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Attachment 3 – Statement of Requirements

HM Treasury TrIS2022 Project Delivery (Phase 2)

Contract Reference: CON136 – HM Treasury TrIS2022 Project
Delivery

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Attachment 3 – Statement of Requirements
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1. PURPOSE

- 1.1 HM Treasury is seeking a partner Supplier to provide a comprehensive resourced service to support its IWS team (part of the Corporate Centre Group) in the delivery of the TrIS 2022 Project.
- 1.2 The TrIS 2022 project comprises the procurement and replacement of key ICT service contracts which underpin the delivery of HMT's TrIS ICT service. These contracts will be expiring across late 2021 and 2022 and replacement will result in the onboarding of new TrIS 2022 suppliers and exit of existing TrIS suppliers. Removal or failure of the TrIS service would result in severe disruption to the business of the Treasury.

2. BACKGROUND TO THE CONTRACTING CUSTOMER

- 2.1 The Customer is the United Kingdom's economics and finance ministry. It is responsible for formulating and implementing the Government's financial and economic policy.
- 2.2 HM Treasury is supported by a shared service function to fulfil all its ICT requirements. The ICT services are provided by the Information and Workplace Solutions (IWS) Team in conjunction with the Customer's outsourced providers.
- 2.3

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 The TrIS 2022 project has been established to procure the group of contracts which supply ICT services to HMT and its ALBs. The project is to ensure a fit for purpose enterprise level "Official" IT system for the Treasury and its ALBs is in place before the current contracts expire for the in-scope services. The current main service contract (one of the three in-scope for the Tris 2022 project) expires at the end of June 2022 and supplies the bulk of ICT services to the Department.
- 3.2 Supported by CCS, IWS will run multiple procurements utilising CCS frameworks as the procurement vehicle thus ensuring replacement contracts are in place as existing contracts become end of life.
- 3.3 The three in-scope service contracts will be further disaggregated into nine contracts and services (as outlined in the table below), to encourage delivery of services by more specialist providers, better value for money and greater innovation.

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Current Service	Supplier Name	Contract Expires	New Service Name
Tower 1 - Core	NTT	Jul-22	SIAM
Tower 1 - Core	NTT	Jul-22	Central Service Desk
Tower 1 - Core	NTT	Jul-22	EUC
Tower 1 - Core	NTT	Jul-22	CIPS (Cloud, Infrastructure & Platform Service)
Tower 1 - Core	NTT	Jul-22	Apps
Tower 1 - Core	NTT	Jul-22	Networks
Tower 5 - Media and Wireless	Centerprise	Sep-21	
Tower 4 - Print	Centerprise	Dec-21	Print
Tower 1 - Core	NTT	Jul-22	ITSM Tooling
			SAS (Security Alerting Service)

3.4 Whilst the IWS team will retain an overall leadership, management, assurance and approval's role throughout the TrIS 2022 project lifecycle, we are seeking a Supplier who will provide an appropriately resourced service which will take ownership of the delivery of the project milestones and outcomes described in this SoW.

3.5 The following contracts and services will be procured and delivered under the TrIS 2022 project:

- Apps
- Central Service Desk
- CIPs (Cloud, Infrastructure and Platforms services)
- EUC
- ITSM Tooling*
- Networks
- Print
- SIAM
- SAS (Security Alerting Service) *

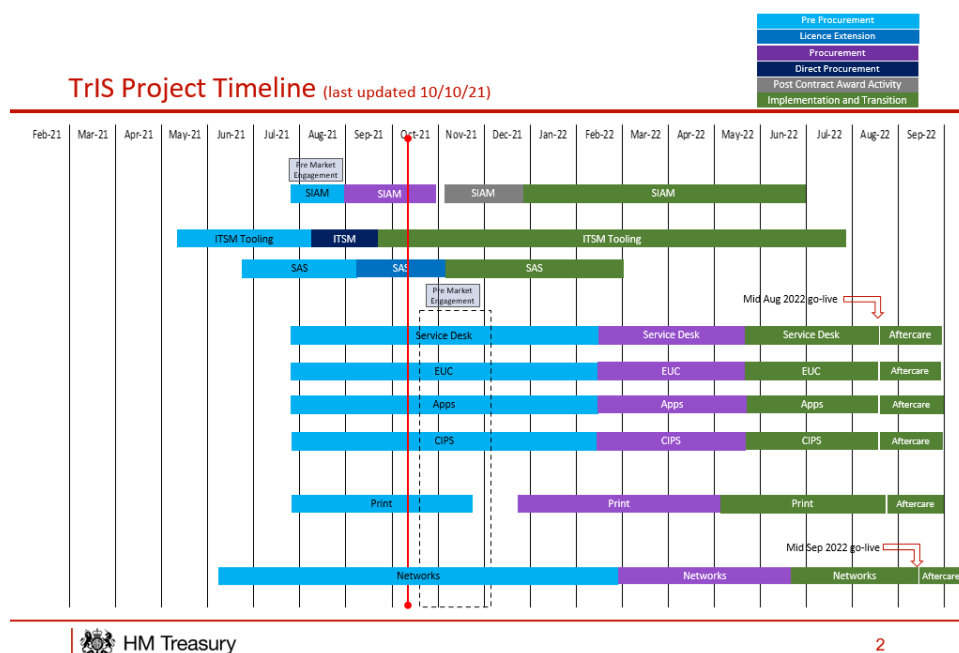
*These 2 services will not be procured via CCS frameworks but as extensions to existing services.

3.6 The first planned procurement* under the TrIS 2022 project is the SIAM service contract. The SIAM is being procured and implemented first to allow for the supplier to design, develop and implement end-to-end processes, SLAs, OLAs, collaboration agreements and other documentation with the Customer. The purpose of this approach is to ensure the SIAM will successfully build an end-to-end oversight and management model for the future day to day operational delivery of all the TrIS 2022 suppliers and services.

* The procurement of the SIAM Supplier is currently in train.

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- 3.7 The sequencing of the individual procurements is critical to the successful delivery of TrIS 2022 and are currently planned as follows:



Note: the ITSM Tooling service is currently provided by one of the Treasury's incumbent suppliers whose current contract expires in June 2022. Under TrIS 2022, the Customer will procure and license the ITSM tooling, enabling the Central Service Desk supplier to provide a service desk service whilst utilising the Customer owned tooling. It is anticipated the other TrIS 2022 suppliers will interface to the Customer's ITSM tool via API's.

4. DEFINITIONS

Expression or Acronym	Definition
ALBs	Arm's Length Bodies
API	Application Programming Interface
CCG	Corporate Centre Group
CCS	Crown Commercial Service
Customer	HM Treasury
EUC	End User Compute
FBC	Full Business Case
HMT	Her Majesty's Treasury

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ITSM	IT Service Management
ITSM Tooling	IT Service Management software that will be licensed by the Customer and provided to the Central Service Desk supplier to support delivery of the Central Service Desk service
IWS	Information Workplace Solutions, the team responsible for managing the delivery of HMT's TrIS services
OBC	Outline Business Case
OLA	Operational Level Agreement
PoaP	Plan on a Page
SIAM	Service Integration and Management
SLA	Service Level Agreement
SME	Subject Matter Expert
SMT	IWS' Senior Management Team
SOC	Security Operations Centre
TrIS	Treasury IT service
SoW	Statement of Work
TrIS 2022	The project to procure and replace the Treasury's key IT service contracts

5. SCOPE OF REQUIREMENT

5.1 The following contracts and services will be procured and delivered under the TrIS 2022 project:

- Apps
- Central Service Desk
- CIPs (Cloud, Infrastructure and Platforms services)
- EUC
- ITSM Tooling*
- Networks
- Print
- SIAM
- SAS (Security Alerting Service) *

*These 2 services will not be procured via CCS frameworks but as extensions to existing services.

5.2 It is important to note that ongoing operational delivery of the TrIS 2022 services will be the responsibility of the new TrIS 2022 suppliers following procurement and service transition.

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- 5.3 The TrIS 2022 project is currently broken down into three delivery phases pre-procurement (phase 1 currently under delivery), procurement and onboarding of the TrIS 2022 suppliers (phase 2) and service transition and exit of incumbent suppliers (phase 3).
- 5.4 This SoW specifically addresses the Supplier's obligations to provide an appropriately skilled service enabling effective delivery of the TrIS 2022 project milestones. The IWS team will play an active role to interface with and support the SoW Supplier throughout the delivery of this service including during all project phases. This SoW is seeking a proposal detailing the Suppliers service solution and fixed price quotation for the delivery of phase 2 only.

6. THE REQUIREMENT

- 6.1 A partner Supplier is sought to provide a comprehensive service to deliver the phase 2 TrIS 2022 project milestones on behalf of the Customer.
- 6.2 The Supplier's service shall report to the Customer's lead/programme manager on day-to-day task management and a project delivery basis whilst working collaboratively to deliver phase 2 milestones. The service should deliver prioritisation of workload to enable the completion of the project milestones and deliverables in the time available and to the agreed plan. The service should also interface with the Customer's lead/programme manager on a day-to-day basis. The service shall also be responsible for ensuring agreements on scope, scheduling, resourcing, and priorities are in place and when necessary, escalated to the Customer's lead/programme manager to maintain progress against the plan.
- 6.3 The Supplier's service will need to quickly get up to speed, rapidly become fully effective and adopt appropriate standards and approaches pertinent to their role. Knowledge and previous experience of working in an IT programme undertaking multiple procurements and service transitions with interdependencies across (potentially) multiple suppliers is essential.
- 6.4 The IWS resources currently assigned to the TrIS 2022 project comprise:

Title	Number of FTE*
Programme Manager	1
Business Analyst	3
Senior Project Manager	2
Commercial Lead	0.8
Service Lead	1
Technical Lead	0.8

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Security Advisor	0.2
Change Manager	1
Project Management Officer	1
Communications and Engagement	0.2

*These resources are supplemented by additional SME's assisting with the provision of other project related activities such as stakeholder communications.

6.5 The project is currently broken down into three phases pre-procurement (phase 1), procurement and onboarding of the new TrIS 2022 Suppliers (phase 2) and service transition and exit of incumbent suppliers (phase 3) with the expectation that the Supplier service is experienced in MSP/PRINCE2 and similar formal methodologies to deliver the service.

6.6 We believe skills required to supplement the Customer's team and deliver the Phase 2 requirements may include (noting the Supplier should suggest their service offering based on the requirements outlined within this SoW):

Title	Grades/experience
Business Analyst (Business case development experience)	CS grade 7 – experience of leading on BC development
Project Manager	CS Grade SEO/HEO – supporting Senior PM
Service Transition Manager (SIAM knowledge and experience)	CS Grade 7 – experience of leading on Service Transition
Commercial Manager	CS Grade 7 – Significant Public sector procurement experience
Communications and Engagement Manager	CS Grade SEO/HEO – supporting Comms Lead
Technical Solutions Architect	CS Grade 7/6 – Supporting Tech workstream lead but with significant knowledge in area
Project Management Office (MSP / resource planning experience)	CS Grade 7 – Planning experience

6.7 This SoW is seeking a proposal detailing the Suppliers service solution and fixed price quotation for the delivery of **phase 2 only**.

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- 6.8 Dependent on the success of the service provided during phase 2, the Customer reserves the right to review and confirm the scope and requirement of phase 3 and whether they might want to proceed with this phase.
- 6.9 Should the Customer wish to activate phase 3 of this SoW, a formal request will be made to enable the Supplier to provide a service proposal and quotation. It is anticipated this request would be made no less than 20 days before the end of phase 2.
- 6.10 The maximum contract value across phases 2 and 3 will be £800k.

TrIS 2022 Procurement and Onboarding of TrIS 2022 Suppliers (Phase 2)

- 6.11 During procurement phase, we would anticipate as part of the project milestones, the Supplier service would undertake activities (this is not a comprehensive list) such as:
- co-ordinating the finalisation of the TrIS 2022 service requirements and supporting documentation to baseline versions to enable procurement activities to commence,
 - ensuring the TrIS 2022 project plan is reviewed/amended to reflect the procurement and delivery milestones and updated accordingly throughout phase 2,
 - compiling, co-ordinating and leading pre-market engagement sessions with potential TrIS 2022 suppliers,
 - providing oversight of the procurement activities for each of the services being procured, following CCS' and HMT's commercial processes and will include:
 - provision of procurement expertise and guidance,
 - facilitating, co-ordination and preparation of CCS procurement documentation,
 - co-ordination and tracking of each procurement during the tendering process, ensuring all supplier questions are registered, answered and responded to,
 - facilitating, co-ordination and tracking of the evaluation of each procurement,
 - facilitating, co-ordinating and preparation of project products such as presentations/PoaPs etc, to ensure procurement and project governance approvals (including input at project boards), are in place to allow timely commencement of each procurement,

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- producing the TrIS 2022 FBC's together with any supporting documentation managing them through the Customer approval channels to enable supplier contract award,
- leading, co-ordinating, documenting and project managing the onboarding of the TrIS 2022 suppliers including:
 - leading the supplier onboarding activity in alignment with the TrIS 2022 plan and milestones,
 - developing and/or reviewing and agreeing supplier transition plan/s and documentation,
 - facilitating knowledge transfer sessions from/to suppliers,
 - ensuring the supplier has developed all appropriate processes, procedures, and documentation in line with their contractual obligations,
 - ensuring any agreed stakeholder comms are appropriate and disseminated,
 - overall planning for service transitions in advance of phase 3 activities, including the identification and co-ordination of resources that will control the product lifecycle of all changes.
- planning and providing appropriate stakeholder comms and appropriately disseminating.
- providing technical solutions architecture support and guidance for the technical work stream and producing deliverables required to support the project delivery and milestones.
- Any additional services required to ensure successful delivery of Phase 2.

Tris 2022 Service Transition (Phase 3) – indicative and subject to change

6.12 During service transition phase, we would anticipate as part of the project milestones, the Supplier would undertake activities (this is not a comprehensive list) such as:

- leading, co-ordinating, documenting and project managing all transition into live service of the TrIS 2022 suppliers including:
 - leading, managing and co-ordinating all supplier transition activities including penetration and other testing (including user),
 - facilitating knowledge transfer sessions from/to suppliers,

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- ensuring the supplier has tested and embedded all appropriate processes, procedures and documentation in line with their contractual obligations,
- planning and providing appropriate stakeholder comms and appropriately disseminating.
- leading, co-ordinating, documenting and project managing incumbent supplier/s (where applicable) exit,
- leading, co-ordinating, documenting and project managing operational readiness and early life support developing.

6.13 Any additional services required to ensure successful delivery of Phase 2.

7. KEY MILESTONES AND DELIVERABLES

7.1 The following key milestones/deliverables shall apply, all others will be by local agreement.

Ref	Workpackage Description	Period	Resources
2a.1	Identification and provision of CVs for appropriate SMEs to support Phase 2a.1. HMT approval needed.	Week -2	GP/AGL
2a.2	Approvals, SC transfer and distribution of technology.	Week -1	HMT
2a.3	Onboard SMEs and complete fact finding: <ul style="list-style-type: none"> - Meet the Team - Review documentation - Review plans - Review SIAM submissions - Review procurement documentation - Review governance and reporting materials - Review communications 	Week 1 29/11	Commercial Manager Service Manager Technical Architect PMO/Planner
2a.3	Commence delivery, supporting workstream leads: <ul style="list-style-type: none"> - Commercial workstream - Service Integration workstream - Technical Solution Design workstream - Programme and Project Delivery Team <p>This is to support the completion of any ongoing work, or new, as required, to progress the programme.</p>	Weeks 2 to 4 6/12 onwards	Commercial Manager Service Manager Technical Architect PMO/Planner

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Ref	Workpackage Description	Period	Resources
2a.4	<p>Scope approach to delivery of Phase 2b and agree with HMT.</p> <p>Identify specific workstreams and SME expertise required for Phase 2b.</p> <p>Produce deliverables or workstream plan for Phase 2b, or 4–6-week workpackages, fully aligned to the programme plan.</p>	<p>Week 4</p> <p>20/12 onwards</p>	<p>Commercial Manager</p> <p>Service Manager</p> <p>Technical Architect</p> <p>PMO/Planner</p> <p>Project Manager</p>
2b.1	<p>Subject to the developments of Phase 2a.1 – 2a.4, this phase will see:</p> <ul style="list-style-type: none"> - Service enhancement in every workstream. - Implementation of a workpackage design and approval process. - Finalisation of all TrIS service requirements and supporting documentation to baseline versions. - Agree and undertake procurement activity and market engagement exercised, supporting CCS. - Agree Phase 3 implementation plan and transition tasks, milestones and deliverables from suppliers and integrate them into TrIS project plan. - Support as required. 	<p>Week 5</p> <p>Onwards</p> <p>04/01 onwards</p>	<p>Commercial Manager</p> <p>Service Manager</p> <p>Technical Architect</p> <p>PMO/Planner</p> <p>Project Manager</p> <p>AND</p> <p>Business Analyst*</p> <p>Communications**</p> <p><i>*End January</i></p> <p><i>**February</i></p>

7.2 Key project documentation to be created and/or maintained by the Supplier shall include, but is not limited to:

- Phase 2 Supplier Deliverables (created/maintained) plan
- TrIS 2022 project plan (maintained)
- TrIS 2022 workstream delivery plans (created/maintained)
- Stakeholder matrix and communications plan (maintained)
- RAID & RACI (maintained)
- Resource plan (created/maintained)
- Roadmap/PoaP for each service (created/maintained)
- Project reporting information and artefacts to support the reporting flow within the Tris 2022 governance model (created/maintained)

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8. MANAGEMENT INFORMATION/REPORTING

8.1 At a minimum, the Supplier should prepare and provide:

- a weekly project progress update including a written highlight report with management summary. This should include an update against the phase 2 deliverables the Supplier is responsible for delivering under their proposal.
- a formal fortnightly project progress update including a written highlight report with management summary.
- a formal monthly dashboard for review with IWS' SMT.
- project Board papers as/when required.

9. VOLUMES

9.1 N/A

10. CONTINUOUS IMPROVEMENT

- 10.1 The Supplier will be expected to continually improve the way in which the required services are to be delivered throughout the Contract duration.
- 10.2 The Supplier should present new ways of working to the Customer during weekly/ monthly review meetings.
- 10.3 Changes to the way in which the services are to be delivered must be brought to the Customer's attention and agreed prior to any changes being implemented.

11. SUSTAINABILITY

N/A

12. QUALITY

- 12.1 The Supplier's staff assigned to the Contract shall have the relevant skills, qualifications and experience to deliver the Contract to the required standard.

13. PRICE

- 13.1 Pricing will be based on fixed cost, per-phase basis, with payments made upon successful completion of each milestone (as defined in Pre-Procurement Milestone 2).
- 13.2 Prices are to be submitted via the e-Sourcing Suite [Attachment 4 – Price Schedule excluding VAT and including all other expenses relating to Contract delivery.

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14. STAFF AND CUSTOMER SERVICE

- 14.1 The Supplier shall provide an appropriate level of resource throughout the duration of the Contract in order to consistently deliver a quality service.
- 14.2 The Supplier shall ensure that staff assigned to the Contract understand the Customer's vision and objectives and will provide excellent customer service to the Customer throughout the duration of the Contract.
- 14.3 The Customer reserves the right to request replacement of any of the Suppliers staff assigned to the Contract.

15. SERVICE LEVELS AND PERFORMANCE

- 15.1 The Customer will measure the quality of the Supplier's delivery by:

KPI/SLA	Service Area	KPI/SLA description	Target
1	Delivery timescales	Project milestones delivered in line with the agreed project plan dates	100%
2	Project Review Meetings	Weekly formal progress review with key Customer staff. Supplier to provide meeting minutes documenting agreed actions within 2 working days of meeting date.	100%
3	Contract Review Meetings	Monthly meeting with key Customer staff. Supplier to provide meeting minutes documenting agreed actions within 2 working days of meeting date.	100%

- 15.2 If a key milestone is missed, a 5% reduction will be applied to the affected milestone payment for each week it is delayed.
- 15.3 Insert details of any mechanisms to incentivise delivery and/or compensate for poor Supplier performance such as service credits.
- 15.4 Insert details of any exit strategy to be applied where poor Supplier performance requires early termination of the Contract.

16. SECURITY AND CONFIDENTIALITY REQUIREMENTS

- 16.1 The Supplier's staff assigned to the contract shall have SC level clearance.
- 16.2 The Supplier, including all of its staff, whether assigned to the Contract or not, shall keep confidential all information regarding the Contract and the Customer

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and shall not disclose the Contract or Customer information to any other person without obtaining the Customer's prior written consent.

17. PAYMENT AND INVOICING

- 17.1 Invoices shall be submitted once per month in line with deliverables being completed.
- 17.2 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 17.3 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
- 17.4 Invoices should be submitted to: Invoicequeries@hmtreasury.gov.uk or Accounts Payable, HM Treasury, Rosebery Court, St Andrew's Business Park, Norwich, NR7 0HS
- 17.5 No invoice will be authorised without an associated purchase order number

18. CONTRACT MANAGEMENT

- 18.1 Attendance at Contract Review meetings shall be at the Supplier's own expense.

19. LOCATION

- 19.1 The Treasury location is 1 Horse Guards Road, London, SW1A 2HQ. When COVID social distancing or other relevant restrictions are relaxed, we anticipate the Supplier will work in a hybrid model with a combination of remote and 1HGR office-based working. The office-based working is unlikely to exceed two days a week.

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