

Appendix B

Statement of Requirements

Planning and delivery support -
HMCTS Customer Directorate

Appendix B-Statement of Requirements

Title of Request:	Planning and delivery support - HMCTS Customer Directorate
Estimated Total Value (3 months):	£100,000 (excluding VAT)
Duration of Engagement:	<p>3 months from the date of award of contract subject to the following options exercisable at HMCTS discretion:</p> <ul style="list-style-type: none"> • Subject to the necessary financial and other approvals and the performance of the supplier against key milestones, quality and cost criteria, a further extension of 3 months. • Termination for convenience during the Term of Contract (and as amended) following the issue of a notice period of not less than one month.
Required Commencement Date:	12th September 2016

1. Introduction

Her Majesty's Courts & Tribunals Service (HMCTS) is responsible for the administration of the Court system across England and Wales and for the administration of the majority of the Tribunals system across the UK. It is run as a partnership between government and the judiciary, ensuring that justice can be done, and the rule of law supported. The function of HMCTS affects the lives of millions of people across the UK every year, whether directly or indirectly.

HMCTS is a large government agency, employing around 18,000 staff, and operating from just under 500 locations with a gross annual budget of around £1.8bn.

Like any service provider, the success of HMCTS depends on the quality of the service we provide and how we are meeting user expectations in the modern age. We know the level of service currently received at a court or tribunal is at best inconsistent and, at worse frustrating, despite the great efforts of our staff. Our model for service provision is clearly outdated - accessing our service often involves filling in paper forms, travelling to one of our buildings to complete a simple process or arranging face-to-face meetings to get basic guidance and advice. This leads to unnecessary complexity, confusion and delay for our users – as well as high levels of cost.

Even where we have tried to introduce more digital ways of working, we often rely on digitised versions of paper based business processes, layered on top of legacy IT systems, some of which are over 30 years old. They were not designed with a digital service in mind, being built to replicate paper forms and processes rather than taking advantage of opportunities to pre-populate or respond to users' selections. We have outdated back-end systems that prevent effective data sharing with our partner agencies, adding to delay, inefficiency and failure in the system. Our services have often been designed in silos, rather than developing a consistent approach to our user experience across our service. It follows that our user experience is inconsistent and unnecessarily confusing, particularly to our vulnerable users.

HMCTS is committed to creating a modern, effective and user-friendly Courts & Tribunals Services that delivers better justice at lower cost. HMCTS has secured a package of investment worth up to £780m over 5 years to embark on an ambitious programme of change and innovation to deliver a system that is fit for the 21st century. Backed by the Lord Chief Justice, the Senior President of Tribunals and HM Treasury, this programme will deliver radical change and leave a sustainable legacy for this crucial public service that individuals, communities and businesses rely on across the UK.

Every year, millions of people seek justice in our courts and tribunals. Whilst they receive service from committed people, they do not feel like a customer. In broad terms, changing that outcome, generating satisfaction and confidence in our justice system, is our primary goal.

We are focused on radically improving the customer journey for all by:

- employing digital technology to enable access to justice; for example supporting victims and witnesses to give evidence in a less intimidating way via video link;
- enabling self-service, where appropriate, so people can get fast and easy access to simple judicial services;
- streamlining processes and eliminating waste so we can reinvest in improvements that our customers can touch and feel.

The changes we are making will reduce our own costs and remove service failure from our system, allowing us to put resources where they matter most.

2. Aims

The HMCTS Customer Directorate has been in place for ten months. Our existence is vital to securing a sustainable future that enables justice to be readily available to all and particularly those vulnerable people who need it most. We already know that for too many people who seek justice, their experience does not inspire confidence in the system. This makes the purpose of our directorate straightforward: enabling HMCTS to become a customer-led organisation.

The HMCTS Reform Programme, Common Platform Programme, and all the other change activity will lead to a complete transformation of the courts and tribunals system over a five year period, at the end of which our organisation will look fundamentally different. We will be putting our customers and users at the heart of the transformation, developing our services to meet their needs. The HMCTS Customer Directorate will play a vital part in this change, enabling the organisation to know and understand its customers, to use insight to design and develop services and to gather sophisticated and comprehensive feedback to continuously improve.

The purpose of this ITT is to procure a consultancy partner to work with us to refine our customer strategy, develop our customer plan and identify the enablers and capabilities needed to create a customer led organisation.

3. Objectives

The core purpose of the Customer Directorate is to enable HMCTS to become a customer-led organisation.

We do this in order to:

- Remove waste and target resources where they are needed most; making it easier for our users to present the best of themselves to the system and supporting the most vulnerable to participate
- Improve confidence in the justice system; driving greater participation, compliance and efficiency
- Create more engaging jobs for our staff; turning the delivery of justice from a process to a service as well as improving attendance and retention

We do this by:

- Delivering usable insight on our customers and professional users
- Understanding what our customers value and defining and designing our services with this in mind
- Supporting customer-led problem solving and decision making, as well as amplifying the voice of the customer in existing networks
- Enabling our staff, partners and other stakeholders to contribute to improving services

- Ensuring that we have the right processes and platforms in place to meet customer needs and capture their feedback
- Tracking our performance against customer and user needs and expectations

1. Background to the Requirement

Provide background information to the project to help the contractor understand how it fits in to the business objectives of procurement. Consider including issues such as:

- any history relevant to the procurement
- recent developments
- a description of the business activities in the area relating to the procurement
- business functions & processes
- organisation & staffing
- roles & responsibilities

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Building on the Customer Directorate business model and structure now in place, and our strong purpose and intent, the Customer Directorate requires a supplier who can work with us to refine our strategy, develop our plan and identify the enablers and capabilities needed to create a customer led organisation.

First and foremost, you will develop the delivery plan required to fully embed the Customer Directorate, and a customer led culture, in HMCTS. The plan will need to encompass our HQ directorates and our regional teams, our BAU and change programmes, and have a focus on how we can empower staff at all levels to make the right decisions and take the right actions to improve the services we provide to our customers.

Customer Business Model and directorate structure

We consulted on our directorate structure in early 2016 and the new structure will provide for the continuing need for quality casework and complaints handling, as well as both a reshaped and refocused continuous improvement capability, based around customer feedback and need, and new capabilities in customer strategy and customer insight.



The structure is built around four core functions: customer insight; customer strategy and capability; customer experience; and customer investigations.

Customer Insight

This team will support the organisation as it moves to become customer-led and the transformation objectives of HMCTS. The team will lead on what we know about our customers; gathering and displaying data and insight in a way which drives user-led decision making by the Senior Management Team. This will include influencing and negotiating with a variety of internal and external stakeholders at a senior level.

They will champion innovative methods of delivering insight which further organisational objectives. The team will develop and deploy a multi-disciplinary insight approach including utilising user experience research, behavioural insight, data led testing and analytics.

Customer Strategy and Capability

This team will lead the development of our desired customer outcomes, championing them throughout the organisation, identifying the main barriers to delivering them and building our capability to achieve them.

They will be responsible for building and strengthening the links between our customer strategy, our change programmes and the end experience for the customer, working with teams through the organization to improve customer experience in the here and now as well as in the future as part of a transformed courts and tribunals system. They will develop our expectations and standards on what great customer service means in HMCTS, consistently identifying how we are performing against these expectations and designing interventions that allow us to bridge the gap.

They will work closely with our Courts and Tribunals Development Directorate and Change Directorate to grow their customer capability, and enable them to achieve the desired outcomes for our customers and users, while ensuring that customer strategy is embedded into our plans for change and transformation.

Customer Change and Innovation

The Change and Innovation team is responsible for amplifying the Voice of the Customer within our change programmes, wider transformation objectives and the operation. They will ensure resolution of customer service failure on an organisational and systemic basis, proactively working with service owners and senior stakeholders to implement end to end process improvement. They will work with the business to identify and prioritise opportunities for improvement, innovation and transformation.

Customer Investigations

The Customer Investigations Team is responsible for key contact points with customers – complaints, correspondence and litigation - ensuring resolution and end to end process improvement to avoid repeat failures. The team will build relationships with internal and external stakeholders to ensure targets are appropriate, achievable and achieved, constantly evaluating and analysing the flow of work into and out of the teams to drive out improvements and insight which will benefit the organisation and our customer.

4.5. Scope

- be specific on what is to be included
- what is excluded
- what is optional

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Working within the HMCTS Customer Directorate and with the Customer Director and Directorate Senior Leadership Team:

Included:

- Please refer to section 6 - Requirement
- Support: Expertise and people will be provided by HMCTS to support the consultancy team.

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Excluded:

~~Expertise and people will be provided by HMCTS to support the consultancy team~~

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- (ii) Any activities not covered by the 'Objectives' and 'Requirements' sections of the present tender

5.6. Requirement

This is a statement of what is to be delivered and forms the main body of the specification. The 'golden rule' is that specifications need to be Clear, Concise and Unambiguous. It also:

- details what will be expected of the contractor under the contract
- how you see the contract operating to ensure aims and objectives are met
- details specific tasks, outputs and expectations
- do not embed critical requirements in background information — contractors may miss them
- list the important elements of the requirements first, and work through to least important

Specify requirements as:

- Mandatory — essential requirements that must be met
- Desirable — requirements that whilst bringing benefits are not essential
- Information — requirements that request supplementary detail that may be helpful to the overall picture

Note: As a general rule, no information should be provided about the proposed budget availability. The intention is to ensure enough detail is provided about the scope of the project to enable the contractor to gauge the size of the task themselves given their detailed and specialist knowledge, without leading on price.

6.1 Mandatory Requirements

Working within the HMCTS Customer Directorate and responsible to the Customer Director:

- Act as critical friend on our progress so far and our business model, making initial recommendations as to possible quick wins and gaps in our business model and strategic plans
- Development of a defined suite of desired customer outcomes
- Based upon these defined customer outcomes, and using our change activities as enablers, produce a high level strategy map for turning HMCTS into a customer-led organisation
- Produce a service delivery model for the directorate. The model should include: an articulation of how directorate services will be commissioned; the approach the directorate will take to collaborate with internal colleagues and external clients/stakeholders; and how accountability for Customer outcomes will be devolved to the lowest possible levels in HMCTS
- Produce a four-year service delivery plan, to support the delivery model. The plan should include: clarification of the responsibilities and accountabilities that sit within the directorate, and where they sit outside the directorate; the governance required to support delivery against the plan; the enablers that will be required to facilitate delivery of the plan; the measures required to monitor successful delivery of the plan; and the milestones and benefits realisation targets of the plan
- Produce a directorate Capability Map to support the delivery plan
- Develop a communications plan for the Customer Directorate, including key activities and milestones corresponding to the Service Delivery Plan
- Provide advice on different tools and approaches that can be deployed to support change and new ways of working that generate benefits for our end users/ customers, including helping us to define what good looks like for customer experience and proposals for benchmarking against the best customer service providers in the public and private sectors
- Provide a flexible business delivery resource to deliver key customer projects, as defined by the strategy map, delivery model and delivery plan.

6.2 Additional mandatory requirements

The supplier will need to:

- Provide an outline implementation plan as part of your response to this specification;
- Have the ability to work flexibly and adaptively;
- Be based full time at HMCTS HQ, 102 Petty France SW1H 9AJ, or other designated central London HMCTS locations;
- Maintain daily contact with the Authority's nominated point of contact;
- Agree detailed milestones for delivery with the Customer Director;
- Work closely on an iterative basis with the teams within the Customer Directorate, and other HQ directorates as necessary.

To achieve this the Supplier is required to provide sufficient staff with proven experience of working in teams on similar projects and who shall be available, in so far as the Consultant can reasonably manage, for the duration of the contract term.

For the purposes of this Contract "Proven Experience" shall be defined as the provision of robust evidence, including some individual Curriculum Vitae, and relevant case studies of similar services provided to a minimum of three other clients, supported by client references where required, over a period of three years demonstrating the Consultant's capability in:

- Developing strategies and plans for, and delivering, customer-focused change and transformation for a wide range of large public and private organisations with similar objectives.
- Thinking strategically to develop customer led approaches.
- The use of a variety of tools and platforms to enable customer-focused change and how these can be applied to similar organisations.
- Bringing a range of skills and expertise to the project, including:
 - Experience of working with senior stakeholders.
 - Experience of scoping and defining projects and deliverables.
 - Superb stakeholder management skills with experience of managing multiple, diverse groups.
 - Superb project and programme management skills.
- Working collaboratively with all partners including internal and external stakeholders, displaying excellent communications and leadership skills.
- Experience of supporting skills and knowledge transfer to internal teams

Information

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

Interested bidders are advised to appraise themselves of the role of HMCTS within the UK justice system. The following information may be useful:

Lord Chancellor's announcement on HMCTS Reform:

<https://www.gov.uk/government/news/chris-grayling-reform-of-the-courts-and-tribunals>)

Joint letter from Lord Chancellor, Lord Chief Justice and Senior President of Tribunals to all members of the judiciary regarding HMCTS Reform:

<http://www.judiciary.gov.uk/wp-content/uploads/2014/03/joint-letter-to-judges-and-staff-hmcts-reform.pdf>

Lord-Chancellor's speech on a one nation justice policy:

<https://www.gov.uk/government/speeches/what-does-a-one-nation-justice-policy-look-like>

HMCTS Framework Document:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/384922/hmcts-framework-document-2014.pdf

6.7. Timetable

- Lists key targets and/or milestones expected to be achieved
- can act as a performance indicator to enable stage or interim payments to be made against measurable deliverables.
- be specific on when you expect the outputs to be delivered
- if the completion date is fundamental to the success of the project, then say so

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September 2016: Contract Award and contract commence.

October 2016: Agree detailed implementation plan for delivery of the services between the Supplier and the Customer Director. Develop agreed suite of desired customer outcomes.

November-December 2016: Produce strategy map, delivery model, service delivery plan and capability map according to agreed implementation plan.