the business to make evidence-based decisions between investment options and different exit options to target a set financial profile.

- c) Support work to improve the methodology of collection of utilisation data to support estates planning.

**5.3 Support options appraisal using the evidence base and tools developed to ensure that both data and operational considerations underpin decision making in developing a forward estates reform plan:**

- a) Support and coordinate analysis required to develop an evidence-based national estates strategy. A key component of this will be analysis to understand and plan in accordance with the dependencies on expected changes to workload, utilisation and efficiency. Including constant review and update of the assumptions based on ongoing wider reform.
- b) Support work with the operational regions to test and further develop regional strategies for future estates reform with reference to the national strategy, providing and collecting the data and information to support this process, to produce exit plans.
- c) Provide analytical support to HMCTS to assess the factors which drive exit plans and sequencing – bringing together data on utilisation and building capacity, site details and lead times to ensure plans are deliverable. Produce sequencing analysis in collaboration with the operational regions which take into account all of these dependencies, and which enable decision making and financial forecasting at a national level.
- d) Support the process of ensuring consistency between regional plans by constructively challenging and testing regional exit and investment plans using all relevant data. Support the initial appraisal of investment options using the tools and ensuring that the regional plans feed into a national plan which will meet the required financial profile.
- e) Support financial analysis of these exit plans by coordinating the provision of the range of cost and operational assumptions which underpin the financial analysis.

**5.4 Analytical support for pool development and validation of early wave of exits leading to public consultation**

- a) Support HMCTS by providing analysis which underpins and supports a decision on a first round of further exits. Ensure that the planned sequencing will be in line with financial plans.
- b) Develop an initial refreshed end-state design following engagement with the operational regions
- c) Monitor dependencies to ensure that plan can be flexed in response to changes.
- d) Collation and presentation of data and information to support the consultation process.

**5.5 Development and coordination of an optimised exit plan across programme**

- a) Detailed upfront planning and production of detailed programme plans which considers interdependencies which other changes and develops plans to mitigate impact.

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- b) Coordination of planned activities for implementation including sequencing of activities across IT, finance and operations.
- c) Leveraging the learning from previous projects to streamline closures and develop more robust plans in condensed timelines.

**5.6 Ensure effective knowledge and skills transfer to the business.**

- a) Develop and carry out a robust hand-over plan which ensures effective transfer of knowledge and skills by the end of the contract period and which identifies key areas for knowledge and skills transfer to the business.
- b) Throughout the life of the contract, identify and arrange activities in a timely fashion to ensure key knowledge and skills are transferred to identified people in the business.

**6. KEY SKILLS REQUIRED**

a) Management of complex projects:

- Project planning skills to sequence closures including activities to address site-by-site complexities.
- Ability to develop a realistic and granular plan which takes account a wide range of enablers and dependencies.
- Support in providing analysis to support governance processes and decision making.

b) Data handling and analysis

- Collation of data from a wide range of sources into a single place. Challenge and cleanse inaccurate/messy data into a format that can be analysed, understood and is robust.
- Analysis to evaluate options which takes into account all dependencies and required benefits.

c) Working within a structured programme

- Effectively learn and transfer lessons from previous projects to minimise timelines and cost.
- Experience in addressing key governance processes e.g. Gateway reviews, business cases.
- Understanding of procurement processes and timelines (e.g. IT, TFM/SAA).

**7. SERVICE LEVELS AND PERFORMANCE**

- 7.1 The Customer will measure the quality of the supplier's delivery against the plan below:

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Milestone Ref	Deliverables	Milestone date
1	Fully costed and approved schedule of enabling works within agreed financial spend (40 days).	Nov 2016
2	A completed data set which has gathered consistent, high quality data of all relevant types into a single source to enable future planning of the estate. Including producing this in a format which supports regional planning.	Oct 2016
3	An agreed set of tools/templates/models which can be used throughout the life of the HMCTS property transformation programme to support exit and investment decisions. These tools will factor in all relevant information including financial and operational considerations.	Nov 2016
4	Analysis supporting an agreed evidence-based national estates strategy.	Nov 2016
5	An initial refreshed end-state design following engagement with the operational regions and with the current projects	Nov 2016
6	Tested and agreed regional sequencing plans which are pulled together into a national sequencing plan, including analysis to ensure consistency in across the national programme.  Financial analysis of the national sequencing plan.	Jan 2017
7	Validated pool and evidence base for initial consultation / integrations	Mar 2017
8	Completed knowledge and skills transfer	Mar 2017

- 7.2 If so required by the Customer, the Supplier shall produce a further version of the Plan (based on the above plan) in such further detail as the Customer may reasonably require. The Supplier shall ensure that each version of the Implementation Plan is subject to approval. The Supplier shall ensure that the Implementation Plan is maintained and updated on a regular basis as may be necessary to reflect the then current state of the implementation of the Services.
- 7.3 The Customer shall have the right to require the Supplier to include any reasonable changes or provisions in each version of the Implementation Plan.
- 7.4 The Supplier shall perform its obligations so as to achieve each milestone by the milestone date.
- 7.5 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 7.6 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

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**8. LOCATION**

To also support the cross workstream approach we will ask all suppliers to be based in our buildings in 102 Petty France, SW1, so that we have naturally iterative working between teams.

**9. SECURITY REQUIREMENTS**

The Supplier is required to ensure that any personnel employed/ engaged by them will comply with the **Baseline Personnel Security Standard (BPSS)** clearance required by the Customer, before they take up the post.

**10. PROJECT TIMETABLE**

The timetable for the work will be in accordance with the milestones provided above.

Estates