

**HMCTS – Change Portfolio  
People and Cultural Transformation Support  
Appendix B – SERVICE DESCRIPTION v 1.0 17/10/16**

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**APPENDIX B  
SERVICE DESCRIPTION**

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## **1. INTRODUCTION**

- 1.1 Her Majesty's Courts & Tribunals Service (HMCTS) underpins justice in the UK. It is responsible for the administration of the Court system across England and Wales, and for the administration of the majority of the Tribunals system across the UK. It is run as a partnership between government and the judiciary, ensuring that justice can be done, and the rule of law supported. The function of HMCTS affects the lives of millions of people across the UK every year, whether directly or indirectly.
- 1.2 HMCTS is a large government agency, employing around 18,000 staff, and operating from just under 500 locations with a gross annual budget of around £1.7bn.
- 1.3 Like any service provider, our success depends on the quality of the service we provide and how we are meeting user expectations in the modern age. We know the level of service currently received at a court or tribunal is at best inconsistent and, at worse, frustrating, despite the great efforts of our staff. Our model for service provision is clearly outdated - accessing our service often involves filling in paper forms, travelling to one of our buildings to complete a simple process or arranging face-to-face meetings to get basic guidance and advice. This leads to unnecessary complexity, confusion and delay for our users – as well as high levels of cost.
- 1.4 Even where we have tried to introduce more digital ways of working, we often rely on digitised versions of paper based business processes, layered on top of legacy IT systems, some of which are over 30 years old. They were not designed with a digital service in mind, being built to replicate paper forms and processes rather than taking advantage of opportunities to pre-populate or respond to users' selections. We have outdated back-end systems which prevent effective data sharing with our partner agencies, adding to delay, inefficiency and failure in the system. Our services have often been designed in silos, rather than developing a consistent approach to our user experience across our service. It follows that our user experience is inconsistent and unnecessarily confusing, particularly to our vulnerable users.
- 1.5 We are committed to changing this, and to creating a modern, effective and customer friendly Courts & Tribunals Service which delivers better justice at lower cost. HMCTS has secured a package of investment for 6 years to embark on an ambitious programme of change and innovation to deliver a system that is fit for the 21st century. Backed by the Secretary of State for Justice, the Lord Chief Justice, the Senior President of Tribunals and HM Treasury, this multi-million pound programme will deliver radical change and leave a sustainable legacy for this crucial public service that individuals, communities and businesses rely on up and down the UK. We are calling this programme "The Reform Programme".
- 1.6 HM Courts & Tribunals Service currently operates from 460 courts and tribunal hearing centres across England and Wales with staff working from these regional locations. The proposed digital changes and changes to estates means the way the HMCTS staff currently work will need to change.

## **2. PURPOSE**

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

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- 2.2 The people and cultural transformation programme is about designing the future organisational structures and jobs; building technical skills and knowledge; growing leadership capability; supporting the transition of HMCTS staff into new roles (sometimes in different locations); and crafting a new employee proposition which delivers recognition and growth for HMCTS staff and reinforces HMCTS' cultural aspirations.

### **3. BACKGROUND TO THE AUTHORITY**

- 3.1 HM Courts & Tribunals Service was created in 2011 as an executive agency of the Ministry of Justice. The Agency operates as a partnership between the Lord Chancellor, the Lord Chief Justice and the Senior President of Tribunals as set out in our Framework Document.
- 3.2 HM Courts & Tribunals Service is responsible for the administration of the criminal, civil and family courts and tribunals in England and Wales and non-devolved tribunals in Scotland and Northern Ireland. It supports a fair, efficient and effective justice system delivered by an independent judiciary.

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

#### **Background to People and Cultural Transformation work**

- 4.1 The purpose of the work is to help the organisation achieve its vision of delivering better, more efficient, accessible and consistent justice services that meet the needs and expectations of customers and business users. To achieve this vision HMCTS staff need to be lead through this change and supported with the tools and capabilities to transform the way the organisation operates at local, regional and national levels.

#### **HMCTS People and Cultural Transformation programme**

- 4.1 In a written statement on 23 March 2013, the then Lord Chancellor and Secretary of State for Justice, Chris Grayling, announced that he had asked his department “to explore proposals for the **reform of the resourcing** and administration of the courts and tribunals”. He explained that he would work closely with the judiciary as to the details of the reforms.
- 4.2 In March 2014, a joint letter was issued by the Lord Chief Justice and Chris Grayling. The letter noted that there had been a longstanding need to “invest significantly in HMCTS’s physical estate and technology, as well as to **modernise working practice and processes**.” It announced that HM Treasury had agreed new investment to enable a Reform Programme to be undertaken – to “deliver...a more effective, efficient and high performing courts and tribunals administration”.
- 4.3 On 23 June 2015, Michael Gove, the then Lord Chancellor and Secretary of State for Justice, announced the government’s intention to work with the judiciary to reform the courts and tribunals.
- 4.4 In July 2015, the HMCTS HRD Director joined to restructure the HR directorate to build the capacity and capability to drive and support the transformation of HMCTS. Since then, a series of consultation exercises have resulted in a new HR model being established with fewer people focused on the requirements to fundamentally change the way the organisation operates to deliver its services. In support of that aim, a new

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People & Organisation Strategy was approved by the HMCTS Board in December 2015 and a delivery partner was contracted in October 2015 to support the shaping of the change plan to deliver that strategy and build the capability to deliver it.

- 4.5 In the November 2015 Autumn Statement, the then Chancellor, George Osborne, said that “underused courts will be closed, and I can announce today that the money saved will be used to fund a £700million investment in new technology that will bring further and permanent long-term savings and speed up the process of justice”.
- 4.6 The HMCTS Change Directorate set up to manage this transformation is comprised of a Central Portfolio Management Function, 6 Change Programmes and Cross Cutting Functions. 1 of the 6 Change programmes is People and Cultural Transformation – leading on Organisation Design, Capability Development, People Transition, People Proposition and Employee Engagement.
- 4.7 The People and Cultural Transformation programme has completed its high level planning and developed the people change strategy. The next stage is to provide the detailed design and build capability for the interim states that lead to the end state target operating model.
- 4.8 A recent assessment of the capacity (60%) and capability (40%) of the substantive HR team has prompted this tender as continued support from a delivery partner is essential to maintain momentum.
- 4.9 HMCTS operate within a single MOJ Collective Bargaining Unit.

## **5. REQUIREMENTS**

- 5.1 Design and deliver a range of solutions, as outlined in the People Change Strategy, working alongside the substantive HR team, to enable Interim State 1 (IS1) and, in doing so, build the capability of the substantive HR team to enable them to support programmes, projects and Operations to achieve IS1 and beyond, thus enabling the achievement of the People & Organisation Strategy.
- 5.2 Specifically, the high level core requirements fall into six delivery areas as follows:
- 1) **Organisation Design:** provide expert support to translate high level organisation design (TOM) into detailed organisation design (structures, accountabilities, role profiles, interfaces, governance) for IS1
  - 2) **Capability Development:** build the capability framework, approach and methodology to meet the programme/project needs across each of the capability domains e.g. core, leadership, technical and behavioural
  - 3) **People Transition:** review existing transition policies, frameworks and processes against the requirements driven by Reform; recommend improvements to the current Managing Organisational Change Framework; design and develop solutions e.g. strengths based assessment & selection; build strategic workforce planning capability and modelling (benefits realisation); engage civil service delivery partners to secure the resources to deliver redeployment activity and exits (pre and post staff being placed ‘at risk’) – together with engagement dialogues/training materials to upskill/retrain line managers on the new ways of delivering the transition
  - 4) **People Proposition:** design and develop options for the customer service centre employee offering to enable the recruitment of new employees from the external market and the transition of existing employees from local courts; design and

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develop options for the hearing centre employee offering to enable the ‘court of the future’; support the HMCTS Head of Reward to position those offerings within the business case for the MoJ Modernising the Employment Proposition initiative (MEP); develop the approach to consultation on those offerings (and any policy changes driven by People Transition) and support the consultation process

- 5) **Employee Engagement:** build on early engagement activity (One Conversation; OC) by supporting the design, development and delivery of OC2 and beyond – ensuring new ways of working and cultural end state upskilling/behavioural frameworks (from People Proposition) are deeply embedded.
- 6) **PACT Programme:** support the development of the next iteration of HR team structure to align HR resources appropriately to PACT, the programmes/projects and business functions; provide development support to the HRBP team to enable them to drive change whilst maintaining business continuity. Develop reporting and MI requirements and cycles/disciplines ensuring the HR team are upskilled – ensuring the link between PACT and HR substantive teams is deeply embedded.

- 5.3 In addition to those core requirements, the partner would also be expected to manage and deliver additional specialist knowledge and support, where required from in-house resources and / or through the external market (via niche subcontractors), through specific work packages as yet undefined, where there are gaps in existing service provision e.g. Civil Service Learning.

The overarching requirement is for specialist support to provide the expertise and resource support to design and develop people change solutions whilst continuing to upskill the substantive HR team and enabling delivery of HMCTS People and Organisation Strategy.

#### 5.4 Additional requirements

The supplier must:

- work flexibly and adaptively on this fast moving, major delivery programme
- Be based full time at HMCTS HQ, 102 Petty France SW1H 9AJ, or other designated central London HMCTS locations
- Maintain daily contact with the Customer’s nominated point of contact
- Agree implementation plans (work packages) with the customer detailing deliverables, milestones, supplier resources required to complete activities and costs of meeting the deliverables (costs on time and deliverables basis or fixed price).
- Provide regular reports as to progress, prioritising any information that indicates a material breach of any contract, or is inconsistent with the Customer’s policies or prevailing legislation

#### 6. KEY SKILLS AND EXPERIENCE REQUIRED

- Collaborating well with in-house and other organisations on the programme, including representatives from relevant staffing associations.

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- Developing strategies for and delivering complex workforce transformation programmes for a wide range of large public and private organisations with similar objectives and likely to attract similar levels of public attention.
- Developing people propositions
- Thinking strategically to develop a people change strategy over a 6-year programme (2016 – 2022).
- Bringing a range of skills and expertise to the project, including:
  - Experience of partnering with senior HR stakeholders (examples; HR Leadership teams and Civil Service HR).
  - Superb stakeholder management skills with experience of managing multiple, diverse groups.
  - Working collaboratively with all partners including other consultants, internal and external stakeholders, displaying excellent communications and leadership skills.
  - Experience of supporting skills, building capability and knowledge transfer to internal teams
- Be able to work flexibly and adaptively on this fast moving major delivery programme, being an integral part of the programme team and supporting the matrix working arrangements within HMCTS and between HMCTS HR and MoJ colleagues as required.

**7. SERVICE LEVELS AND PERFORMANCE**

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

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Core Requirement	Deliverables	Milestone date
<b>Organisation Design (OD)</b>	Refresh and develop the OD toolkit to enable the translation of the Target Operating Model (TOM) into detailed organisation design artefacts (structures, accountabilities, role profiles etc.) working in partnership with the portfolio service design and business architecture teams	March 2017
	Support the OD lead and the substantive HR team to provide an advisory service to the programmes and the Operations/Customer functions to apply the OD toolkit to co-create an integrated HMCTS wide organisation design (across the tiers of the TOM) for IS1.	June 2017
	Upskill the substantive HR team through development and implementation of a knowledge transfer strategy to enable sustained delivery of OD support beyond IS1 to end state	June 2017
	Support the assessment and application of the 'Domains of Work' philosophy to support the evaluation and alignment of new roles into the new organisation design and, subsequently, to provide an integrated approach to performance, recognition, talent and career management, working in partnership with MoJ HQ and other agencies/departments.	March 2017
<b>Capability Development:</b>	Build the capability framework, approach, methodology and tools for use across all stages of transformation and into end state	Capability Framework By end Q4 2016  Products Q1 2017
	Determine capability needs (individual and teams), based on the framework domains, for each project, programme and delivery tier with particular emphasis on the key skills areas of digital and customer service	Delivery of all products by end Q1 2017
	Assess current capabilities against agreed critical roles	Delivery by end Q1 2017
	Define the capability development approaches, interventions and activities to support delivery of interim state and end state services	Delivery for Interim State 1 projects by Q3 2017
	Define and deliver the specific leadership and management capability requirements and development solutions for transition through interim states, into end state and beyond into business as usual	Delivery of all products by end Q1 2017
	Review and assess current capability development approaches, interventions and activities to determine appropriateness and relevance to emerging capability development requirements and identify any gaps that require alternative development activity to be created/procured	Delivery of interim state 1 products by Q3 2017-18

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	Define the skills, knowledge, tools and expertise required by the Business As Usual Organisational Change function to deliver an effective capability development service to HMCTS	Continuous delivery during transition
<b>People Transition</b>	Review existing Civil Service and MoJ people transition policies, frameworks and processes and make recommendations against the requirements of the Reform Programme's interim states, highlighting risks, issues dependencies, costings, legal implications and Trade Union negotiating strategies	End of Q3 Oct- Dec 2016
	Recommend improvements to the current Managing Organisational Change Framework/or Annexes dealing with specific transition policies/processes and outline appropriate negotiating strategies	End of Q3 Oct- Dec 2016
	Design and develop solutions to support the emerging future HMCTS workforce design and implementation e.g. strengths based assessment & selection	End of Q3 Oct- Dec 2016
	Build a dynamic, scenario based, strategic workforce planning capability; location strategy; role transition analysis; and headcount/exit modelling to meet the requirement of the Reform interim states (benefits realisation)	End of Q3 Oct- Dec 2016
	Review supplier frameworks for civil service and shared service delivery partners to secure the resources and commitment to deliver Reform requirements of HR transactional activities.	End of Q4 Jan-Mar 2017
	Develop engagement dialogues/T&D materials to support the next One Conversation [developed Reform engagement tool for all HMCTS staff] material to articulate the People Transition user journey and experience in terms of supporting policies; processes and products for HMCTS leaders to use with their teams from January 2017.	End of Q3 Oct- Dec 2016
	Develop the approach to consultation on recommended transition policies; processes and products	End of Q4 Jan-Mar 2017
	Develop and consult on Regional Hub delivery support model and approach	End of Q4 Jan-Mar 2017
Manage the communication and engagement activities to launch policies; processes and products for Interim state 1	Q1 17/18	

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<b>People Proposition</b>	<p>Develop a model contract to determine the working patterns and T&amp;Cs requirements of IS1 &amp; beyond</p> <p>Develop options for a customer service centre employee offering to enable the recruitment from the external market and the transition of the existing workforce</p> <p>Develop options for the hearing centre employee offering to enable the requirements of the 'court of the future' to be met</p> <p>Provide modelling data for the business case to support the MoJ Modernising the Employee Proposition initiative</p> <p>Develop the approach to consultation and manage the process of engagement with the trade unions (including the requirements generated by other programme workstreams)</p>	<p>End Dec 2016</p> <p>End Mar 2017</p> <p>End Mar 2017</p> <p>Dec 16 to Mar 17</p> <p>End Mar 2017</p>
<b>Employee Engagement</b>	<p>Analysis of One Conversation Wave 1 feedback to create cultural/climate analysis</p> <p>Develop Team Dialogue Tool to enable continued regular dialogue in support of One Conversation</p> <p>Develop 'The People Story' to describe the employee experience generated by the outputs from the aggregated workstreams in the programme, aligning it with feedback from the Civil Service People Survey findings</p> <p>Deliver creative execution support for 'The People Story' including copywriting/graphics/illustration and video/digital execution</p> <p>Project manage the delivery of One Conversation Wave 2 working with the HMCTS Communications Team and the Portfolio Communications Team</p>	<p>End Dec 2016</p> <p>End Dec 2016</p> <p>End Dec 2016</p> <p>End Jan 2016</p> <p>Nov 2016 – Jan 2017</p>
<b>PACT Programme</b>	<p>Support the development of the next iteration of HR team structure to align HR resources appropriately to PACT, the programmes/projects and business functions;</p> <p>Provide development support to the HRBP team to enable them to drive change whilst maintaining business continuity.</p> <p>Develop reporting and MI requirements, cycles/disciplines and governance support to ensure that the link between PACT and HR substantive teams is deeply embedded.</p>	<p>End Dec 2016</p> <p>Plan in place end Dec 2016</p> <p>Ongoing support to end of contract</p> <p>End Nov 2016</p>

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**8. LOCATION**

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

**9. TERM OF CONTRACT**

The initial term of the contract will be for a period of 7 months from the date of award of contract. Subject to the terms and conditions given in Invitation to Tender paragraphs 1.8 and 1.9 the contract can be extended for a further period of 2 months and further 6 months.

**10. SECURITY REQUIREMENTS**

The Supplier is required to comply with MoJ requirements for security clearance.

**11. PROJECT TIMETABLE**

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