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Annex 2

Statement of Requirements

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**Version 1.0 Draft**

**Date: 5 February 2015**

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# Overview

## Purpose of this Document

(B)The purpose of this document is to provide suppliers with full details of the Department of Health’s (DH, the Department) requirements for a new Corporate Service Solution that will form the basis for an appropriate contract.

(B) Note that throughout this document requirements are prefixed by a letter in brackets as defined in section 4.1.2.

(B) Throughout this document the word ‘Supplier’ means the body completing these questions i.e. the legal entity responsible for the information provided and ultimately the service provided.

## Introduction and Background

(B) The Department has established a programme called the Corporate Service Improvement Programme (CSIP) which is an umbrella programme to improve the way staff within the Department access corporate services. Corporate services are defined in this context as Finance, Purchase-to-Pay (P2P), payroll and HR.

(B) The Department‘s existing core system is called the Business Management System (BMS) and is used for Finance, procurement, P2P and HR. BMS is an Oracle Financials e-business v11.5.10.2 system supported by NHS SBS. Payroll is a separate system called ePayfact from CGI and is delivered as a semi managed service.

(B) Department users often feel they do not get a satisfactory experience when they access corporate services. There is low availability of self-service and what is available could be better in terms of the user experience. There is also a general lack of automation between BMS and payroll, and there are many HR services that are not computerised and reliant on paper records. There is a myriad of local Excel systems and workarounds to make up for poor management information.

(B) CSIP went through a discovery process internally to understand the current status of key Corporate Services. This exercise resulted in many improvement opportunities being identified with staff volunteering to help deliver the programme.  The improvement opportunities have been developed into a core set of internally driven business change work packages, aligned to the following design principles:

* **Business process change:**  Where possible, approved changes to business processes or ways of working will be implemented through a change model ahead of implementation of the new Solution. This is to ‘front load’ aspects that can be done early to help de-risk the implementation and align with standardising processes.
* **Accountability and responsibility**: CSIP will drive a change in the organisational approach and culture, promoting leadership accountability and good governance, and supporting accountability initiatives.
* **One version of the truth:** The delivery of clearly defined and high quality Management Information will be key to the success of the solution, removing the need to develop local MS Excel alternatives. Data will be entered into the new Solution once (where possible) and re-used across other service areas.
* **Enabling technology:** The new technology will enable a greater degree of self-service, with staff being accountable for their own information and actions and making use of digital solutions where possible – such as mobile phone apps etc.
* **One way of doing things:** The use of the new Solution and the following of standard business processes will be mandated to support consistency and standardisation.

# Business Drivers

(B) The objective of the CSIP programme is to improve how the Department delivers corporate services to the business, and how the business is then a more intelligent user of those services, through the use of better tools and greater management intelligence.

(B) Investment is needed to improve how users experience corporate services, by making processes leaner and more commercial, and providing better tools and information to users (such as more electronic self-service and Management Information).

(B) The Department’s ambition is that users of corporate services can access those services in a way that is efficient and effective, underpinned by an enhanced user experience. This specifically means:

* moving more services to ‘self-service’ and providing fit-for-purpose management information to support a greater degree of individual accountability;
* removing unnecessary bureaucracy by identifying and realising opportunities for efficiencies including greater automation of processes, improving the user experience; and procuring and implementing a replacement for the Business Management System (BMS) by 31 March 2017. BMS was implemented in 2007 and has now reached the end of its life and must be replaced*;* and
* realising financial savings including reducing the need for business intermediaries; specifically this means business management teams.

(B) The vision for the programme is to ensure that the finance, P2P, HR and Payroll solution is:

* easy to use – focused on the user experience;
* services are delivered by way of self-service wherever possible, rather than relying on business intermediaries;
* easy to understand and intuitive; and
* enable decision makers to access robust and timely management information when they need it.

Thus enabling the Department to become more effective and efficient in the way that it manages its business.

# Approach

## Procurement approach

(B) The procurement will be delivered through a Competitive with Negotiation OJEU procurement.

(B) The Department is looking to contract with a Supplier that can deliver a solution that can meet the following key business requirements:

* Deliver key functionality for HR, Payroll (see 3.1.3), Finance and Purchase-to-Pay(P2P);
* Provide a solution that is off-premise and fully managed by the supplier;
* Deliver the implementation of the solution, including the supplier being responsible for:
  + The design, setup and configuration of the solution for each functional area, including workflows;
  + Building and testing any interfaces needed between the core systems;
  + Development and planning of end-user training. The Department wants to select a system which is intuitive and easy-to-use to reduce the training burden;
  + Support the Department in defining new business processes, adopting best in class commercial business processes as governed by the new technology;
  + Support for the migration of reference and transactional data into the new solution; and
  + Transferring skills to enable the Department to undertake and manage configuration and workflow changes so it can manage the on-going user experience.
* Provide a technical support desk to ensure the system continues to operate.

(B) While the business requirements include a Payroll Solution above (along with HR, Finance and P2P), the Department may decide that the Payroll element of the solution (described as a possible phase 2 in 4.2.4) is not implemented. The decision to include or exclude Payroll will be made during the procurement, depending on the costs and benefits of migrating from the existing solution .

(B) Whilst P2P functionality is to be included in the Corporate Service Solution, procurement functionality is excluded.

## Working approach

(B) The Department is looking to form a collaborative working relationship with a Supplier.

(B) To achieve the benefits and cost savings the Department is looking to adopt best practice, best in class commercial business processes and innovative functionality wherever possible.

(B) The working relationship should support the Department being able to effectively manage the user experience such that it can continuously improve the Solution. This will include the addition of new packages or applications and undertaking and managing future configuration work to support new process models and flows and organisational changes with minimal specialist IT skills.

# Overview of the Requirements

## Introduction

(B) The Department is issuing this Statement of Requirements (SoR) as part of the procurement of a new Corporate Services Solution and associated implementation services to replace the existing Oracle (BMS) solution service with a target transition date of 31 March 2017 for phase 1.

(B) Throughout this SoR, the importance of each requirement will be abbreviated as follows:-

* **Mandatory (M)** – These are requirements which the Department regards as the most important requirements as specified in the SoR. There are a high volume of requirements that have been identified as mandatory. However, the Department is keen to explore alternative or innovative services where these are felt to be beneficial and therefore reserves the right to accept proposals that do not satisfy mandatory requirement(s) where the overall response is considered to provide a satisfactory alternative service. If bidders choose not to, or are unable to, comply with a mandatory requirement as described but feel they can provide a service to meet the underlying business requirement in an alternative but satisfactory manner then they should indicate this in their response and outline the alternative. The Department will clarify whether the proposed alternative is acceptable or not. If, after such clarification, a bidder is still not compliant with a mandatory requirement and does not provide the Department with an acceptable solution to this requirement, then the Department reserves the right to disqualify the bidder from this Procurement.
* **Desirable (D)** – These are requirements to be provided by the bidder as part of the provision of the service. It indicates that the requirement described is felt to be particularly valuable and will be scored accordingly during evaluation. Failure to comply with a desirable requirement will result in the tender being marked down but will not result in disqualification. Where appropriate a separate cost may be associated with these requirements.
* **Optional (O)** – These are requirements that the Department sees as beneficial within the provision of the proposed service. Failure to comply with an optional requirement will not result in your tender being marked down and will not result in disqualification. However, where optional requirements are available within the core service at no additional charge they will be seen to strengthen the bid and influence the marking of section S3 (technical merit and innovation) only. For the avoidance of doubt, the optional requirements will not influence the marking of S1 (price over 5 years' service life). Further details regarding the award criteria can be found in Annex 3 of the ITSIT.
* **Background Information (B)** – This indicates general or specific information provided to you which should be taken into account when responding to the related mandatory, desirable, optional and information requirements.

## Key solution elements

(B) The Department requires a solution that will provide core functionality, with the ability to extend the solution to include best in class packages.

(B) Core functionality is to include (also see Table 1):

* Employee Self Service (including change of HR and bank details, requesting leave, recording sickness, completing appraisals etc.);
* Manager Self Service (including approval of employee actions e.g. requests for leave, or for changes impacting pay);
* Core HR management, performance management and skills management;
* Payroll and pay modelling;
* General Ledger, Accounts Receivable, non-current assets, Cash Management, VAT, and budgeting and forecasting;
* Purchase to pay (including requisition, purchase orders, catalogues, eInvoicing etc.)
* Staff expenses;
* Time recording (which must be able to be implemented for a small user base); and
* Management information.

(B) In addition to the provision of core functionality the solution must also provide a workflow ‘engine’ and management information ‘backbone’ to enable the Department to manage the operational user experience through the addition of electronic services or apps, the creation and modification of business process workflows, and dashboards or reports.

(B) The preferred timing of the delivery of the above functionality is shown below. This is to coincide with the most business benefit and the requirement to transition off the BMS platform on time.

| Area | Requirements | 1st Phase  (by March 2017) | 2nd Phase  (During 2017) |
| --- | --- | --- | --- |
| **Finance** | General Ledger & budgeting | Y |  |
| Accounts Receivable | Y |  |
| Cash Management | Y |  |
| Non-current assets | Y |  |
| VAT | Y |  |
| **P2P** | eProc, catalogues, workflow, AP, grants AP etc. | Y |  |
| **Expenses** | Employee expenses | Y |  |
| **Time** | Time Recording | Y |  |
| **HR** | Manager self service | Y |  |
| Employee self service | Y |  |
| Absence Management | Y |  |
| Hierarchies | Y |  |
| Skills Management |  | Y |
| Talent Management |  | Y |
| Performance Management | Y |  |
| Workflow & electronic forms | Y |  |
| **Payroll\*** | Payroll with integrations to HR and finance |  | Y |
| **Interfaces** | Inc. interfaces to existing payroll (ePayfact) | Y |  |
| **Reporting** |  | Y |  |

\* The inclusion of Payroll functionality is to be determined by the Department at a later stage.

# Key Principles

## Introduction

(B) The requirements listed in this section are key to the success of the new Corporate Services Solution.

(B) The Department requires a Solution that is flexible and extendible to enable the Department to continuously improve their business operation.

(B) The Department is seeking to automate as much of their business processes as possible to eliminate manual intervention and improve efficiency.

(B) User stories are included in Appendix B. These are intended to show a typical set of business activities in the Department and expected system outcomes. These user stories should inform Suppliers’ responses to this section, the requirements in section 6 and any subsequent demonstrations, if required.

## Ability to manage and change the user experience

(M) The Corporate Services Solution shall provide the tools and mechanisms to allow the Department to manage and change the user experience layer after initial configuration, without technical or specialist knowledge or support from the supplier, to support continuous improvement and organisational change throughout the life of the contract, to include the ability to:

* Create and modify business processes/workflows with creation, amendment and management of workflows and forms;
* Create, modify and manage dashboards and reports to access data across the Corporate Services Solution as required;
* Modify the appearance of screens and/or create personalised screens;
* Maintain system structures and mass movements (such as cost centre changes) with a minimum of user intervention.

(M) The Corporate Services Solution shall allow the addition, removal, modification and management of new electronic services, packages or apps (which could be third party) by the Department, throughout the life of the contract, such that the Department can enhance and enrich the user experience and exploit innovative functionality, where deemed to be of value.

## Ease of Use

(M) The Corporate Services Solution shall provide a modern standardised web look and feel that is intuitive so staff can access key functionality easily and use the system with minimal training to include:

* The same look and feel across different functional areas;
* A simple Graphical User Interface (GUI) that can enable users to move and manipulate data around the screen;
* Technology such as drag and drop, to make processes such as reporting and workflow maintenance as easy as possible;
* Conformance to the World Wide Web Consortium (W3C), Level AA standard – includes WAI and WCAG (Web Content Accessibility Guidelines) 2.0;
* Access technologies to support the Public Sector Duty of the Equality Act 2010 to ensure any employees should not be disadvantaged should they be disabled, such as Jaws, Dragon, Inspiration, OpenBook, Texthelp and ZoomText to carry out any actions that are core to an individual’s job and control of font size and colour, either within the solution itself or through standard browser or environmental accessibility settings;
* Processes requiring input from users should be intuitive and require as few clicks as possible to achieve the desired outcome;
* A level of personalisation for key areas of regularly used functionality. Suppliers are required to provide details of the scope of personalisation available including forms, menu options, favourites etc.

(M) The Corporate Services Solution shall provide interactive and contextual help and search facilities that include help files and FAQs (Frequently Asked Questions) that are readily accessible at the point of data entry to encourage their usage. The help and search facility should enable users to use the system to resolve issues wherever possible, calling first line support only in case of technical issues.

(M) The Corporate Services Solution shall allow the Department to upload the Department’s specific guidance and policies to support users in the completion of tasks and provide a search type facility to enable users to find the policy and guidance available, which can be updated and amended without supplier support.

(M) The Corporate Services Solution shall allow the Department to attach documents to records or workflows.

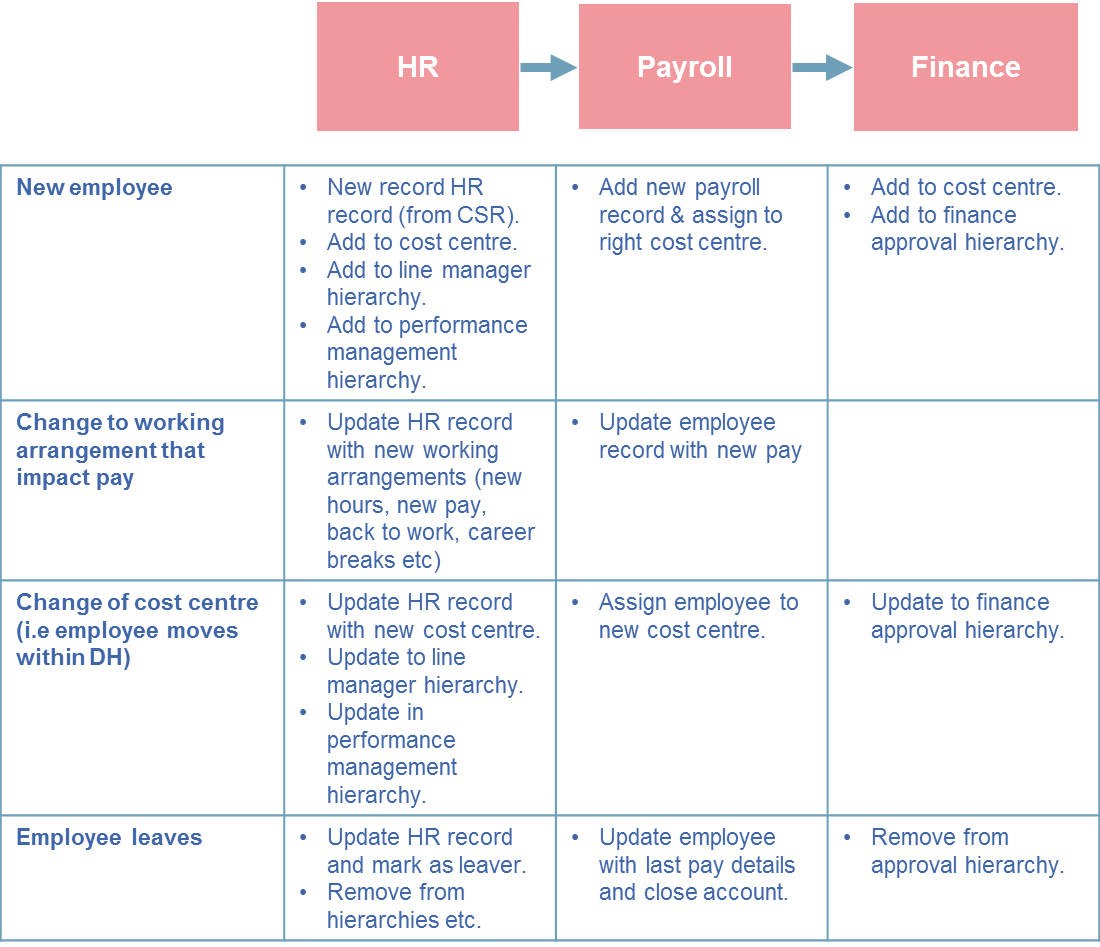
## Self-Service

(M) The Corporate Services Solution shall provide self-service functionality, in line with the detailed requirements in section 6 of this document, including approval of transactions by specified persons and delegation of self-service functionality, as required, through a controlled and defined process.

(D) The Corporate Services Solution shall provide mobile applications to deliver self-service functionality. If mobile applications are not available, then the Supplier should indicate whether this functionality is planned within the lifetime of the proposed service and when or what support is available to the Department to develop their own mobile applications. To note, the Department would not consider applications that store data on the mobile device.

## Interoperable core solution

(B) The Department requires a fully interoperable solution across the core functional areas of HR, Payroll, Finance and P2P activities. The diagram below shows the minimum integration required between HR, Payroll and Finance:



(M) The Corporate Services Solution shall provide interoperability across HR, Payroll, Finance and P2P functions to enable the Department to manage efficient cross functional business processes. Suppliers shall describe how the solution provides the required level of interoperability, across the proposed product set(s), to include:

* Management and automation of cross functional transactions and associated data *across* the core business areas of HR, Payroll, Finance and P2P with visibility of transaction status, a minimum of manual intervention and without the duplication or re-entry of data (i.e. data only entered once);
* Amendment or cancellation of cross functional transactions with automatic reversal of associated data *across* the core business areas of HR, Payroll, Finance and P2P with visibility of transaction status, a minimum of manual intervention and without the duplication or re-entry of data;
* Provision of an audit trail for cross functional transactions *across* the core business areas of HR, Payroll, Finance and P2P.

(M) The Corporate Services Solution shall provide an interoperable solution within each of the core functional areas of the solution. Suppliers shall describe how the solution provides the required level of interoperability, across the proposed product set(s), to include:

* Delivery of *integrated* HR functionality, *across* the key elements of HR functionality required as described in section 6;
* Delivery of *integrated* Payroll functionality, *across* the key elements of Payroll functionality required as described in section 6;
* Delivery of *integrated* Finance functionality, *across* the key elements of Finance functionality required as described in section 6;
* Delivery of *integrated* P2P functionality, *across* the key elements of Procurement functionality required as described in section 6.

## Package based solution with open standards

(M) The Corporate Service Solution shall be based on commercial off the shelf technology and packages that can meet its functional requirements (as provided in section 6 of this document) through configuration rather than through development (or customisation) of the product wherever possible. Suppliers shall indicate where the requirements cannot be met by configuration alone.

(M) The Corporate Service Solution shall support open standards for interoperability including open Application Program Interfaces (APIs) to enable the solution to interface with external solutions and services or be extended cost effectively with best in class software components, either by the supplier or a third party. These shall include, but not be limited to:

e-GIF as documented at: <http://webarchive.nationalarchives.gov.uk/+/http://www.cabinetoffice.gov.uk/govtalk/schemasstandards/e-gif.aspx>

* + e-Government Interoperability Framework (e-GIF v6.1, 18/31/2005)
  + e-GIF Technical Standards Catalogue (v6.2, 2/9/2005)
  + e-Government Metadata Standard (e-GMS v3.1, 29/8/2008)

<https://www.gov.uk/government/publications/open-standards-principles>;

<https://www.gov.uk/public-services-network#psn-standards>;

<https://www.gov.uk/government/publications/greening-government-ict-strategy>;

<https://www.gov.uk/government/publications/open-source-open-standards-and-re-use-government-action-plan>;

Digital by Default – Government Service Design Manual - <https://www.gov.uk/service-manual/digital-by-default>.

(M) The Corporate Service Solution shall support the import and export of information in the following formats: csv, xlxs, PDF.

(D) The Corporate Service Solution shall support open access to external validation services through Open API’s, i.e. Postcode anywhere.

## Flexible reporting to improve Management insight

(M) The Corporate Services Solution shall provide access to, extraction and aggregation of, data held across all elements of the core solution (HR, Finance, Payroll and P2P) without specialist knowledge or support from the Supplier to enable cross-functional reporting and drill down.

(M) The Corporate Services Solution shall provide a set of reporting tools, allowing users to generate standard or ad hoc reports, create dashboard style data provision, drill down and roll up data without specialist knowledge. This shall be deployable across desktop and mobile devices using the same or similar look, feel and functionality, in association with predefined user access.

(M) The Corporate Services Solution shall provide the ability to aggregate and report on data combined from external data sources (beyond the core solution).

## Off-premise fully managed service

(M) The Corporate Services Solution shall be managed off-premise by the supplier and include:

* All hardware and software management including upgrades and patches;
* All environment management;
* Provision of the core functionality;
* Provision of workflow engine and management information backbone tools, or similar, to enable management of the user experience by the Department;
* Access to the solution by 3rd parties, where the Department outsource any part of their business operation;
* The inclusion of additional software components or third party packages, to extend the solution, as required;
* Management to Government IT standards, including accessibility and security standards.

(M) The Corporate Services Solution shall be regularly upgraded, in line with package manufacturer’s releases, to ensure the Department has access to the latest functionality available, subject to agreement with the Department and identification of any risks to the existing service.

# Functional Requirements

## Finance Requirements

**General Ledger and budgeting**

(M) The Corporate Services Solution shall provide a flexible Chart of Account structure that will support:

* an analysis code structure
* an intercompany structure
* a budget structure
* a project code structure
* a cost centre structure
* a multi company structure
* a separate reporting hierarchy or structure
* costs centres being linked to balance sheet account codes.
* the Chart of Accounts being mapped to different structures e.g. OSCAR, CCS Procurement category codes, CPV codes, UNSPSC codes, cabinet office codes
* identifying whether any transaction is an inter-company transaction
* having a separate period (not periods 1 to 12) for making accounting adjustments (e.g. period 13).

(D) The Corporate Services Solution shall automatically re-allocate expenditure to multiple account codes / cost centres at the point of posting (based on user defined rules).

(M) The Corporate Services Solution shall support:

* journal postings from 3rd party systems.
* both non-reversing and reversing journals.

(M) The Corporate Services Solution shall provide Month End capability, to include the ability to:

* re-open closed periods and make prior period adjustments, subject to authorisation (e.g. for year end adjustments)
* open future periods, to allow posting of reversing journals.

(M) The Corporate Services Solution shall provide Budgeting & Forecasting capability, to include the ability to:

* hold a master budget and multiple iterations of it.
* report on any budget or re-forecast, against actual costs, showing variances
* load and amend budgets via uploads from MS Excel
* budget at cost centre level and/or project code level.
* to load (and profile) budgets on a monthly basis.

(M) The Corporate Services Solution shall provide a budget structure that replicates the actual posting structure so the budget can be reported in the same way as the actuals.

(D) The Corporate Services Solution shall provide Budgeting & Forecasting capability to include the ability to:

* automate the profiling of monthly or quarterly budgets based on last year's actuals
* approve budgets based on workflow
* hold non-financial data as part of a budget e.g. statistical fields to hold budgeted and actual manpower – monthly, year to date average and full year
* calculate outturn based on actuals YTD compared to remaining budget.
* hold static information on a project, such as the project manager, type of project etc.

(M) The Corporate Services Solution shall provide user administration, such that it is possible to:

* restrict the access to the system based on user defined access rights.
* restrict the access to functionality (e.g. to support segregation of duties and roles of users)
* restrict the access at field level (e.g. a specific field on a screen)
* restrict the access to certain accounts / data (e.g. a payroll account code)
* enable the lock down of budgets or re-forecasts so no further changes can be made
* enable a user to delegate authority to certain parts of the Solution that they can access to another user. For example a Director delegating some limited access to their personal assistant.

(M) The Corporate Services Solution shall provide General Ledger (GL) & Budgeting Management Information, to include:

* drill down from GL level to the lowest level of detail (e.g. to a purchase invoice, purchase order) based on security and access rights
* transfer data directly in or out of the system via MS Excel.
* report on project costs where cost span financial years

(M) The Corporate Services Solution shall provide Standard GL reports, to include:

* trial balance at detailed and summarised levels
* transaction listings, based on user-defined variables, such as by date, analysis coding, journal type, year etc.
* income and expenditure reporting by analysis structure (e.g. directorate, division, fund, cost centre, project code) either aggregated or detailed, showing actual vs last year actual, vs budget and variances
* balance sheet by detail or summary, showing previous year or period comparative data and opening, closing balances.
* budget reports by account or budget / cost centre structure, with actual, budget, reforecast
* exception reporting of items exceeding budget or forecast.

**Accounts Receivable (AR)**

(M) The Corporate Services Solution shall provide a Customer Master File capability, to include the ability to:

* record customer types or categories for example type of Health Organisation
* input and maintain payment terms - fully flexible, by customer, customer type, group
* apply different invoice matching tolerances for different customers
* hold many sites for one customer - to allow for multi-site invoicing
* update customer status e.g. active, inactive, one time, on hold
* identify preferred methods of communications for different types of customer activity e.g., E-mail v paper remittances, ability not to receive Dunning letters
* approve the set-up of a new customer via workflow
* send any financial documentation electronically
* define approval levels for users - for credit note authorisation, adjustments, and write-offs.

(M) The Corporate Services Solution shall provide an invoicing and receipt capability, to include the ability to:

* identify payment methodology against an individual bank account such as, but not limited to: BACS, direct debit, cheque, chaps, bank transfer
* have a mandatory field when coding an invoice to identify whether it is an intercompany transaction
* settle multiple invoices with a single payment
* allocate a part payment against multiple invoices or lines
* record income received that has not been invoiced. For example, property sales or grants received or Parliamentary funding
* input free text for invoice line descriptions with freedom to process to any acceptable account coding
* create credit notes for part, whole or multiple invoice refunds.

(M) The Corporate Services Solution shall provide a Credit Control capability, to include the ability to:

* set up Dunning letters to be produced on specified trigger dates with an auditable history including methods sent recorded
* invoice fully or partially including the ability to write-off, subject to authorisation
* use defined reason codes and unlimited notes for write-offs/adjustments
* have an integrated query management tool with unique query reference numbers, status, dates, reminders and audit of chase dates
* record queries / disputes against specific invoices or customer accounts
* have an area for unlimited free format text to capture comment and search capability
* make adjustments or write-offs
* send electronic statements automatically with ability to import to excel.
* have fully editable Dunning letters.

(D) The Corporate Services Solution shall provide a Credit Control capability, to include the ability to:

* set up credit limits at individual and group customer level
* calculate interest due on late payments.

(M) The Corporate Services Solution shall provide a fully flexible AR reporting tool which includes, but is not limited to:

* transactional register
* over user defined date range
* adjustments / write offs.

(M) The Corporate Services Solution shall provide Management Information, to include the ability to:

* report cash received, over user defined date range e.g. current day, week, month by bank account
* report outstanding or aged debtors, in summary, by customer and by product, by transaction (at user specified date)
* report income by customer type / category
* report of unmatched receipts
* show income by customer including account code individual org code and sector code
* show a debtors report by customer reconciled to Trial balance sub analysed by individual org code and sector code by intercompany codes.

(M) The Corporate Services Solution shall produce customer statements in a flexible format such as, but not limited to:

* inclusion or exclusion of specific transactions,
* messages
* highlight overdue transactions
* multiple sort orders
* interest charges on overdue amounts by e mail.

(D) The Corporate Services Solution shall provide the ability to easily interrogate and/or navigate linked data items e.g. view Invoice and have direct link to any related items (e.g. receipts/adjustments/credit notes).

**Cash Management**

(M) The Corporate Services Solution shall provide a Cash Management capability, to include the ability to:

* have an unlimited number of bank, cash, petty cash accounts per company
* import a bank statement and reconcile to the accounts
* have a fully automated cash reconciliation of payments / receipts to the bank account.
* import payable order files from 3rd party’s e.g. Welfare foods (they pay out on the Department’s behalf).

(D) The Corporate Services Solution shall provide a Cash Management capability, to include the ability to:

* support automated transaction matching e.g. by period, invoice range, cash reference, invoice reference
* configure matching tolerances and automatic write off within specified amount(s).

**Non-Current Assets**

(M) The Corporate Services Solution shall provide an Asset Register, to include the ability to:

* capture a record of the Department’s assets recording information such as: cost, valuation, date of purchase, asset life, asset type, location, identification number
* identify that an invoice relates to an asset so it can be assessed and imported into the asset register via control account
* allocate each asset to a cost centre to assign ownership
* identify the type of transaction in the asset register i.e. addition, disposal, reclassification, revaluation, assets under construction
* ensure any addition, disposal, revaluation or classification done within the month must be properly reflected in the GL without manual intervention
* roll over closing balances into opening balances for new financial year
* run an automated depreciation calculator with ability to override
* view a full audit trail of asset history including cost, depreciation and net book value.

(D) The Corporate Services Solution shall provide an Asset Register, to include the ability to:

* record both capitalised assets and inventory e.g. a low value camcorder
* have an extension of the P2P workflow for requisition/PO coded to a FA account
* revalue assets in the system based on indexation/percentage uplift.

(M) The Corporate Services Solution shall provide Management Information, to include the ability to:

* produce a Fixed Asset Register and convert to excel
* reports to support the reconciliation between GL and Fixed Asset Register
* forecast the depreciation of assets.

**VAT**

(M) The Corporate Services Solution shall comply with VAT rules now and in the future (e.g. changes to the guidance in April 2016 where the invoice date becomes the tax point. This means that VAT for contracted out services will only be recoverable in the quarter the invoice is dated) and include the ability to:

* apply or amend VAT rates - 0, 5, 20 plus any changes to rates
* apply or amend VAT categories - standard, exempt, zero, out of scope
* apply and maintain categories for VAT contracted out services categories.

(D) The Corporate Services Solution shall provide the ability to apply and maintain categories for business/ non business splits.

(M) The Corporate Services Solution shall provide Management Information, to include the ability to:

* run a report to facilitate the vat return - run from Accounts Payable, Accounts Receivable and the General Ledger - identifying invoice date, gal date, account codes, net value, VAT value, VAT codes
* meet the HMRC requirement to report on vat activity - within EU and outside.

(D) The Corporate Services Solution shall meet the HMRC requirement to report on business/ non business VAT splits.

## P2P

**Master Supplier Data**

(M) The Corporate Services Solution shall provide Master supplier data management, to include the ability to:

* record Counter Party Identifier (CPID) tags against a supplier record
* set suppliers up using a workflow approval process
* change the status of a supplier so that no further POs can be raised against that supplier. Recording the reason on the system.

(D) The Corporate Services Solution shall provide a self-serve supplier portal enabling suppliers to maintain their own details and see the status of their invoice(s).

**Workflow approval and matching**

(M) The Corporate Services Solution shall provide workflow, approval & matching, to include the ability to:

* hold an approval hierarchy, by group; by amount; by type of supply; for the requisition, PO, goods receipting and invoice matching
* enable a user to easily manage workflows, such that bottle necks can be identified and approvals structures amended accordingly
* send exception alerts to specific users when workflows times exceed certain times
* approval workflows to be reassigned automatically if approvals exceed user defined times
* notify users by email when their approval is required
* set tolerances levels for matching of goods receipted to purchase orders and invoices to purchase orders.

(D) The Corporate Services Solution shall provide an invoice authorisation structure where invoices can be approved based on the cost centre or by value.

**Catalogue Management**

(M) The Corporate Services Solution shall provide the ability to load and maintain catalogues for buying goods against.

(D) The Corporate Services Solution shall support punch out to externally held and maintained catalogues.

**Requisitions**

(M) The Corporate Services Solution shall provide the ability to create and manage requisitions, to include the ability to:

* create, amend, save and delete requests to spend. This could be free text or using "shopping cart" linked to the electronic catalogues
* support a requisition approval workflow where requests can be approved or rejected etc.

**Purchase Orders**

(M) The Corporate Services Solution shall provide the ability to create and manage Purchase Orders (PO), to include the ability to:

* create a PO that accurately reflects the relevant details of goods or services required
* link a PO to a call off contract e.g. a reference or link
* properly code the PO when it is created. This must include the right account code and analysis structure, recognising any intercompany transaction and whether it is a capital spend
* automatically calculate or quantify the right VAT based on the type of expenditure or supplier etc.
* have a simple 'user process' for cleansing purchase orders (e.g. such as identifying those unfulfilled for a certain time period)
* check expenditure against an approved budget and give a warning if exceeds, or can be set up to prevent posting if over budget
* automatically raise the accounting commitment at the point of raising the purchase order
* automatically transmit a PO to the relevant supplier (at a minimum via email) or have the requisition routed to the appropriate next step in accordance with workflows.

(D) The Corporate Services Solution shall hold any underpinning contract within the system against the supplier record.

**Goods Receipting**

(M) The Corporate Services Solution shall provide goods receipting, to include the ability to:

* record the receipt of goods or services against a PO
* receipt goods in full or partially against line items of the PO, allowing a user to clear the remaining balances later or close completely
* automatically raise the accounting accrual at the point of receipting.

**Invoicing**

(M) The Corporate Services Solution shall provide an Invoicing capability, to include the ability to:

* upload a scanned copy of an invoice against a PO
* 2 way or 3 way match against PO line items and good receipt notes
* match multiple supplier invoices to a single Goods Received Note (GRN) or to any number of, or parts of, a PO
* automatically match an invoice to a PO, with the ability to manually match to deal with exceptions / more difficult situations
* partially match an invoice which then results in a part payment to the supplier
* log an invoice where there is no PO. This must then be subject to appropriate account coding and workflow approval
* input supplier invoices rapidly, such that large volumes can be processed efficiently.
* automatically check for duplicate invoices and give a warning and prevent posting.
* follow a simple process, subject to workflow, for raising credit notes
* flag invoices that are in dispute, where the system then automatically prevents payments.

(D) The Corporate Services Solution shall provide e-Invoicing; where a supplier invoice is received in a specific electronic template and format, where the system can then automatically match to the appropriate line item on a receipted PO.

(D) The Corporate Services Solution shall record why an invoice is in dispute recording an audit trail of communication with a supplier.

**Payments and Remittances**

(M) The Corporate Services Solution shall provide a payment and remittance capability, to include the ability to:

* support different payment mechanisms, including
  + Invoices with POs
  + Invoices without a PO
  + Payments without invoices
  + Recurring payments
* have a workflow authorisation process before payments are made
* automatically create payment schedules e.g. based upon invoice due dates, supplier discounts, user defined dates, budgets
* pay
  + multiple invoices from a supplier as a single payment
  + separate supplier invoices and separate payments
* supports BACS payments
* support user definable remittance advice notes with variable formats, allowing the user to adjust the format/ text, and how it is selected and what is displayed etc.
* automate the submission of electronic remittances to suppliers
* make payments to suppliers / providers where there is no invoice and separately identify these for reporting. (For example, for grant payments)
* set up a payment schedules with a profile of payments throughout the financial year (e.g. quarterly or monthly).

**Management Information**

(M) The Corporate Services Solution shall provide Management Information, to include:

* a comprehensive expenditure / supplier search facility, enabling an end users see and drill down into transactions.
* statistics and information on the status of P2P workflows so that approval structures can be optimised by a user.

(M) The Corporate Services Solution shall provide a suite of standard expenditure reports including:

* expenditure by supplier or supplier type, showing expenditure and history across financial years
* aged accounts payable listing
* position of commitments/accruals/invoices/credit notes by cost centre
* workflow position showing the status of a user's purchase request and any workflow actions outstanding
* creditors listings, at summary, detail level, with ability to flexibly analyse. For example by cost centre.

## Expenses

(M) The Corporate Services Solution shall provide the ability to:

* set up and maintain an expenses approval hierarchy that is easy to maintain and change
* keep the approval hierarchy automatically in line with the organisation structure within the HR system, so staff changes are properly reflected in the expenses approval hierarchy.

(D) The Corporate Services Solution shall provide the ability to set up data validation rules in line with T&S policies so that data is auto validated at the point of entry. Specifically it must support:

* not being able to claim expenses when the claim date is greater than 90 days after the date of incurring the expense.
* maximum claimable amounts for different expense types.

(M) The Corporate Services Solution shall provide the ability to manage expense codes, to include:

* creation and authorisation of the use of new expense codes and adding them to the existing hierarchy and closing down codes when no longer needed
* for the expense coding structure to align with the Chart of Accounts to enable reporting of costs against codes
* for expenses reference data (i.e. expense codes) to automatically be kept aligned with cost codes in the finance system.

(M) The Corporate Services Solution shall provide user self-service, to include the ability to:

* upload receipts into the system to provide supporting evidence for the claim.
* allow a user to save their details at any time during input of an expense claim.
* allow a user to set up and maintain their own bank details
* allow a user to delegate to another (e.g. a Personal Assistant) to complete an expense claim on their behalf.

(D) The Corporate Services Solution shall provide user self-service, to include the ability to:

* allow the expenses system to interface with Government Procurement Card transactions, so that expenses made on a payment card can be properly coded as part of the expense claim
* access, process, upload receipts and approve expenses remotely through a mobile device
* allow a user to re-use a previous expense claim as the basis for starting a new submission to reduce time for entry.

(M) The Corporate Services Solution shall provide an approval stage via workflow.

(M) The Corporate Services Solution shall provide Management Information, to include the ability to:

* calculate tax implications for dual office, friends and family or similar
* report on P11D.

(D) The Corporate Services Solution shall provide fraud reporting such as reporting on exceptions to highlight unusual activity and dip-checking capability.

## Time Recording

(M) The Corporate Services Solution shall provide a Time Recording capability, to include the ability to:

* record time against projects, cost centres and activities
* record time for absences such as annual leave and sickness etc.
* capture time for staff working part time, full time and flexible hours in a day.
* record time either in hours/minutes, quarter days
* validate data upon entry by the user
* provide intuitive user interface to minimise the time to complete.

(D) The Corporate Services Solution shall provide access for inputting and approving time via mobile technology.

(M) The Corporate Services Solution shall provide time code management, to include the ability to:

* easily create and authorise the use of new codes and adding them to the existing hierarchy and closing down codes when no longer needed
* align timesheet coding structure with the Chart of Accounts to enable reporting of time against codes.

(D) The Corporate Services Solution shall support an automated approach for keeping reference data (i.e. timesheet codes) aligned with cost centres in the finance system.

(M) The Corporate Services Solution shall allow a user to save their details at any time during input of a timesheet.

(D) The Corporate Services Solution shall provide the ability to:

* allow a user to re-use a previous timesheet as the basis for starting a new submission to reduce time for entry.
* provide warnings / reminders if a user has not submitted a timesheet

(M) The Corporate Services Solution shall provide an approval stage via workflow.

(M) The Corporate Services Solution shall provide Management Information, to include the ability to:

* report on time recorded on activities, summarised and by Directorate / Division etc.
* create customised reports on time recorded and export the data into MS Excel.

(D) The Corporate Services Solution shall provide performance information, such as number of outstanding timesheet, outstanding by Directorate / Division, with the ability the drill down to individual staff.

## HR

**Manager self-service: Core record**

(M) The Corporate Services Solution shall provide the ability to:

* create new employee records
* view/update records of direct reports; this should include data quality/integrity alerts
* create new employee records – with one process for all staff, including non-payroll workers.

(M) The Corporate Services Solution shall provide the ability to record different Terms and Conditions for different staff.

(M) The Corporate Services Solution shall provide the ability to record dual office locations in accordance with HMRC rules ensuring correct treatment of taxation.

(D) The Corporate Services Solution shall provide the ability to record information about the job roles (and ‘functions’) people are allocated to e.g. job share.

(M) The Corporate Services Solution shall provide the ability to delegate manager responsibility for a period of time.

(M) Any approved manager self-service action which impacts a user’s pay should automatically flow through to the payroll solution without double keying.

(M) The Corporate Services Solution shall provide the ability to record and track the progress of new starters in relation to mandatory on boarding services - e.g. security passes, mandatory training etc.

**Manager self-service: Absence, holiday and overtime**

(M) The Corporate Services Solution shall provide the ability to review and approve absence and holiday, including connecting days (which is the days spent by senior Department civil servants visiting other health bodies) and volunteering absences.

(M) The Corporate Services Solution shall provide the ability to review the overtime hours done by specific groups of staff that are able to work overtime.

(M) The Corporate Services Solution shall provide the ability for the manager to record any sickness absence and return to work information.

(M) The Corporate Services Solution shall support a manager with staff absences. This includes:

* alerts for when absence trigger points have been reached that require formal action with details of the action the manager must take e.g. a formal meeting to discuss absence, formal return-to-work interview, referral to Occupation Health etc.
* ability of the manager to keep a record of formal actions taken. This should include details of the trigger action, date/ time of any formal discussion/meeting, record of the outcome, and justification where no formal warning given.

**Manager self-service: Performance Management**

(M) The Corporate Services Solution shall provide the ability to record performance management rating; exceeding, met, improvement needed, at half year stage and end of the year.

(M) The Corporate Services Solution shall have the flexibility such that the performance management ratings can be changed from one year to the next. Such as adding or changing gradings.

(M) The Corporate Services Solution shall provide the ability for a manager to receive trigger reminders for activities in the appraisal lifecycle and indicate that these have been achieved.

(M) The Corporate Services Solution shall provide the ability to attach appraisal documents at certain points.

(M) The Corporate Services Solution shall provide the ability to record 9-box talent grid rating, with flexibility to change the wording/text or numbers as and when needed.

(M) The Corporate Services Solution shall provide the ability for a manager to receive notifications when probation periods are due to finish, with the ability to extend, if needed.

(D) The Corporate Services Solution shall provide the ability to record individuals’ performance ratings for projects or specific operations.

(D) The Corporate Services Solution shall provide the ability to record individuals’ performance ratings through 360 degree feedback.

**Manager self-service: Leavers**

(M) The Corporate Services Solution shall provide the ability for a manager to terminate the records of direct report leavers.

(M) The Corporate Services Solution shall provide the ability to flag the actions a manager must take during and after the leaving process, with workflow reminders until the action is confirmed as completed. For example that the manager needs to get the IT account closed, passes returned etc.

**Manager self-service: Changes**

(M) The Corporate Services Solution shall be able to handle changes to working arrangements through the completion of electronic forms and workflow. Changes that impact finance and payroll should automatically feed through to those systems without the need to re-key. Specific examples include:

* An approved temporary promotion should update payroll for the temporary promotion period
* A person moving cost centre should update in finance and payroll
* A line manager change should feed through to the HR record
* A change in location should update the payroll record if this impacts pay
* An approval of a season ticket loan or salary advance should feed through to payroll
* The approval of a special bonus should feed through the payroll.

(M) The Corporate Services Solution shall provide the ability to record those employees that are on either: a temporary promotion (known as TP); a secondment; a loan to/from another department; or, on a career break. The solution should alert the manager when key formal actions are required, and continue notification until the action has been recorded as actioned.

**Manager self-service: Information**

(M) The Corporate Services Solution shall provide the ability to produce HR performance reports on direct reports and organisation or supervisory hierarchy. This should include:

* Status of performance management and appraisal actions outstanding.

(M) The Corporate Services Solution shall provide the ability to report on those staff that have been redeployed, such as on secondment or on loan etc.

(M) The Corporate Services Solution shall provide the ability to track the progress of new starters in relation to mandatory on boarding services - e.g. security passes, mandatory training etc.

**Talent Management**

(M) The Corporate Services Solution shall provide the ability to record those that have been identified as being on the talent programme.

(D) For those identified as being on the talent programme, the Solution shall provide the core HR team with the ability to:

* capture a talent development plan against the individual
* capture actions such as development activity recommended or activities undertaken
* record the retention risk (i.e. the likelihood that they will leave)
* retain a history of the individual’s progression through the Department.

(D) The Corporate Services Solution shall provide the ability to record posts / roles where succession plans must be put in place.

**Employee self service**

(M) The Corporate Services Solution shall provide the ability for a user to:

* view/update their personal record (i.e. address/contact data, diversity etc.); needs to have the flexibility include new fields as cross government requirements for data increase
* request and record absence (connecting, holiday, sporting events etc.)
* request season ticket loans, salary notices, cycle scheme loans etc. for approval by line manager
* request changes to contractual hours
* request changes to working pattern
* review personal data periodically e.g. next of kin (yearly or twice yearly)
* view performance management information and the uploaded appraisal documentation
* receive trigger reminders for activities in the appraisal lifecycle and indicate that these have been achieved
* record performance objectives for the year
* record their self-assessment of performance at interim and yearend review points
* complete an exit interview online.

(M) The Corporate Services Solution shall provide the ability for users, with appropriate permissions, to:

* record time worked beyond their standard hours where they are eligible for overtime or time off in lieu
* record qualifications and skills / competencies
* record various types of absence (including training).

(D) The Corporate Services Solution shall update a user’s available holiday balance where:

* holiday has been recorded as taken;
* hours beyond their standard hours have been recorded and approved, and where they are allowed time off in lieu

**Absence Management**

(M) The Corporate Services Solution shall provide the ability to:

* record both paid and unpaid absences (including: Maternity; Paternity; Shared Parental Leave; Career Break; Long term sick; Special Leave on sporting events, volunteering/connecting, Reservist breaks with workflow approval/acknowledgement)
* allow managers to be able to view a calendar of their direct reports showing all out-of-office absences due to sickness, special leave, regular leave, maternity, paternity, connecting etc.
* provide information on absence management i.e. the number of people absent at any point in the organisation; the system must record first warning, final warning, sustained improvement periods
* send automatic alerts to managers if a member of staff has reached a trigger point, or, if a member of staff is absence to remind the manager they should be having the set continued absence meetings.

**Leave Management**

(M) The Corporate Services Solution shall provide the ability to:

* enable employees to apply for and record periods of leave absence, with remaining balances, with workflow approval as appropriate. (to note: there are multiple legacy arrangements for calculating leave)
* anticipate leave for the next year or 'Carry forward' leave as per policy limits
* account for calculations of leave allowance for part-time workers or compressed hours.

**Hierarchies**

(M) The Corporate Services Solution shall hold the supervisory hierarchies, to include:

* the structure for performance management
* the structure for line management approval of absence.

(M) The Corporate Service Solution shall provide the ability for a user to change hierarchies easily, without the need for technical intervention.

**Skills Management**

(D) The Corporate Services Solution shall provide the ability to:

* allow employees to record their qualifications in accordance with civil service/CSL framework (professions would be able to identify staff with suitable qualifications)
* allow employees to record their competency levels
* allow employees/managers to agree the recorded competency levels with workflow approval where appropriate
* allow employees to select their qualifications from a Qualification database
* allow employees to select their skills from a Skills database.

**Performance Management**

(M) The Corporate Services Solution shall provide the ability to:

* have multiple appraisal lifecycles. E.g. one for a probation period (4-6 weeks) which once finished moves to the normal appraisal lifecycle.
* hold the PRP rating
* enable PRP rating to be automatically transferred to Payroll to effect payments.

(M) The Corporate Services Solution shall provide a flexible performance management structure such that it can be changed to meet the changing needs of the organisation.

(D) The Corporate Services Solution shall provide the ability to order appraisal events (e.g. objectives are set first, then mid-year / interim point assessment, year-end assessment) and ensure an event is completed in the system before the user can move on.

**Pensions**

(M) The Corporate Services Solution shall provide the capability for new employees to opt out of pension scheme, with a date recorded, reviewable every 3 years or periodically - date opted out, reminder dates (yearly, 3-yearly reminders). This will include an option for going back onto the scheme at a later date.

**Pay modelling**

(D) The Corporate Services Solution shall provide the capability to analyse salary costs, headcount, etc. under a number of hypothetical conditions for budgeting and planning purposes.

**Workforce modelling**

(M) The Corporate Services Solution shall provide the capability to:

* analyse salaries and grades, determining why there is a high turnover in a certain area (it might be a good news story, not always bad news)
* do trend reporting e.g. time series analysis.

**Core HR system functionality**

(M) The Corporate Services Solution shall provide the capability to:

* record both on-payroll and off-payroll workers (agency, contractor or consultant resource) and for off-payroll workers record:
  + the start and end dates of their contract
  + a link to (or attach to their record) the approved purchase order
  + a field in their record to record their tax status
  + workflow reminder triggers for when their contract is due to expire.
* record static information such as the profession of the person or profession of the role.
* record the different terms and conditions for staff members (i.e. Civil Service or NHS terms)
* support hyperlinks to guidance/policies internally and externally
* avoid the creation of duplicate records on the system with automated checks such as NI number, date of birth etc.
* automatically keep the HR record aligned with the equivalent payroll record.

(M) The Corporate Services Solution shall record key static information about a person, to include:

* where the person fits in the organisation structure
* main and any secondary working location
* role and grade
* line manager
* recent photo.

(M) The Corporate Services Solution shall allow the addition of other static information to be added to a HR record as needed. For example, adding static information such as security vetting from a pick-list.

**Gifts and hospitality**

(D) The Corporate Services Solution shall provide the capability to:

* record the gifts and hospitality received and offered by an individual during the period
* enable users to record a nil return if no interest are held
* automatically notify line managers of entries for their staff
* enable approved users to enter items on behalf of someone else (for example a PA for a Director)
* enable items recorded as gifts and hospitality to be searched and reported on (subject to security access) across the organisation with drill through to actual items recorded
* have automatic reminders to staff to update their record every six months.

**Management Reporting**

(M) The Corporate Services Solution shall provide the capability to:

* report information on a point-in-time basis
* have a data interrogation/report builder tool  for super users
* self-service access for users to run predefined reports
* the solution to support a library of reports aligned to HR processes, e.g. absence management, joiners & leavers, workforce composition, etc.
* produce dashboard style reporting – including customisation and design of new dashboards
* import data from other systems to provide integrated MI (single source of truth).

(M) The Corporate Services Solution shall provide a set of reports to include:

* HR system setup (list of grades, work structures, locations etc.)
* workforce population/composition
* turnover analytics
* absence Management
* leave management (special, holiday etc.)
* performance management.
* talent management.

## Payroll

**Core requirements**

(M) The Corporate Services Solution shall provide a payroll capability, to include:

* the ability to support multiple payrolls (minimum of 4) with different employment terms and conditions. This includes:
  + staff that are employed under NHS terms
  + staff that are employed under Civil Service terms
* the ability to support different employee types i.e. permanent workers, temporary workers or those on fixed terms
* the ability to process overtime and on-call charges for certain groups of people
* the ability to calculate pay for part time staff on a pro rata basis
* the ability to split the allocation of a person's payroll cost to appropriate cost codes (aligned with the financial system). This could include the splitting across multiples cost codes based on a predefined set allocation
* the ability to support the tax requirements for Dual Office arrangements
* the ability to support self-service including being able to:
  + change bank account details; and
  + see an electronic version of the payslip in a secure way
* compliance with current tax and relevant HR legislation.

**Committee member expenses and fees**

(M) The Corporate Services Solution shall handle the processing of committee member fees through the payroll system. This includes fees for travel and subsistence, committee attendance fees and miscellaneous costs. Currently this information is received in a CSV formatted document to be processed in payroll.

(M) The Corporate Services Solution shall classify and handle the taxation requirements for the different expense types for committee members (i.e. those taxable at source and those non-taxable)

**Absences**

(M) The Corporate Services Solution shall manage absences to include:

* the ability to hold different absence patterns which drive pay changes. This includes both Statutory Sick Pay (SSP) and Occupational Sick Pay (OSP).
* the ability to distinguish between reckonable and non-reckonable absences in calculating pay changes for absences.
* the ability to support different sickness rules for different job types (for example the rules are different for NHS terms and Civil Service terms)
* the ability to calculate associated pay based on levels of sickness absence.

(D) The Corporate Services Solution shall have the ability to capture and hold self-certification or medical certificate.

**Pension**

(M) The Corporate Services Solution shall have the ability to:

* record the memberships of civil service, NHS and other stakeholder pension schemes
* calculate and make the right pension deductions based on the scheme.

**Other**

(D) The Corporate Services Solution shall have the ability to:

* calculate and manage 'marked time' payments
* calculate and manage reserved rights payments (protected salary)
* hold copies of documentation provided as evidence (i.e. certificates or injury claim info)
* split employee net pay between multiple bank/building society accounts
* communicate to employees through their electronic payslips.

**Pay changes**

(M) The Corporate Services Solution shall manage and validate pay changes to include the ability to:

* input and amend payroll data for employees.
* create pay level changes (for an individual or a group)
* process pay awards, salary changes, promotions and pension changes - by individual or group
* input new grade ranges (could apply to an individual or group of people) and automatically update pay
* apply uplifts or future date for automatic uplifts to be made by individual or group
* apply uplifts or deductions using percentage calculations - by individual or group
* input and amend spine points including calculations for arrears
* make pay advances
* process statutory change form. For example: MATB1, SMP1 etc.
* manage pay absences for but not limited to: maternity, adoption, paternity and shared parental leave
* process statutory transactions from partners including but not limited to: HMRC, Contributions Agency, Courts, Office for National Statistics, Student Loans
* process payroll data from 3rd parties (i.e. voluntary deductions)
* process temporary payments/advances i.e. overtime, travel, expenses, Christmas advances including ability to recover against an agreed payment plan
* process loan payments such as, but not limited to: cycle to work scheme, car parking or train season tickets
* process backdated amendments
* reactivate dormant accounts for a re-hired person
* calculate and manage ‘marked time’ payments.

(D) The Corporate Services Solution shall have the ability to:

* make payroll payments and deductions that can be allocated to more than one employment contract per employee
* process secondments and invoke a transfer in/out process.

**Pay changes - data validation**

(M) The Corporate Services Solution shall provide data validation, to include the ability to:

* validate changes by individual, group or all employees
* set out data validation options, including setting limits and caps on certain categories (i.e. overtime and bonuses).

**Payroll processing**

(M) The Corporate Services Solution shall provide a payroll processing capability to include the ability to:

* calculate the gross to net payments
* process statutory (i.e. PAYE) and voluntary deductions
* run a trial or preview payroll runs and check exceptions
* process pension, AVC, added years and Widows pension scheme (WPS) updates
* calculate and process pensions contributions in line with the pension rules
* create and process payments via BACS or CHAPS
* calculate and process relevant scheme/loan deductions prior to final salary payment for leavers
* deduct existing final balance of loans / advances when a person leaves – as much as possible from final salary.

(D) The Corporate Services Solution shall provide payroll processing to include the ability to:

* process NI contributions for an employee with multiple jobs
* process payments via International Payment
* alert users when new electronic payslips are available to be viewed.

**Interfaces**

(M) The Corporate Services Solution shall provide interfaces to allow payroll data to be imported and validated from 3rd party systems, to include submitting and retrieving data to/from HMRC (via a RTI – Real Time Information interface) and Civil Service Pension (CSP).

(M) The solution needs to output the correct financial information to populate General Ledger and Cash reconciliation processes.

**Management Information**

(M) The Corporate Services Solution shall support the production of statutory return information, including: P45, PPS and NPPS returns, P60, P11D, P14, P35, GS470.

(M) The Corporate Services Solution shall produce a year-end tax statement per employee and publish it securely electronically to each employee.

(M) The Corporate Services Solution shall provide exception reports that are either out-of-the box or can be configured by the Department. Examples include:

* missing data such as, but not limited to: certificates or other personal information requests
* exceptions to data validation fields / incomplete data
* overtime exceeded
* negative deductions
* potential duplications
* employees without NI numbers.

(M) The Corporate Services Solution shall provide the ability to report on all payroll changes made for statutory and audit requirements.

(M) The Corporate Services Solution shall provide a range of standard reports that are either out-of-the box or can be configured easily by the Department. Examples include:

* report to support the Department reconcile tax payments at the year end
* report of impending half pay, no pay and retrospective payments
* report of sick pay entitlements ensuring max 28 week SSP payment period not exceeded
* report to review an individual's earnings over past period (i.e. 8 weeks)
* report to check qualifying days
* report of annual sick absence statistics
* report that facilitates absence management and highlights imminent trigger points
* report that shows monthly pension reconciliations
* BACS schedule report by employee.

## Interfaces

(B) Information and high level specifications for the interfaces required can be found in Appendix E.

(M) The Corporate Services Solution shall provide financial interfaces to the following systems:

* RBS NatWest BACS payment system
* Banner (XML purchase order)
* RBS NatWest Bankline (upload of Bank Statement, upload of cheque payment authorisation)
* MRM (import of payments made on behalf of the Department)
* Vertex (import of payments made on behalf of the Department)
* Hyperion (export of financial information into Hyperion for group consolidation).

(M) The Corporate Services Solution shall provide organisation interfaces to the following systems:

* DH Intranet people directory
* DH Help desk directory
* DH Active Directory.

(M) The Corporate Services Solution shall provide interfaces to the existing payroll system to:

* keep shared reference data aligned between HR, payroll and finance (i.e cost centres, and employee reference data)
* keep transactional data actioned in HR aligned to Payroll (i.e pay changes, sickness/absence, new joiners, leavers)
* transfer payroll monthly transactions into finance by employee / cost centre
* import committee member fees received in MS Excel CSV format.

## Reporting

**General**

(M) The Corporate Services Solution shall allow the set up and configuration of performance dashboards that can present key performance information in a user-friendly manner. This performance information should be available at different organisation levels (Directorate, Division, Line level, individually , subject to security access), to include:

* overall financial performance (actual versus budget and outturn)
* holiday position
* status of appraisals (% outstanding etc.)
* overall performance summary (% high performers, % other gradings etc.)
* statistics on processing times for paying suppliers
* statistics on transactional processing times (time to pay suppliers, time to action HR changes such as a change in working arrangements)
* statistics on purchasing (average length of time to approve a PO from the requisition request, scale of commitments etc.)
* statistics on workflow (people with large number of approval requests outstanding)
* summary of Exit questionnaires and reason for leaving.

(M) The Corporate Services Solution shall export reported information to MS Excel.

**Strategic Reports to be developed**

(M) The Corporate Services Solution shall provide a Budget Control report showing month by month actual spend against budget, breaking down by cost centre and analysed by month and quarter. Also showing time recorded against cost centres to give full picture.

(M) The Corporate Services Solution shall provide a senior leadership team report which shows budget status (actual, variance, forecast) and admin spend by cost centre (YTD spend, YTD budget, variance).

(M) The Corporate Services Solution shall provide a programme expenditure report, summary total plus by cost centre, grouped by the different organisational levels (Directorate, Division etc.). Also showing time recorded against cost centres to give full picture.

(M) The Corporate Services Solution shall provide a DRAP monthly report at various organisation levels (e.g. Directorate, Division and next level down). This shows actual, budget, forecast by expenditure lines for those relevant cost centres.

# Non-Functional Requirements

## Hosting and browser accessibility

(M) The Supplier shall state the type of hosting (public, private, hybrid) service they are proposing, any options available to the Department, with associated costs, and explain why this is the most appropriate solution for the Department’s requirements for service availability and security (as listed in section 7.2 and 7.3).

(M) The Corporate Service Solution shall support access from the range of the Department’s platforms and environments as defined in Appendix C. The service shall be compatible with the Department's standard PC builds and local desktop email clients as defined in Appendix C. Suppliers shall indicate that they can support these services, supply a list of supported screen resolutions, and for client based systems provide full details of the client software and deployment requirements, including any additional IT hosting services to support any such client deployment.

(M) The Corporate Service Solution shall be browser based and fully available over the web via a browser connection including via Chrome, Internet Explorer, Mozilla Firefox and Safari and run in the browser without the need to download any local software i.e. no plugins.

(M) The Corporate Service Solution, shall be accessible via apps on mobile devices (both tablets and smartphones), supporting a range of operating systems including Android, iOS and Windows and optimised for screen size. Suppliers shall describe any limitations in functionality, devices and environments supported.

## Service Provision and availability

(M) The service shall support 2,000 business users initially, as defined in Appendix A.1, the flexibility to support from 1,600 up to 10,000 users, if required, without degradation of performance.

(M) The service shall include all management and costs of the hardware, software, including software and hardware upgrades, maintenance, patches and technical management of interfaces and integrations provided as part of the solution.

(M) The service shall be at least 99.982% available over each working day (Monday to Friday) from 6.30am to 10pm. Suppliers shall describe what service level options are available to the Department, with associated costs.

(M) The service shall be recoverable as set out in section 7.4.3 with no loss of data in the case of hardware or software failure. Suppliers should indicate how the proposed service provides the level of resilience required.

(M) The Supplier shall indicate their approach to continuous improvement of the service and how they propose to achieve efficiencies and cost savings.

(M) The Supplier shall provide a forward plan of all proposed functional upgrades of software elements over the lifetime of the contract. In addition, the Supplier shall indicate any software components that may go out of support during the lifetime of the contract and any replacement needed will be at the Supplier’s expense.

(M) The Supplier shall make the Department aware of future product updates, version numbers and new releases. No updates will be applied without full consultation with the Department through an agreed change control process. The supplier shall undertake any scheduled software and hardware maintenance and associated outages outside of the working day as defined in 7.2.3 Requests for planned system maintenance outages must be submitted to the Department for approval with a minimum of 4 weeks' notice.

(M) In a Cloud environment the Department expects software to be upgraded and consequently expects that User Acceptance Testing only will be required to implement a version upgrade. The Supplier is expected to explain their upgrade strategy and the facilities provided by the service to the client for a test environment containing a snapshot of the live customer database. The Supplier would be expected to provide the the Department with a *roadmap* of their upgrade strategy on a rolling year basis, including the strategy and plan for implementing functionality changes due to any legislation changes that affect the core functional areas of HR, Payroll, Finance and P2P.

(M) The Supplier shall confirm that additional packages sourced and configured by a third party or the Supplier can be tested, commissioned and fully managed as part of the live service, if required.

## Security Requirements

(M) The service shall be hosted at a secure data centre, meeting TIA-942 Tier 3, or equivalent, within the EEA which, as a minimum, meets the security requirements for third-party service suppliers as required by Cyber Essentials[[1]](#footnote-1). The Supplier shall indicate how their services comply with these security requirements including where the data centre(s) are located including any options for data centre location, how resilience is provided, together with details of the organisation providing them and what accreditation and standard they achieved.

(M) The service shall comply with the Cloud Security Principles as defined at <https://www.gov.uk/government/collections/cloud-security-guidance>. Suppliers are requested to indicate what measures they have applied to assure the integrity and security of the service against each of these principles and are requested to provide a draft Security Plan as part of this response. The Supplier shall confirm that they agree to and will support as necessary a regular penetration test being undertaken to the service.

(M) The service shall support secure access to include password protection via single sign-on. This means utilising the user’s local network login and password.

(M) The service shall provide security profiles assigned to job roles, grades and/or specific individuals to enable an individual to have access to the required functionality to undertake their tasks, based on their authority to view or modify the associated data. Individuals may have multiple, complimentary security roles to provide different layers of access dependent upon the roles they have. Suppliers shall describe how duties can be segregated in the service.

(M) The service shall log the details of all creation and update transactions covering details of the transaction along with the associated user name, date and time and all system access changes. In addition details of all successful and unsuccessful logins shall be maintained. Access to this feature should be restricted to key the Department personnel.

(M) The service shall provide for separation of the Department's data from other customers. Suppliers are requested to indicate how this would be achieved and what evidence would be provided to the Department to show that such separation has been achieved.

(M) The Department's data shall be secure from unauthorised access both in transit and at rest for all instances of stored data, in particular, staff and related records, commercial and contractual transactions, and maintenance and approval protocols for suppliers and customers, including bank details and signatures. Details of the data encryption standards shall be provided, together with details of how they ensure compliance with the Data Protection Act 1998.

## Service Management

(M) The service shall be available in accordance with an agreed set of SLAs with associated Service Credits. An initial draft set have been included in the associated schedule (see Schedule 2.2 of Annex 1 to the ITSIT). The bidders are requested to provide further details of their standard SLA should these not be met and provide options to enable them to be achieved.

(M) The service shall provide a technical support help desk during working hours 8.30am to 6.00pm. the Department's on-site helpdesk will be the first point of call for any problem reporting. Where resolution cannot be provided by the on-site team and the issue relates to the service, and then the problem will be logged with the Supplier. Suppliers are requested to indicate how they would manage any calls, what call handling processes they would put in place and what options may be available, including support outside normal the Department’s working hours with associated costs for hours of operation.

(M) The Department requires the prioritisation by service category and severity on a proactive and reactive problem management basis. Suppliers are requested to state the response times that they would propose, together with any options and associated costs, but these should be better than the following:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Priority** | **Description** | **First Response** | **Diagnose & plan to resolve** | **Fix** |
| 1 | Total apparent system loss or total inability to use an application due to a functionality or security problem | 15 minutes | 1 hour | 8 hours |
| 2 | Many people are unable to access the system as normal, or one or more users are unable to carry out critical business processes. | 45 minutes | 5 hours | 1 working day |
| 3 | One or more users are unable to perform some functions within the system. No critical systems/processes affected. | 8 hours | 1 working days | 2 working days |
| 4 | Minor or cosmetic problem with some system functionality. Does not stop system from performing designed function. | 8 hours | 5 working days | 10 working days |
| 5 | Project/Development Request | 5 working days | As agreed | As agreed |

(M) The Supplier shall confirm that they will appoint a Service Manager who will attend regular meetings with the Department, to be held at least once per month. Suppliers should explain the format of this service meeting.

(B) Schedule 2.2 of Annex 1 to the ITSIT sets out the escalation procedure that the parties shall follow in respect of matters of the type referred to in the table above. The representatives for each party in the escalation procedure are set out in the table below. The parties representatives shall attempt to resolve matters referred to them in accordance with the timescales set out below. If the representatives for each party cannot resolve the relevant matter in accordance with the timescales set out in the table below the relevant issue or dispute will be escalated to the next level.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Level** | **Instances** | **Supplier’s Representative** | **DH’s Representative** | **Timescales (working days)** |
| 1 | User complaints or Incidents not resolved between DH and Suppliers Representative | Service Delivery Manager | Service Delivery Manager | 5 |
| 2 | Any Level 1 instance not resolved; or  Failure to agree on any matter within the scope of the Suppliers Service Delivery Manager or the DH’s Project Manager. | Suppliers Senior Representative | Service Delivery Manager | 5 |
| 3 | Any matter not resolved at Level 2; or  Failure to agree on any matter within the scope of the Suppliers Senior Representative or the DHs SRO. | Managing Director | Head of Service Delivery Management | 5 |

(M) If the parties’ representatives at Level 3 (in the above table) of the above escalation procedure are unable to resolve the relevant matter in accordance with the timescales set out in Schedule 2.2 of Annex 1 to the ITSIT they may by joint agreement extend the timescales for resolution of the escalated matter. If following further extension a resolution is not achieved then Dispute Resolution in Schedule 2.2 of Annex 1 to the ITSIT shall be followed.

(M) The Department requires the service to be able to support business improvements within the Department over the lifetime of the contract. The Supplier shall state how they propose to work with the Department to identify improvements to the service, including updates to, or new, functionality that the Department could exploit to benefit within the organisation.

# Design Requirements

## General

(B) Details of the current technology used by the Department can be found in Appendix C.

## Technical Architecture

(M) Suppliers shall detail the design principles, design and development approach, tools and techniques, and internal testing processes to be deployed in the design, delivery and support of the service proposed in their tender response. Where appropriate, Suppliers shall also detail these aspects broken down by area of service.

(M) Suppliers shall include a description of the technical architecture, covering both software and hardware, to be employed at each stage of the project, and proposals for coping with throughput, data volumes and resilience. Suppliers shall detail this information broken down by operational area and address any major issues likely to affect an area or service.

(M) Suppliers shall provide a list of key assumptions used in the generation of their technical architecture, both for the solution proposed in their bid as a whole, and broken down by area of service, as appropriate.

(M) Suppliers shall provide full supporting documentation including database schemas and data dictionaries to be provided to enable the Department to fully understand the database structure and a structure for on-line guides and documentation.

(M) The Supplier shall state what field level validation is available (e.g. calendar, cost centre and budget as numbers) and what other features may assist with data quality.

(M) The Supplier shall confirm that the Department retain the intellectual property of any configuration, design and development work undertaken on its behalf or the right to use any configuration, design and development work undertaken on its behalf in perpetuity.

## Interfaces

(M) Suppliers shall indicate what methods and products will be used to implement the interfaces specified in Appendix E of this document.

(M) Suppliers shall clearly highlight the requirement for any third party products to implement the interfaces.

(M) Suppliers shall include the costs of any third party in their response.

# Implementation Requirements

## Overview

(B) The Department requires the Supplier to work in partnership with the Department on the design of the solution, bringing good practice and supporting the Department with the business analysis needed to enable the Department to make the best of the solution, and benefit most from the software tools that increase the level of automation and reduce the need for manual intervention.

(B) The Supplier will be required to support the Department to change its processes so they are aligned with how processes work in the new technology. The Department will be responsible for the organisational level business change (for example, reconfiguring teams etc.).

## Timescale

(M) The Department requires the new service (phase 1) to be live by 31 March 2017. Suppliers should provide their plan to achieve this date, what risks they perceive and how they intend to mitigate these risks. Suppliers shall also identify the risk and impact of implementing functionality scheduled for later stages (such as Payroll) and what mitigating actions can be taken.

## Configuration, development and installation

(M) The Supplier shall undertake configuration and set-up work in an iterative manner to enable early visibility and engagement with business users. This shouldensure the Corporate Service Solution will support the business operation of the Department and include:

* identification of which of the Department’s processes need to change to follow any standard processes provided by the Corporate Service solution
* identification of best practice, cost effective commercial working practices
* configuration options for the Department to enable them to identify the most appropriate configuration settings for their operation to support best practice processes
* the process for walking through the service to confirm that it meets the Department’s business requirements
* working with the Department’s senior management to align with the change programme
* upload of guidance documents to support users undertake business processes.

Suppliers shall indicate what techniques they propose to use and how they would mitigate against any unnecessary work by the Department. Such an approach should follow the principles as defined in the Government Service Design Manual <https://www.gov.uk/service-manual>. In particular the emphasis should be on making regular incremental deliveries that build on previous successes working in Supplier/ DH integrated teams.

(M) The Supplier shall deliver a core set of reports and dashboards as defined by the Department. The initial core set of reports are defined in Appendix D. The Department expects to work with the Supplier to enhance these existing reports prior to implementation.

(M) The Supplier shall build any integrations, if required, to enable interoperability between Finance, Payroll, P2P and HR, including transactional flows, rollback, audit trails and reference data integrations and provide on-going maintenance.

(M) The Supplier shall build the integrations as specified in Appendix E and provide on-going maintenance. This should include an interface to and from the existing CGI-Group payroll system (ePayfact). This will then be replaced by the Supplier’s payroll solution as a second phase of work (if this is agreed for inclusion). The Supplier shall support the Department in building the integrations from the HR solution to other DH systems (e.g. the intranet directory, Active Directory and the IT helpline system), and single sign on, by either providing an IDAM compliant solution or the ability to extract key information from the system in a file to update the Department’s systems.

(M) Suppliers shall provide details of how they intend to transfer skills so that the Department has the necessary skills to enable them to manage the user interface, managing/changing workflows, forms, screens and other configuration work to support new process models and organisational changes.

## Documentation

(M) The Supplier shall provide any documentation in electronic format including any native Microsoft Office files, e.g. MS Project files.

(M) The Supplier must confirm that the Department shall receive copies of all design and test documentation and test result evidence. The Department reserves the right to view any documentation, concerning the functions and facilities of the solution and operation with regard to this contract, whether the documentation is maintained for the Supplier’s own records or for delivery to the Department. The Supplier should list and describe the documentation that they will provide and describe the means by which it will be maintained. This list of documentation should include both documents that are to be maintained for the Department’s own records as well as those documents that are to be supplied to the Department.

## Data Migration

(M) The Supplier shall provide an approach and plan for the management and delivery of the migration of data from the existing solution to the new Corporate Service solution, which poses the least risk to the project based on their own experience.

(M) The Supplier shall be responsible for the provision of templates and load element of the data migration. The Department will be responsible for the extraction and transform elements.

## Testing

(M) The Supplier shall provide an approach and plan for the management and delivery of all aspects of testing of the Corporate Service solution. This should include the method for testing and releasing new software or modules during implementation and once the solution is live.

(M) The Supplier shall indicate how they will demonstrate to the Department that they have undertaken sufficient testing of the Corporate Service solution covering functional, performance and volume requirements and explain how the test results will be signed off.

(M) The Supplier shall manage the delivery of User Acceptance Testing including the provision of test scripts. The Supplier shall provide access to the Department to any test scripts and test results undertaken against the service.

## Training

(M) The Supplier shall provide training for the Department nominated expert users to enable them to create/modify workflows, approvals, forms and screens.

(M) The Supplier shall design and plan the training needed and provide the Department with the materials necessary to enable the Department to deliver training to the end users.

(M) The Supplier shall describe what on-line functional training is available to minimise training costs.

## Operational Readiness and Cut Over

(M) The Supplier shall agree success criteria with the Department for the readiness for transition to operational running, including any additional components once the service is operational, clearly based on the contracted requirements and state how they would monitor progress against the success criteria (including evidence to the Department that the solution is capable of meeting the requirements - e.g. time, throughput and quality). Suppliers shall include their transition approach.

(M) The Supplier shall conduct operational readiness testing with the Department, (including performance tests, volume and resilience tests, and security penetration tests) to demonstrate solution and operational readiness and verify that the business processes are being satisfied by the solution. Areas of failure will be re-run until an acceptable level of service can be achieved for operational service.

(M) The Department will accept the service into live operation once the Department is satisfied that the level of service is acceptable for operation. The Supplier should explain how any outstanding issues at the commencement of live operation will be identified, logged and resolved within 8 weeks of the live operation commencing. The Supplier shall state how they intend to manage and resolve any post-implementation issues.

# Contract and Management Requirements

## Overview

(B) The purpose of this section is to define the requirements of the Department in relation to the management of any resultant contract for the solution. Suppliers are requested to explain how they would manage and deliver the contract, including where they could improve on it.

(B) The Department has a programme team and programme board in place for the wider change programme CSIP. The improvement programme has streams of work already underway identifying improvements in areas such as management information and business processes, which it would expect to be aligned to the implementation of the Corporate Services Solution.

## Project Organisation and staffing

(M) The Supplier shall provide details of the organisation they would expect to put in place to manage the implementation and delivery of the contract. The Supplier shall provide the Department with details of the resource profile (including roles) that is required from the Department to support the implementation and when they are needed.

(M) The Department expects the Supplier to declare Key Personnel, who are named individuals, including their roles and responsibilities. These individuals are part of the commitment on behalf of the Supplier and will be committed to the project. CVs for the key staff should be provided as part of the tender submission. Suppliers shall ensure that staff are suitability qualified and have the appropriate permissions to work in the UK, where appropriate. Key staff will be required to complete the Department's vetting process and Suppliers should comply <https://www.gov.uk/government/publications/hmg-personnel-security-controls> as a minimum.

(M) The Supplier shall demonstrate that they have the appropriate facilities and resources to manage and deliver the proposed work.

## Supplier and Sub-Contractors

(M) The Supplier shall confirm their acceptance that they will be fully responsible for all subcontractors employed by them to fulfil any portion of their obligations to the Department. Suppliers must list those subcontractors whom they propose to use and the activities for which they will be responsible.

(M) The Supplier shall confirm their understanding that once they have submitted their proposals they cannot change or remove any subcontractor without discussion with and the agreement of the Department.

(M) The Supplier shall state how they propose to select, manage and assess subcontractors to ensure retention over the period of any contract and explain what provisions will exist to minimise the risks of financial or operational failure to the Department.

## Planning and Management

(M) The Department requires the Supplier to manage and deliver the contract according to recognised best practice. Suppliers shall provide details of the method they intend to use to manage the implementation and delivery of the solution.

(M) The Supplier shall produce a project plan for the implementation and transition of the service in MS Project format outlining the activities to be undertaken by both the Supplier and the Department. This should include milestones, dependencies and resources and a consolidation of all project activities into a single plan, including those to be managed by the Department's Project Manager. Suppliers shall confirm that the Implementation Plan will form the basis for day-to-day control and be regularly reviewed and updated.

(M) The Supplier shall propose how they would envisage working on a day-to-day basis with the Department to manage the project.

## Risk and Issues Management

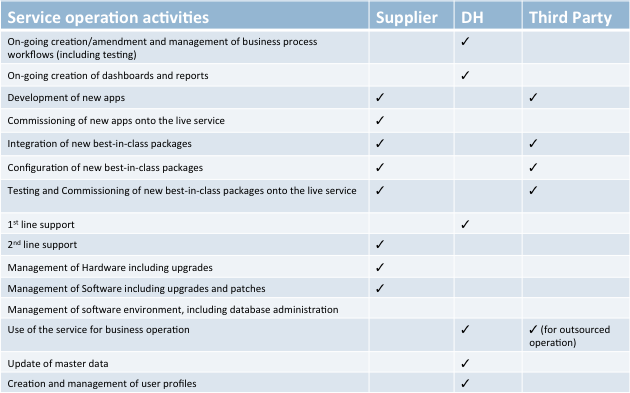
(M) The Supplier shall be responsible for the management of risks and issues and setting up Risk and Issues Logs to identify and manage risks and issues that arise throughout the contract. The Supplier shall describe their proposed approach to risk and issue management and propose how they would work with the Department to manage the risks inherent in this form of solution. The Supplier is requested to identify what they see as the key risks for a contract of this nature and how they propose to mitigate them.

## Roles and Responsibilities

(M) The Department requires clarity of responsibilities between the Supplier and the Department to implement and deliver the Corporate Service Solution. The required responsibilities during implementation and service operation are outlined below. Suppliers are requested to indicate the costs of undertaking these responsibilities and any resulting requirements on the Department to undertake such a service. Suppliers are requested to provide an alternative breakdown of responsibilities (and any resulting requirements on the Department), with price options, where this would be cost efficient to implement and deliver the service.

(B) In the tables below, third party refers to a party that is neither the Department nor the Supplier. In the context of activities described below this could be a third party package supplier, integrator or outsource partner, such as currently utilised for payroll processing.





## Software Provision

(M) The Supplier shall provide details of the software comprising the Corporate Services Solution, whether this is provided as a service or under licence and the basis of associated charging mechanisms. Where such use is based on licences, the Supplier shall provide a full breakdown of the type and number of licences required to deliver the functionality described in section 6 with an indication of the scope of functionality covered by each type of licence.

(M) The Department expects any licences to either be granted to them or retain the right to use in perpetuity.

(M) The Supplier shall include details of any additional licences required, not already covered by 10.7.1.

## Service Exit

(M) The Supplier shall detail the support and plan they will provide to the Department in case of exit from the service, for whatever reason, to enable the Department to transfer to another service, including the cost to the Department of any such support.

(M) The Supplier shall confirm that on exit of the service, for whatever reason, the Department will be provided with all of their data stored in the Corporate Services Solution as a copy of the database or in the the Department’s defined template.

(M) The Supplier shall confirm that, in case of exit from the service, any design, configuration, development or integration work completed on behalf of the Department will either remain the intellectual property of the Department or the Department will have the right to use it in perpetuity.

## Benchmarking: hosting

(M) The Department requires the price for the hosting element of the service provision to be benchmarked every two years to ensure the Department continues to benefit from a competitively priced service. The Supplier shall indicate that there is the option to change to an alternative provider should this be in the Department’s economic interests to do so and outline any costs that may be attributable to the Department in either benchmarking or transfer of hosting provision.

## Contract Conditions

(D) The Supplier shall indicate that they will accept the Contract Conditions and Schedules as included in Annex 1 of the ITSIT.

(M) The Supplier shall indicate they accept the Exclusion Threshold Clauses in the Contract Conditions and Schedules as included in Annex 1 of the ITSIT:

19 (IPRs Indemnity);

20.1 – 20.10 (Customer Data) – to the extent only that Customer Data is made available to the Supplier;

21 (Confidentiality);

22 (Freedom of Information);

23 (Protection of Personal Data) - to the extent only that Personal Data is made available to the Supplier;

35 (Compliance);

39 (Prevention of Fraud and Bribery); and

46 (Governing Law and Jurisdiction).

Volumetric Data

* 1. Staff Numbers
     1. There are 2,000 active users of the existing BMS system. The new service should cater initially for 1,600 users with the capacity to expand up to 10,000 users if required.
     2. There are 2,600 HR records, including employees and temporary staff. The breakdown is shown below (as of December 2015):

|  |  |  |
| --- | --- | --- |
| **Civil Servants** | | **1,933** |
|  | Employee | 1,832 |
|  | Fixed Term Appointment | 60 |
|  | Loan In | 42 |
| **Secondees** | | **47** |
|  | Secondee In | 47 |
| **Contingent Labour** | | **124** |
|  | Agency Staff | 54 |
|  | Consultant | 3 |
|  | Contractor | 68 |
| **Others** | | **146** |
|  | Civil Service Fast Stream | 54 |
|  | Contracts for Service | 51 |
|  | DH Resident | 19 |
|  | Hosted Staff | 18 |
|  | NHS Trainee/Student | 3 |
| **Grand Total** |  | **2,250** |

* + 1. Detailed numbers for the core functions are shown below:

|  |  |  |
| --- | --- | --- |
| **HR** | Number of HR Staff - FTE | 55 |
| Number of HR Staff - FTE - undertaking transactional activities | 14 |
| **Payroll** | Number of Payroll Staff - FTE | 5.5 |
| Number of Payroll Staff - FTE - undertaking transactional activities | 4 |
| **Finance** | Number of Finance Staff - FTE | 53 |
| Number of Finance Staff - FTE - undertaking transactional activities | 12.5 |

* 1. Transaction volumes
     1. Transaction volumes are provided below:

|  |  |
| --- | --- |
| **Yearly volumes** | |
| **Number of sales invoices** | 1,000 |
| **Number of purchase invoices** | 40,000 |
| **Number of Cost Centres** | 1,000 |
| **Payslips** | 24,000 |
| **Number of Purchase Orders** | 10,000 |
| **Travel & Expenses - Expense claims** | 5,000 |

Example Draft Business Scenarios

Overview

* + 1. This section distills some of the key business requirements into a set of day to day activities, showing details of the expected outcome and user experience. These are currently in draft and should inform Suppliers responses to the requirements in section 6 and any subsequent system demonstrations, if required.
    2. The Department wishes to automate as much of the business processes as possible to achieve greater levels of efficiency. The scenarios below are indicative only and Suppliers are requested to suggest areas where their solution can improve the level of automation and process efficiency.
    3. The Department has not yet finalised how some of its processes will work. These may a) change as part of the CSIP programme and b) be informed by the standard processes available with the new Solution.
    4. Also listed below are areas of interest that the Department may wish to explore during any demonstrations of the system, where required.

User experience – manager of a group of people and a budget holder

|  |  |  |
| --- | --- | --- |
|  | **Business Activity** | **User Experience** |
| 1 | A new manager has just joined DH and must be set up on the Solution. | I go on-line and see that:   * I am set up on the system in the right place in the organisation hierarchy and against the appropriate cost centre. * My record shows my salary and holiday details and other key static information. * I can approve spend up to £5k (which is my limit) and I’m set up in the right procurement workflows. * I can see I have 4 direct reports to performance manage. I see their latest appraisals. |
| 2 | A budget holder needs to buy external services as part of a key project they are accountable for. | A member of the budget holder's team raises a purchase requisition for external services. She attaches the documentation to support the requisition (in this case it is a short business case). The electronic requisition automatically defaults as much information as possible based on who the spend is for, and what cost centre and project the spend falls under. The supporting evidence flows with the requisition as part of the workflow approval. The requisition is approved in the system by the manager as it falls under their cost centre and they have approval rights.  The requisition flows through all the necessary approvals and the PO is sent automatically to the Supplier.  I receive the services and receipt this in the system.  The invoice arrives electronically in the system. It matches against the PO and the receipt and the invoice is paid. |
| 3 | A budget holder needs to buy a specialist service which is likely to be over £100k. This will need senior level approval and specialist procurement skills to buy the service. | The requisition is raised by the budget holder directly and coded to the right service and cost centre. The supporting business case is added to the requisition and then it flows on to the Director for approval. Because it is for a specialist service the workflow routes the requisition on to the appropriate person in the DH commercial division to commence a formal sourcing process to find the right supplier (this is done outside of the core solution using eBravo). Once the order is placed with the supplier a commitment is automatically raised against the appropriate cost centre. |
| 4 | A team member requests annual leave. | I receive a notification that one of my team is requesting leave. I’m on my way home and tap the app on my portable device, this shows the leave dates they are requesting. I can also see how much leave they have already taken. I approve the request.  Later I login to my performance dashboard. One of the metrics tells me the total amount of leave taken across my team and total amount not taken. I drill into the detail and see that two of my team have not taken any leave left. I decide to follow this up with them. |
| 5 | A team member has an annual review and is recommended for promotion and a pay rise. | I attach all the paperwork to a workflow for the various approvals to approve the promotion and pay rise. Once everything is approved, the pay rise flows to Payroll for action.  I can see the updated payroll costs against my cost centre. My team member sees the pay reflected in their on-line payslip. |

User experience –common to all users

|  | **Business Activity** | **User Experience** |
| --- | --- | --- |
| 6 | I have moved banking and want to update my bank details so that my pay and expenses are paid properly. | I go on-line and change my bank details. This then automatically updates the information needed for payroll / expenses so I am paid properly. |
| I receive an email alert to notify me that my bank details have been updated. |
| 7 | I have the opportunity to go on a 1 year secondment to another Government Department. I want to initiate the secondment process. | I go on-line and complete an electronic form with the key information needed to initiate the secondment process. This allows me to attach supporting electronic evidence to support the secondment case.  This form is then automatically routed to the head of the department for review and approval. Once this happens it is routed on to the HR internal team for final approval. The HR approval triggers a workflow to the internal finance team to notify them of the action to bill the receiving Government department for the secondees salary costs. At any stage I can go into the system and see where my form has reached in the workflow process.  I remain on the Department’s HR and payroll system. Electronic alerts are sent to me and my line manager as my secondment end date gets closer. My line manager is alerted to the on-boarding process that should be followed. |
| 8 | I have been on a business trip to the DH Leeds office (Quarry House) from my base in London. I need to claim travel and hotel costs. | I go on-line and enter the expenses I have incurred. The system defaults to my cost centre. I try to claim one item and the system informs me that this is above the policy limit and prevents me claiming everything above the limit. I can access the expense policy to double check and then attach a note to my manager explaining why my expense claim exceeds the limit. I submit my claim uploading receipts as needed as supporting evidence. The system allows my manager to approve or decline and send the item back to me. When I’ve made the adjustments, my manager approves the claim and it flows through to Payroll for payment and the costs are automatically reflected against my nominated Cost Centre.  I see my expenses refunded in my pay. |
| 9 | I’ve agreed with my manager a change in my working arrangements, from full time to 4 days a week on a permanent basis. I want to initiate the internal process as my manager has agreed this arrangement can start in 2 months time. | I go on-line and get directed to the electronic form I need to complete. This asks me for some key information which I fill out. I submit the form electronically. After a few days I check the process and see that it hasn’t yet been processed. A few days later I get an alert to say the form has been processed. Later I get an email with my amended contract showing my new gross salary and holiday entitlement. I also get a formal notification of the start date of my part time working arrangement. A month later I check my salary on-line and see that the right reduced salary has been paid.  My line manager goes on-line a month into my new working arrangements. She checks her budget position versus actual costs. See drills through to the transactions and sees that the difference in actuals from last month is because of my reduced salary cost. |

User experience – senior DH leadership level

|  |  |  |
| --- | --- | --- |
|  | **Business Activity** | **User Experience** |
| 10 | I want to understand the performance of my Division and see where I need to focus my attention. | I go on-line and find the dashboard report I need. This brings up the performance of my Division. It shows:   * My Divisional budget versus actual expenditure and forecast for the year. * The breakdown of staff (employees, secondees, contractors) I have in my Division against the overall budgeted head count figure. * Performance metrics, including: 1) the number of year end appraisals outstanding; 2) number of joiners and leavers this year; 3) Total absence days this year.   I notice immediately the high number of outstanding appraisals so I drill through to the detail and see that one of my units has almost all the year-end appraisals outstanding. I decide to drill into the absence days and see a high level of sickness in this unit too. I see that there have been 3 leavers from this unit. I drill through and see that 2 exit interviews were conducted. In both interviews I see that concerns were raised. I decide to follow this up.  I see that the Divisional actual expenditure is likely to exceed the budget based on current run rates. I drill into the budgets at unit level and see that two of my units are running ahead of budget while the others are on target. I drill through further and see that both have incurred higher costs this month because of policy events that was bought forward. I now know that the year-end position will be ok. |
| 11 | I want to delegate authority to my PA to complete my expense claim for me. I only want my PA to have limited access just for this. I don’t want them to have the same access rights as me as they would have access to reports on staff salaries and could potentially sign off expenditure. | I go on-line and follow a process to give my PA authority to do my expenses for me. The system recognises that the PA has been given this authority and this can be reported on if necessary.  The PA goes on-line to complete the expenses. I get an alert to say my expenses have been submitted. |

User experience – on going continuous improvement

|  | **Business Activity** | **User Experience** |
| --- | --- | --- |
| 12 | There is a re-organisation internally resulting in individuals and teams being moved within the organisational structure. | An administrator is able to go into the system and make the necessary changes so the re-organisation is reflected in the system. This can be affected by a non-technical user. This results in the impact people:   * Being moved to the right cost centre for their salary costs and expense costs * Having their performance managers updated (where appropriate) * Having their spend approvals and process workflows updated (where appropriate) |
| 13 | A new HR policy is introduced for sharing parental leave for the birth or adoption of a baby. A new form and workflow is needed to cover this. | An expert user creates a new form with links to appropriate guidance and the workflow process needed. This is tested and added to the live system. The form includes a set of information including key dates and the workflow is set up for approval by the Divisional Director. Then is then forwarded to HR for calculating the financial and leave impact. |
| 14 | The Department decides it want to capture additional data for all new employees going forward. A new field is needed on the HR record to cover vetting status. This is a drop down showing “Not known”, “BC”, “SC”, “DV” etc. This is made mandatory for all new records. | An expert user adds the additional field to the HR record. This is tested before roll out. |
| 15 | The purchase to pay process is taking too long for certain purchases and needs to be optimised. | An administrator goes into the system and sees statistics on the current P2P workflows. Drilling through further the administrator can see that there is a blockage with one particularly user and that this particularly workflow should be re-routed. The administrator amends the workflow. |
| 16 | The Department decides to update the performance management approach next year. This means a change from 3 performance gradings to 4. Staff will also be asked to capture their own self-assessment grading. | An administrator is able to go into the performance management part of the system and update the structure to reflect the proposed changes. This is tested before rolling out. |
| 17 | There’s a new app that can allow managers to see their performance dashboard on a mobile device in an appropriately secure way. This will be rolled out to managers. | The internal DH service management team works with the supplier to test and roll out the new app. This involves minimal technical consideration and can be rolled out with little cost or fuss. |

Areas of interest to be explored during demonstrations

* + 1. The Department is keen to explore the capability of any other functionality that may deliver benefit, such as:

Performance Appraisals;

Time Recording;

Sickness Management;

Mapping to wider Government accounts structures and formats (e.g. OSCAR);

Credit control.

Department of Health ICT Infrastructure

* + 1. The Department‘s business management system (BMS) is a core system used across the Department and by the procurement, finance and human resource internal service providers. BMS is an Oracle e-business suite solution (currently at version 11.5.10.2) maintained and supported by NHS SBS as a managed service.
    2. The current desktop is termed Open Service, delivered and supported by Atos as part of the IMS3 services contract which runs to end June 2018 (with 1+1 option).  Open Service is deployed to about 2500 users in the Department and a further 10,000 approx in NHS England, CQC, HRA and NTDA.  The desktop is based on Windows 7 and deployed to a mix of PCs and laptops (Lenovo) and Wyse thin clients.  It is probable that the thin client infrastructure will be phased out by the end of 2016 if the Department opts to deploy flexible desking policies across the estate supported by a laptop only model.  The Department and CQC have an on premise Exchange 2010 solution.  NHSE, HRA and NTDA use NHSmail instead of Exchange.  The Department’s email is routed via the legacy GSI service (now PSN) but will be migrated from GSI/PSN in alignment with the future desktop replacement strategy.
    3. Productivity tools include Office 2010, Lync enterprise voice, IE11, Google Chrome 43 and Firefox 24 browsers.  IE11 is fully supported, the other browsers are available for personal choice but not guaranteed to work with all browsers.  Other applications such as Visio and MS Project are deployed on a case by case basis, applied as thick or thin app depending on the application and userbase.  Sharepoint 2013 is used for document and records management but most other storage is on group or personal shares.  Kahootz, an external cloud service, is used for external collaboration.  A new room booking service Keytree Matrix is being deployed summer in Q1/2 2016.
    4. VC is used extensively across the Department, supporting the London / Leeds building mix.  The existing CISCO VC service is to be replaced by Lync meeting room systems in 2016.
    5. Remote access is authenticated via a Juniper service currently but Microsoft DirectAccess is subject to a PoC and will be deployed in 2016 if approved.  Smartphones are deployed on BES12 using almost all RIM devices at present but these will probably be replaced by Android and Windows mobile devices on a CYOD basis in 2016.  BYOD is being considered but no plans as yet.  Around 200 of the Department’s exec users have iOS iPADs using Good For Enterprise for secure email.
    6. There is a legacy Lotus Notes infrastructure used for corporate applications that have not yet been modernised or replaced.  These will be phased out by 2018.
    7. Most server infrastructure is 2008 r2 virtualised in two Atos datacentres in Nottingham on Vblock architecture. The Department’s external connections (internet, PSN and N3) are routed to these datacentres.  There are 3 DMZs hosting corporate applications, one for each type of external connection.  There is a separate data zone known as the External Data Repository (EDR) supporting the external DMZ architecture.  Migration to Crown Hosting for legacy corporate applications is under active consideration.
    8. The desktop strategic aim is to migrate to Windows 10 and Office365 including OneDrive and Skype, with the timing depending on plans for contract exit and funding approval.  The most likely scenario is migration from Q3 2016 to Q2 2017.

Standard Reports

* 1. Overview
     1. An example of the DRAP (Directorate Resource Accountability Plan) report is embedded here.



Interface Specifications

* 1. System interfaces required
     1. The table below provides a high level specification of the interfaces required.

| System | Area | Current arrangement | What for | Frequency | Volume | Description |
| --- | --- | --- | --- | --- | --- | --- |
| RBS NatWest BACS payment system | BACS payments | RBS NatWest BACS payment using the BACSTEL-IP Bottomline Software with encryption | Supplier payments | Every day | Highly variable | BACSTEL-IP Supplier Payments. Uses a stand-alone BACSTEL-IP PC in the Payables team. |
|  |  | Medical benefit payments | Every other day | Highly variable | BACSTEL-IP Medical Benefits (MEDBENS) Payments. Uses a standalone BACTSEL-IP ROIS laptop. |
|  |  | HAFS direct debits | Twice a year | 200 transactions | HAFS Direct Debit Interface. HAFS team upload a spreadsheet to the BMS server of direct debit arrangements they need to set up and/or direct debit payments they need to collect. A file is generated and transferred using the BACSTEL-IP Bottomline Software for the bank to perform the collections. |
| Banner | Purchase Order | BMS create an XML purchase order then this is emailed to Banner | Ordering of office supplies | POs on demand and invoices monthly | 150 invoices per year | When a PO is created for Banner an XML file is emailed to them. |
| RBS NatWest Bankline | Bank statement upload | RBS NatWest Bankline enables statement to be downloaded. File imported into BMS. | Bank statement reconciliation | Every day | One statement per day per bank account | RBS NatWest Bankline software enables bank statements to be downloaded. These statements are then uploaded to the BMS server and PL/SQL programs import and reconcile the bank statement to MRM and Vertex 'external' payments previously loaded in the interfaces above. |
| Cheque payments | Upload of a cheque payment authorisation information to RBS NatWest via Bankline | Cheque authorisation file | 2 Per Month | 100 - 150 cheques | BMS produces a "Positive Pay File" containing cheque payment authorisation information, which is sent to the bank to validate cheques presented for payment. |
| MRM | Payments made on behalf of DH | Payment file received from MRM which is imported into the cash management part of BMS. | MRM payments made | Every other day | 12 transactions | MRM make payments on the Department of Health's behalf. The Department, however, needs a record of these payments. They are therefore imported into the Cash Management module of BMS. |
| Vertex |  | Payment file received from Vertex which is imported into the cash management part of BMS. | Vertex payment made | Every other day | 70 transactions | Vertex make payments on the Department of Health's behalf. The Department, however, needs a record of these payments. They are therefore imported into the Cash Management module of BMS. |
| Hyperion | Consolidation | Currently it is a manual process for exporting DH's own financial position for loading into the Hyperion group consolidation tool. This needs an electronic interface. | Consolidating financial position across the DH family. | | Yearly or bi-annually. May become monthly. | The consolidation solution Hyperion is being upgraded during 2017. Interface formats will be provided. |
| DH Intranet people directory | Organisation | The HR position is used to update other external directories. | Intranet people directory | Every day | Approximately 10 transactions a day | HR to the online intranet Directory |
| DH Help desk directory |  | Help desk directory | Every day | Approximately 10 transactions a day | HR to the help desk Directory (for Atos) |
| DH Active Directory |  | Active Directory | Every day | Approximately 10 transactions a day | HR to Active Directory |

**Interfaces to / from the existing payroll solution (ePayfact)**

| **System** | **Area** | **Current arrangement** | **What for** | **Frequency** | **Volume** | **Description** |
| --- | --- | --- | --- | --- | --- | --- |
| CGI Payroll | Payroll - payments made | Payroll file from CGI with monthly payments made which is imported to the general ledger. | Payroll file for GL | Monthly |  | GL postings to expenditure |
| Staff cost centre changes | File is generated from BMS of staff cost centre changes with is imported into the payroll system. This needs to be automated so relevant reference data between HR, payroll and finance is kept in sync. | Updating payroll static data | Monthly |  | Reflecting staff cost centre changes between finance and payroll. |
| Staff pay changes | Currently manually processed in both HR and separately in payroll. | To handle staff 'working arrangement changes that impact pay. | Every day | 100 per month | Staff pay changes are actioned by the HR team with the HR system updated. Currently these changes are then manually rekeyed into the payroll system ePayfact. This needs to be automated so any staff pay changes that are made to the HR system are automatically reflected in payroll, and finance, as part of an interface. |
| Sickness absence | An extract file is downloaded from BMS of all sickness absence for the month. This includes the open/close period and the absence code. This is then loaded into the payroll system. | To handle pay changes for sickness absence | Monthly |  |  |
| New Joiners | Currently manual. This needs to be automated into HR (for the new joiner set up in HR), in payroll (to set up the new joiner) and finance (for allocation to the right cost centre) | To handle setting up the reference data for new joiners across systems. | |  | New joiner information is sent from CSR (Civil Service Recruitment) to DH by way of an email. New joiners are then processed in the HR system and also in payroll. |
| Committee member fees | An Excel spreadsheet is sent by secretariats to payroll. This is saved in .CSV format and loaded into payroll. | To process fees, t&s and miscellaneous costs for committee members (people not employed by DH) | Monthly |  |  |

Data Migration and Upload

* 1. Overall

This Appendix sets out the strategy and principals for the migration of data from BMS to the new Corporate Service Solution.

* 1. Assumptions

The cut over to the new system will be for 31 March 2017 (for phase 1).

* 1. Principles

1. A minimum data set will be migrated to the new solution. This means closing financial balances and open items.
2. Only in flight transactional data will be migrated. In-flight transactions are mainly procurement transactions with purchase orders issued where the goods have not been received and receipted. The plan is to minimise the number of these open items as part of the close out of the legacy system.
3. Purchasing - all Invoices will be paid wherever possible. Outstanding order commitments will be transferred along with outstanding receipt values.
4. Sales Invoices - all outstanding sales invoices will be migrated.
5. All Expense claims will be cleared and paid.
6. Statistic data including records on Vendors and Customers will reviewed prior to migration to ensure that only current records are migrated.

HR data - all current HR records, staff and contractors will be migrated including all basic data, such as name, job title, position, organisational assignment, next of kin, confidential/restricted diversity data, pay and allowances, bank details etc. There could also be a minimum HR data set needed for old employees.

Glossary

|  |  |
| --- | --- |
| Abbreviation | Description |
| AP | Accounts Payable |
| AR | Accounts Receivable |
| AVC | Additional Voluntary Contributions |
| BACS | Banks Automated Clearing System |
| BMS | Business Management System |
| BYOD | Bring Your Own Device |
| CAA | Capital Adjustment Account |
| CCS | Crown Commercial Service |
| CGI | Conseillers en gestion et informatique more commonly known as CGI (Information technology company) |
| CIPFA | Chartered Institute for Public Finance and Accountancy |
| CPI | Consumer Price Index |
| CPID | Counter Party Identifier |
| CPV | Common Public Procurement Vocabulary |
| CSP | Civil Service Pension |
| CSIP | Corporate Services Improvement Programme |
| CV | Curriculum Vitae |
| CSV | Comma Separated Values – a file format |
| CYOD | Choose Your Own Device |
| DH | Department of Health |
| DRAP | Directorate Resource Accountability Plan |
| EEA | European Economic Area |
| ER | Employee Relations |
| ET | Employment Tribunal |
| EU | European Union |
| FOI | Freedom of Information |
| FT | Full Time |
| FTE | Full Time Equivalent |
| GL | General Ledger |
| GPC | Government Procurement Card |
| GRN | Goods Received Notification |
| GUI | Graphical User Interface |
| HMRC | Her Majesty's Revenue and Customs |
| HR | Human Resources |
| HRA | Heath Research Authority |
| H&S | Health and Safety |
| IDAM | Identity and Access Management |
| IFRS | International Financial Reporting Standards |
| ITSIT | Invitation to Submit Initial Tender |
| KPI | Key Performance Indicator |
| MI | Management Information |
| MS | Microsoft |
| NHS | National Health Service |
| NHSE | National Health Service England |
| NI | National Insurance |
| NTDA | NHS Trust Development Authority |
| OSCAR | Online System for Central Accounting and Reporting. Cross Government system. |
| OSP | Occupational Sick Pay |
| PAYE | Pay As You Earn |
| PDR | Performance Development Review |
| P&L | Profit and Loss |
| P2P | Purchase to Pay |
| PO | Purchase Order |
| PSN | Public Services Network |
| PT | Part Time |
| RBS | Royal Bank of Scotland |
| RTI | HMRC's Real Time Information online service |
| SLA | Service Level Agreement |
| SSP | Statutory Sick Pay |
| TIA-942 | Telecom Industry Association standard that specifies the minimum requirements for telecommunications infrastructure of data centers and computer rooms |
| T&C | Terms and Conditions |
| T&S | Travel and Subsistence |
| TP | Temporary Promotion |
| UNSPSC code | United Nations Standard Products and Services Code - a taxonomy of products and services for use in eCommerce |
| VAT | Value Added Tax |
| VPN | Virtual Private Network |
| W3C | World Wide Web Consortium - Level AA is a set of testable criteria within this standard |
| WAI | Web Accessibility Initiative |
| WCAG | Web Content Accessibility Guidelines |
| WGA | Whole of Government Accounts |
| WTE | Working time equivalent |
| YTD | Year to Date |

1. Cyber Essentials is a government-backed, industry supported scheme to help organisations protect themselves against common cyber attacks. See <https://www.gov.uk/government/publications/cyber-essentials-scheme-overview>. [↑](#footnote-ref-1)