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Bid Pack

Attachment 3 – Statement of Requirements

Contract Reference: CCCC20A49 Provision of Consultancy on
Civil Service Modernisation and Reform

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1. PURPOSE

- 1.1 The Contracting Authority is seeking consultancy services to assist in the rapid development of a programmatic approach to civil service modernisation and reform.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 The Cabinet Office supports the Prime Minister and ensures the effective running of government. We are also the corporate headquarters for government, in partnership with HM Treasury, and we take the lead in certain critical policy areas. The Cabinet Office is responsible for:

2.1.1 Promoting efficiency and reform across government through innovation, better procurement and project management, and by transforming the delivery of services;

2.1.2 Supporting collective government, helping to ensure the effective development, coordination and implementation of policy;

2.1.3 Supporting the National Security Council and the Joint Intelligence Organisation, coordinating the government's response to crises and managing the UK's cyber security;

2.1.4 Promoting the release of government data, and making the way government works more transparent;

2.1.5 Creating an exceptional Civil Service, improving its capability and effectiveness; and,

2.1.6 Political and constitutional reform.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 Alex Chisholm was recently appointed as the Chief Operating Officer for the Civil Service and Permanent Secretary for the Cabinet Office. A core responsibility is supporting ministers to develop and then drive forward a reform programme for the Civil Service. This will be a programme that has the citizen at its heart and will transform government to improve outcomes.

- 3.2 This is an important moment for government. The coronavirus response demonstrates the central importance of good government, able to respond quickly and effectively to emerging challenges.

- 3.3 This programme will ensure the ongoing transformation of the Civil Service to further enhance its efficiency, effectiveness and agility, creating the high-performance, innovative and digitally powered service we need for the times we are in. It is about equipping the civil service to operate successfully in a

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context of rapid change and big challenges, from the response to coronavirus to net zero to forging a successful new path outside the EU. Ultimately it must support real world improvements in services and outcomes for the public.

4. DEFINITIONS

Expression or Acronym	Definition
Reform Prospectus	means the document we use to set the vision for reform and describe the path to achieving it. The document will be specific in the outcomes we are seeking, but for a reform programme of this scale, it is not expected that this will describe the end state in detail.

5. SCOPE OF REQUIREMENT

- 5.1 The primary phase of work will be support for the rapid development of a reform prospectus document. This will set out the case and opportunity for reform, the key areas for action, and provide a basis for wide engagement in the civil service and beyond. Further details on the role in relation to the document are provided below. The requirement is also to support high quality, interactive engagement within the civil service, particularly across the senior civil service, and other stakeholders as the reform prospectus is developed and developing plans for further much wider engagement once the document is published.
- 5.2 There is the potential for this to develop into a further, subsequent phase where the requirement would be for a strategic partner to support the refinement and roll out of the programme, building momentum from the consultation into a fully fledged multi-year reform programme that is rigorously managed across government.

6. THE REQUIREMENT

- 6.1 The authority requires support for the development of a reform prospectus for civil service modernisation and reform. This is expected to become a significant programme and initial thinking suggests the following areas. However, it is important to note these are not set in stone - **reviewing, developing, challenging** and **suggesting better alternatives/additions** are core parts of the requirement:
- 6.1.1 *Better delivery*: major projects need strengthening; the conversion rate of manifesto commitments can also be improved; and we need to accelerate the adaptation toward online delivery of services.
- 6.1.2 *Reinforced accountabilities*: suitably qualified people should be appointed to deliver major projects and policy reforms; they should

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remain in position for the duration, and be rewarded for successful completion.

- 6.1.3 *Enhanced capability*: the focus over the last 5 years has been on commercial and digital skills and these are gradually improving with a long way still to go (InCiSE ranks UK 27th of 38 countries for digital services); project management and systems thinking need enhancement; and we are at an early stage of embedding data science and sophisticated knowledge management. Improving porosity of the Civil Service to external talent will help accelerate this step-up in capability. We need to integrate in a more comprehensive way behavioural science and other such mature academic disciplines into policymaking and delivery.
- 6.1.4 *Reinventing policy-making*: Policy making needs to employ more tools based on quantitative data based on research and testing. Policy should always be developed so that when we move to implement we know it will work.
- 6.1.5 *Innovating better*: changing our organising principle to one of innovation; embedding initiative and risk-taking within the Civil Service; and by making full use of expert external inputs, meaningful citizen engagement, and iterative 'agile' development methods with short feedback loops to allow course correction and accelerate the rate of improvement.
- 6.1.6 *Restating responsibilities*: some things which could be better done by central teams (for example, IT systems and premises) remain within the departmental perimeter, whereas in other cases the centre is very closely involved in matters which Departments could be left to deliver. Departments themselves present variable mixtures of ministerial-facing policy advice and citizen-facing service delivery. More organisational clarity can be achieved.
- 6.1.7 *Creating cross-cutting programmes*: this is particularly desirable when the work required extends across multiple departments. This exists for EU exit, national security, and civil contingencies work, and it has worked well so far in the response to Covid-19. The new Strategic Framework is beginning to take root across departments. What needs to be brought in is a cross-cutting strategy and execution to tackle the economy-wide challenges of climate change and 'levelling up', as well as more specific reform priorities. Responsibilities and resources need to be aligned, and the focus shifted as much as possible from inputs and outputs to desired outcomes.
- 6.1.8 *Resetting relationships*: it is important to champion and promote mutually respectful and productive dealings within government. A

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reform mindset among Civil Service leaders must also be promoted, reflecting the new administration's own outlook as well as objective realities. There are many brilliantly talented and committed leaders across the Civil Service, but there are also potential questions to be addressed relating to accountability and to appetite for new approaches. Ministers should feel absolutely confident when setting policy goals that their departments will deliver against them, and should not have to spend excessive time dealing with low level administrative matters, leaving them free to prioritise instead big decisions and external representation and communication. It is also worth considering how Ministers can be confident in making complex decisions on the basis of partial advice, including on their ability to draw on appropriate politically focused support.

6.1.9 *Upgrading business systems:* government systems currently could be improved when compared with their private sector equivalents. Fundamentally, the entire "infrastructure" of government must be fit both for today's issues, and be able to respond and evolve to meet future challenges. For example, time and money are still wasted when substandard legacy IT is relied on. We also need to rapidly build on the potential of big data, automation and computer-enhanced decision-making.

6.1.10 *Reflecting the whole UK:* the civil service is more diverse than it has ever been but still does not properly reflect all the communities we serve. The future civil service will need to embody all forms of diversity, including promoting social mobility and achieving much greater cognitive diversity, supported by the regional redistribution of administrative functions across the UK. This will also support the key government objective to reduce regional disparities in economic performance.

6.2 For the initial phase, the authority requires consultancy to help design a reform prospectus for consultation and an engagement strategy based upon this reform prospectus.

6.3 The core of the potential provider's activity will be focussed on helping to develop the reform prospectus. The potential provider is expected to:

6.3.1 Contribute new ideas and insights, including among other things bringing in external resource and comparators from academia, private sector, and other countries, to help us benchmark the UK against the best examples to identify the scope for improvement. This will inform the approach to tackling some of the most difficult challenges facing government, including the model for cross-department working on the biggest cross-cutting issues, building civil

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service capability on new technologies including use of data, AI, automation, digital delivery and becoming a true e-government.

- 6.3.2 Feed into development of criteria to select the right reform activity, so we identify activities that will genuinely drive change and improvements and can feasibly be delivered.
 - 6.3.3 Support engagement with external parties, bringing in experts in reform, transformation, digital, data, tech, and to help shape the reform prospectus and our approach, with reference to the above mentioned areas of interest.
 - 6.3.4 Support in designing a programme structure, delivery approach and creating a programme plan.
- 6.4 For the consultation strategy, the potential provider is expected to:
- 6.4.1 Assist the production of an engaging, and interactive approach to consulting across the civil service and beyond (including citizens and the wider public sector) on the case for potential reforms that both **captures** a diverse range of inputs, and helps staff and stakeholders feel **engaged** in the process of reform.
- 6.5 Following the consultation, the potential provider is expected to return in September to provide additional support (up to a maximum of 10 days), to help in the development of next steps.
- 6.6 In producing these, the authority expects the potential provider to deploy the following:
- 6.6.1 Innovative and novel thinking, helping to elevate the quality of this work. The authority seeking a provider who acts as a genuine thought partner, providing challenge and high quality insight.
 - 6.6.2 Evidence and best practice from around the world, including best in class private sector comparators.
 - 6.6.3 In line with the highly strategic nature of this work, a high performing team with a large proportion of senior staff experienced in both government reform, and latest approaches in organisational design, culture and systems to drive success in an era of rapid change.
- 6.7 Subsequent phases
- 6.7.1 In the 12 months after the first phase, the Authority may decide to utilise the services of the potential provider for further work. This may

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include, among other things, advice and support on further events, policy development and other project work.

7. KEY MILESTONES AND DELIVERABLES

7.1 The following Contract milestones/deliverables shall apply:

Milestone/Deliverable	Description	Timeframe or Delivery Date
1	Delivery plan produced and agreed with the Authority	Within week 1 of Contract Award
2	Initial findings/hypotheses to support reform prospectus presented	No later than 29/05/2020
3	Input into draft version of reform prospectus, and consultation strategy produced	No later than 12/06/2020
4	Input into final version of reform prospectus, consultation strategy produced	No later than 26/06/2020
5	Provide further (up to a maximum of 10 days) support following results of consultation to assist in formulation of next steps.	No later than 30/09/2020

8. CONTINUOUS IMPROVEMENT

- 8.1 The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 8.2 The Supplier should present new ways of working to the Authority during weekly Contract review meetings.
- 8.3 Changes to the way in which the Services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.

9. PRICE

- 9.1 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.
- 9.2 For work beyond Milestone 4, where possible, the Authority will provide the Supplier with a Scope of Work and the Supplier should endeavour to provide a lump sum cost for that work using the rates quoted in table A on Attachment 4 – Price Schedule. This price should be approved by the Authority before any work commences.

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- 9.3 Where it is not possible to the Authority to provide a scope of works, day rate charges shall apply using the rates quoted in Table A on Attachment 4 – Price Schedule.
- 9.4 Due to the high profile nature of this commission, the Authority are expected Suppliers to offer discounts on their maximum framework rates.

10. STAFF AND CUSTOMER SERVICE

- 10.1 The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.
- 10.2 The Supplier’s staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.
- 10.3 The Supplier shall ensure that staff understand the Authority’s vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

11. SERVICE LEVELS AND PERFORMANCE

- 11.1 The Authority will measure the quality of the Supplier’s delivery by:

KPI/SLA	Service Area	KPI/SLA description	Target
1	Delivery timescales	All materials and activities (referred to in the milestone section) to be delivered within the time specified.	100%
2	Quality	Quality of deliverables to be defined by key stakeholders to meet their needs and to be assessed by feedback from the stakeholders	100%
3	Engagement and Relationship	Engagement with the Customer and nominated stakeholders is appropriate and focused on Service delivery.	100%
4	Knowledge transfer	Effective knowledge transfer is to be provided throughout the period of engagement	100%

- 11.2 In the event that a KPI identified above is not met the Authority reserves the right to withhold payment until such time as the KPI is delivered to a satisfactory standard.

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- 11.3 In the event that the contract is terminated due to supplier poor performance then the supplier will provide the Authority with copies of all work undertaken up to that point.

12. SECURITY AND CONFIDENTIALITY REQUIREMENTS

- 12.1 All personnel provided by the Supplier will be required to hold BPSS security clearance for the entirety of the Contract.

13. PAYMENT AND INVOICING

- 13.1 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 13.2 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
- 13.3 Invoices should be submitted to: Redacted

14. CONTRACT MANAGEMENT

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

15. LOCATION

- 1.1 The location of the Services will be carried out at the Redacted and Redacted For the duration of the coronavirus emergency, remote working will be necessary. Expenses to these locations should be included in the rates. Expenses to other locations will be paid in accordance with the Authority's Travel & Subsistence Policy and must be agreed in advance.

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