# Call-Off Schedule 20 (Call-Off Specification)

This Schedule sets out the characteristics of the Deliverables that the Supplier will be required to make to the Buyers under this Call-Off Contract

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| **HM REVENUE & CUSTOMS**  **request for proposal** |

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| **Title:**  Name of project / requirement | Unity Programme – Programme Delivery Partner |
| **HMRC Reference:**  To be quoted in all correspondence | SR1032578788 |
| **Date issued:** | 17th March 2023 |
| **Deadline for Responses:** | 31st March2023 @ 23:59 hrs |

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| 1. **Contact details** | | | |
| **Issued to:** | Suppliers under  the CCS Management Consultancy Framework Three (MCF3) Lot 3 who have registered an interest in this requirement | **From:** | XXXXXXXXXXXXXXXXX |
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| 1. **Background** | | | |
| **2.1** **Shared Services Strategy for Government (SSfG) Introduction**  Across Government, Shared Services touches the lives of over 450,000 civil servants providing business critical tools in human resources, finance, payroll and procurement, helping enable employees to deliver public services.  The SSfG ambition is for better services, with modernised systems, delivering the business greater value and efficiencies. The systems need to be innovative, intuitive and designed to put the user first. They should also be lean with automated processes and interoperable, enabling seamless collaboration and real-time data.  The central aim is to deliver savings of 10-to-15% by 2028, lowering costs for the government, and delivering better value for the taxpayer.  The [Shared Services Strategy for Government](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/967649/Shared-Services-Strategy-for-Government-March-2021.pdf) presents five propositions to implement the strategy; shared service centres; commercial convergence; data convergence; process transformation; and quality and performance. The strategy supports the view that by taking an aggregated approach, working with departments, that the objectives of the Shared Services Strategy for Government can be achieved delivering value and efficiency; convergence around processes and data; and meeting end user needs.  The strategy sets out the view that by consolidating into a smaller number of shared service centres across government overall costs will be reduced, duplication will be eliminated, and management overheads driven down. For these reasons, it has been proposed that five shared service centres (SSCs) are established:   * Defence, * Overseas, * Synergy, * Matrix; and * Unity   Departments in each centre have been asked to work together to design a common operating model, share business process services and implement standardised, common Enterprise Resource Planning (ERP) services, Finance and HR shared services, shifting from transactional to transformational services which focus on outcomes.  HMRC is the contracting authority for this procurement and is leading the **Unity Programme** (formerly known as HMRC Led GSS Programme), which comprises of His Majesty’s Revenue & Customs (HMRC), Department for Transport (DfT) and the Department for Levelling Up Housing and Communities (DLUHC), alongside several associated arms-length-bodies (full list provided in Annex 1). The aim is to create a fully converged Shared Service by 2026 for the provision of Finance, HR and source-to-pay services (S2P) bringing together data, processes, systems and commercial arrangements.  We need a delivery partner to support the programme, with an initial requirement to enable the programme to complete detailed design work, mobilise for full delivery and develop its next programme Business Case (PBC) in line with HM Treasury Green Book guidelines.  **2.2 Unity Programme Introduction**  The Government Shared Services Programme is Cabinet Office and Ministerially driven. It requires HMRC as the lead department to create a fully converged shared service function to deliver HR, Finance and S2P services across HMRC, DfT and DLUHC by 2026. To do this, data, processes, systems, people and commercial arrangements need to be converged; the programme mobilised to deliver this is known as the **Unity Programme.**  In 2022, the Unity programme secured outline business case (OBC) approval to begin the mobilisation of the programme; this included the funding required to appoint a programme delivery partner to strengthen the delivery capacity and capability of the programme. The whole life costs of the programme are in excess of £800m, of which c£140m is new investment. The programme has been asked to design a common operating model, share business process services and implement standardised, common Enterprise Resource Planning (ERP) services, shifting from transactional to transformational services which focus on outcomes.  There is a significant technology challenge of moving the three departments together with their core subsidiaries to a single instance of a transformed and upgraded ERP system. All of the organisations within the Unity cluster, bar one (the Maritime and Coastguard Agency), utilise different versions of SAP ERP.  A key outcome for the programme will include the technical integration of multiple systems (see below) and will involve upgrades to core systems that support annual financial transactions of over £1bn, including payroll.  Example of systems currently utilised across the cluster:   * SAP Ariba * SAP Concur * SAP S/4 HANA Private Cloud Edition * SAP SuccessFactors * SAP Data Services Information Steward * SAP MDG * SAP Business Technology Platform * SAP Solution Manager * SAP Information Lifecycle Management (ILM) * ServiceNow * Qualtrics * OpenText Business Capture Centre * BW/4 HANA/SAC   At present, the customer and user base across the cluster is as follows:   |  |  |  | | --- | --- | --- | | **Department** | **Used Directly By** | **Supporting customer base of** | | HMRC | c421 FTE | 64,000 | | DLUHC | 78 FTE (including temp SAP team roles) | 4,000 | | DfT | c100 FTE (agency and core HR)  C150 FTE (shared service centre staff) | 16,000 (+ 3500 Volunteers) | | | | |
| 1. **Statement of Requirements** | | | |
| **3.1 General Requirements**  Given the scale, complexity and pace of the programme there is a need for external support from people who have already experienced this type of programme. The contracting authority is seeking to appoint a supplier who will bring their knowledge, experience and lessons learned as the programme is delivered at pace.  There is a need for industry expertise to support and challenge the core team, bringing innovation and insight, different perspectives, best-practice models for implementation and big delivery, particularly in terms of business change, culture, governance and ways of working. The appointed supplier will have a successful track record of working alongside client teams to deliver large-scale transformation in a complex stakeholder environment. They will be a multi-disciplinary organisation who is able to draw upon their deep expertise in a way that is both timely and resource efficient. From a technical perspective, they will be familiar with SAP products, e.g., SAP ECC, SAP S/4HANA, Success Factors and SAP Ariba, and be subject matter experts in the areas of cloud services and solutions, organisational transition, shared services delivery, capability development and technology implementation.  The appointed supplier will work alongside the programme leadership team and those delivering work within the various programme workstreams, influence the approach, drive delivery of key products and outcomes, provide insight, identify risks and mitigations – this is about upskilling and knowledge sharing as well as helping the programme deliver better value by avoiding the common risks encountered by projects of this kind. Examples of these risks include:   * Exceeding the forecast budget envelope, diluting the benefits case for the programme * Underestimating the time required to implement business change effectively * Adjusting technology to suit specific requirements, as opposed to driving standardisation to deliver efficiencies * Not developing a full understanding of the ‘as-is’ landscape and, therefore, adopting solutions that are not best-placed to deliver the objectives of the business case * Insufficient consideration of user needs, with inordinate effort devoted to the technological elements of business transformation.   The high-complexity and multi-faceted nature of this work combined with a phased approach to implementation across three government departments means that a single provider alongside the core-programme team should significantly reduce the number of delivery risks.  The complexity of the programme requires external delivery partner (client-side) support as follows:   * To sit alongside the internal team to support the team to achieve the milestones on the critical path, ensure all governance requirements are met and to also support the delivery of business, process and technology artefacts and capabilities. * To fill capability gaps and assist in the detailed design of specific solutions, whilst also delivering related products. The capabilities required will include:   + Senior delivery management (to augment our Programme and Project Management capability)   + Programme architecture and integration planning   + Change management planning and support   + Operating model and people transition planning and delivery support, and   + Service design   The supplier will be expected to provide strategic partnering and deliver specific outcomes over the contract period. The type of requirements that may be required include but are not limited to:   * Programme Advisory and Assurance * Service Design and Delivery * Intelligent Client Capabilities   **3.2 Service Scope**  The supplier will deliver the services in line with the statement of work process outlined in section 3.6 of this request for proposal (RfP). However, it is expected that the scope of services to be delivered under the contract will fall within the following service scope:  **Programme Advisory and Assurance**  **Services**   * Client-side programme thought leadership, advice and steering (particularly in relation to the strategic direction and integrated roadmap for programme) * Industry expertise to support and challenge the core team, bringing innovation and insight, different perspectives, tried and tested models around implementation not just around technology but in terms of business change, culture, governance, ways of working * Provide industry insight and leading practice on the cluster design in a multi supplier and multi customer domain * Critical risk analysis and the development of effective mitigations * Developing and mobilising the delivery and product centric teams, promoting the required cultures and behaviours needed for a successful SSC delivery * Work with the programme to ensure knowledge transfer and skill development within the Unity programme; to ensure that the Team is ready to successfully lead the implementation of the SSC   **Deliverables**   * Design the cluster transition approach of Unity programme into the SSC * Develop and mature our Integrated Programme Roadmap (see Annex 2) and detailed delivery plans to ensure that it meets regulatory requirements, e.g. TUPE and procurement regulations, whilst enabling efficiency improvement opportunities * Develop performance reporting requirements based on typical leading practice standard reports * Provide the programme with independent challenge and quality assurance of the Unity design * Develop the programme benefits realisation strategy, in line with best practice * Provide support in the development of outputs and artefacts to facilitate the delivery of Programme Business Cases (PBCs) and decisions as part of the agreed Unity governance arrangements * Develop and embed the full programme delivery structure and model for the delivery phase (Project organisation, resourcing and partner model)   **Service Design & Delivery**  **Services**   * People transition planning and delivery support * Application design and high-level solutions * Change management planning, delivery and support * Stakeholder engagement and communications * Service readiness activity * SSC organisational design, target operating model design and intelligent client function design * Training and capability needs analysis, strategy and implementation * Embedding, evaluating and sustaining the change as the cluster transitions to Business-as-Usual (BAU) state * Business analysis support for detailed process design   **Deliverables**   * The Shared Service Centre (SSC) service catalogue, service level agreements (SLAs) and key performance indicators (KPIs) * Support for the design of the data convergence and interoperability strategy across government departments * Implementation and transition strategy from ‘as is’ to the ‘to be’, including retained functions * Define interim and target operating models   **Intelligent Client Capabilities**  **Services**   * Upon request, conduct due diligence activities to assure programme leadership that internal operational structures are best placed to deliver project outcomes * Support the development of the technical scope of work to inform planning assumptions and requirements for future third-party goods and services * Programme architecture and integration planning * Detailed technical deployment planning * Delivery assurance and execution support * Producing high level design documents, data strategies, migration strategies, testing strategies and other deliverables in line with the programme requirements * Business change activities including:   + Programme comms including strategy   + Training needs analysis & strategy   + The development of training materials   + Training delivery   **Deliverables**   * Document the existing shared services solutions across the Unity cluster * Develop the detailed requirements for the technical delivery partner procurement * Develop the future Unity intelligent client function, including the operating model and supply chain strategy * Define the technical requirements for core ERP and peripheral systems * Support Unity cluster departments to develop and implement the strategy for decommissioning legacy systems and managing their retained functions * Maintain the Reports, Interface, Conversion, Enhancements, Forms and Workflow (RICEFW) inventory through all phases of the implementation cycle   Please note that the above list is non-exhaustive and a degree of flexibility will be required from the supplier, in line with the needs of the programme. The supplier will be required to work in partnership with the programme and its project and workstream teams (including third-party suppliers) to lead delivery of and/or support the abovementioned services and deliverables.  **3.3 Supplier Personnel**  Supplier staff assigned must have the relevant qualifications and experience to be able to deliver the contract.  As a minimum, it is expected staff working on this contract are to have experience in one or more of the following areas:   * Recognised experience across packaged and bespoke system and infrastructure, including detailed design development; * Process and data mapping; * Experience of working within the UK public sector; * ERP transformation, with experience of working with SAP products; * Shared service creation and delivery; * Working in complex environments with multiple stakeholders; * Business case development, in line with HMT Green Book principles; * Dependency and risk management   The supplier will be providing client-side support and will therefore be working closely alongside Unity programme teams and relevant subject matter experts from across the cluster.  The supplier will adopt a flexible resourcing approach based on the needs of the programme at any particular point in time. The supplier will actively monitor its resources assigned to this contract in the interests of efficiency.  Where the contracting authority has concerns in relation to the performance of one or more of the supplier’s personnel, it may request that these personnel are replaced by a suitably qualified alternative. This replacement shall be provided at no additional cost to the contracting authority.  **3.4 Deliverable Acceptance Process**  The process for acceptance of contract deliverables will be specified within the respective statement of work (see section 3.6). As a minimum, all outputs produced by the supplier will be reviewed by a senior member of the contracting authority team prior to acceptance. As part of the review process, the contracting authority may require the supplier to attend a meeting to explain the content of each deliverable and answer any specific questions. Where changes to deliverables are required to ensure they align with the agreed scope and are of sufficient quality, these changes shall be made at no additional charge to the contracting authority.  Moreover, as part of the handover process for each deliverable, the supplier will be asked to evidence how they are ensuring that contracting authority staff are being kept informed and upskilled. If the contracting authority determines that sufficient knowledge transfer has not taken place, it may refuse acceptance of the deliverable until it is satisfied that this issue has been rectified.  **3.5 Security**  In the delivery of the service, the Service Provider must ensure that the standards, best practice guidelines and approaches that are required to protect UK government assets contained in the [Security Policy Framework](https://www.gov.uk/government/publications/security-policy-framework) are adhered to.  The Supplier’s response to the Security Questionnaire, with any subsequent amendments as may be agreed as part of a clarification process, will be included in the signed version of any resulting agreement as confirmation that the content of the Security Plan, as per Call-Off Schedule 9, has been agreed with the contracting authority.  As a minimum, supplier personnel must be vetted in line with the Baseline Personnel Security Standard (BPSS) to deliver any element of the contract. Any additional vetting requirements will be determined by the contracting authority on a case-by-case basis and communicated to the supplier.  **3.6 Statement(s) of Work (SoW)**  The contracting authority has enclosed a statement of work which outlines the deliverables that the supplier will be expected to deliver within the first three months of the contract term. Tenderers are required to provide their proposal for this statement of work within the SoW presentation (see section 7.6 of RFP).  For any further Statement of Work packages required under the auspices of this Call-Off Contract, the following process will be used:   * The contracting authority will make a request in writing to the supplier to provide a proposal in a SoW format. The request will include, as a minimum, a specification of requirements detailing the work needed, the outcomes required, and the date the Supplier’s SoW proposal is required by. * The Supplier will provide the SoW proposal to the contracting authority, which will include the following information as a minimum:   + A project plan showing each of the workstreams, milestone dates, decision points and dependencies   + A stakeholder map and outline stakeholder management plan   + Proposed resources for each deliverable, with CVs and number of working days for each individual   + Any dependencies and assumptions   + Communications strategy   + Approach to Knowledge Transfer/Handover * Upon receipt, the contracting authority will review the SoW proposal and reserves the right to request any changes to the SoW proposal as may be required to ensure the required outcomes will be delivered to the contracting authority’s satisfaction. * Once the final SoW proposal is agreed by both parties, the contracting authority will attach/include the agreed SoW proposal as part of the Call-Off Contract documentation.   **3.7 Duration**  Execution of this call-off agreement within the chosen supplier is expected to take place by the 30th May 2023.  The proposed start date for the Call-Off Contract is week commencing 5th June 2023.  The proposed initial term of the Call-Off Contract is 24 months.  The proposed end date for the initial term of Call-Off contract is the 30th May 2025.  There will be an option to extend the Call-Off for up to a maximum of 2 years.  **3.8 Location**  Current working practices dictate that work will predominantly be undertaken remotely. However, the expectation is that the supplier will be required to have senior people available for meetings with the programme team, based in various locations in the UK. Supplier personnel may be required to work with technical teams across the country.  The base location for the services will be 14 Westfield Avenue, Stratford, E20 1HZ. Where supplier staff are required to attend in-person meetings, these are likely to occur at one of the following locations:   * 14 Westfield Avenue, Stratford, E20 1HZ * 100 Parliament Street, London, SW1 2BQ * 1 Atlantic Square, 21 York Street, Glasgow, G2 8HS * Three New Bailey, New Bailey Street, Salford, M3 5FS   However, supplier personnel may, on occasion, be required to attend meetings at a location which is not listed above e.g. DfT or DLUHC office locations. All travel and subsistence expenses, where reimbursable, must be claimed in line with the HMRC expenses policy. Any expenses must be agreed by the Buyer’s authorised representative. | | | |