



Appendix A Specification for

UKRI-3141 Support for the planning and implementation of UKRI's Organisational Change Portfolio



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1. Introduction

The Supplier is required to support the organisational change portfolio with planning and implementation to provide capacity, consistency, greater reach, and consolidation of various strands of work across the portfolio. The Supplier shall work with project and programme managers across the OCP and report into the Delivery Lead.

The Supplier shall bring value-adding capabilities and relevant experience in the areas of:

- Portfolio and programme management
- Operating model and organisation design
- Planning and integration / identification of dependencies

Specifically, the Supplier will be responsible for delivery of the following work elements:

- Integrating the newly agreed implementation groupings for the change portfolio and producing a joint plan which takes into account other change elements, dependencies and OD work currently being done in UKRI
- Assess the impact on the business, integration of services, process and systems into operating model designs and identify any dependencies and their owners / managers for ensuring alignment.
- Develop end to end business processes including both integration with new systems being implemented and aiming to optimise all processes e.g., by driving out complexity minimising hand offs and where needed undertaking activity-based costing and identifying opportunities for greater digitisation including greater/better use of data sources.
- Support OD resources to ensure and support the production of the overall detailed design for assigned areas of the OM work.
- Identify risks and mitigations of the current plans working with assigned PMs
- Work to the SRO of the grouping and programme director of the OC portfolio or delegated deputy to agree acceptance of the above points and to ensure any issues or areas with a lack of clarity have been resolved.
- Ensure change management plans aligned to the overall change management plan including but not limited to change readiness plans, RACIs and other work as needed with the cross functional team.
- For corporate services benchmark against best practise and size in similar organisations to enable a reasoned case for greater and lesser Opex reductions while meeting overall target levels.



The Supplier shall bring experience of and/or access to best practices in relation to:

- Back-office transformation ('enabling services') in a public sector context and merger/integration context including best practise and knowledge of data use and automation.
- Strategy and governance/decision-making in a non-departmental public body or analogous sector/organisation.
- Data & information in multi-divisional and/or matrix organisations.
- Funding in the research and innovation sector (incl. higher education, charities, government, businesses).

Duration:

- The Contract is expected to last up to 12 months

2. Aims & Objectives

The Operating Model (OM) is moving towards the implementation phase in a staged way and will be incorporated into the overall Org Change Portfolio (OCP). The 10 OM Workstreams are at different levels of maturity and going forward will be grouped in a consistent and logical way that allows for joined up implementation alongside the existing Org Change major programmes (SBF, SHARP, Tech, People & culture).

These groupings are envisioned to generate greater consistency and coherence in delivery from programme management perspective as well as reduce duplication, scope blind spots, hand offs and potentially drive greater Opex FTE efficiency savings when consolidated and viewed together across the organisation.

Objectives are as already noted specifically the supplier will be expected to ensure:

- Integrating the newly agreed implementation groupings for the change portfolio and producing a joint plan for the elements which the supplier takes a lead on which takes into account other change elements, dependencies and OD work currently being done in UKRI.
- Assess the impact on the business and identify any dependencies and their wonders / managers for ensuring alignment for the groupings assigned.
- Support OD resources to ensure and support the production of the overall detailed design for assigned areas of the OM work.
- Identify risks and mitigations of the current plans working with assigned PMs.
- Work to the SRO of the grouping and programme director of the OC portfolio or delegated deputy to agree acceptance of the above points and to ensure any issues or areas with a lack of clarity have been resolved.
- Ensure change management plans aligned to the overall change management plan including but not limited to change readiness plans, RACIs and other work as needed with the cross functional team.

3. Background to the Requirement

Operating Model

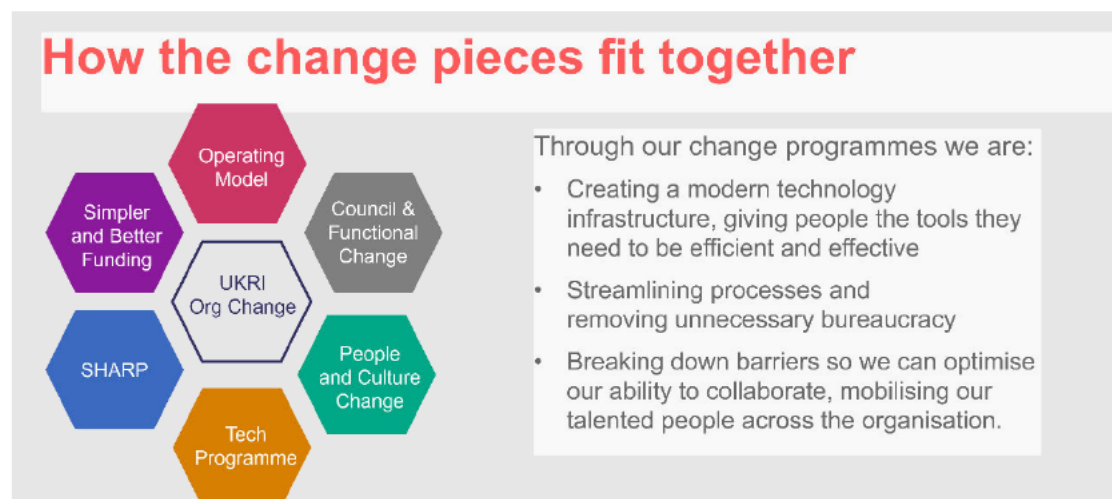
A project was established in November 2021 to design UKRI’s Operating Model (OM) and to identify priority areas for making UKRI an even more efficient and effective organisation.

The UKRI OM Team has been led by the UKRI’s Chief Operating Officer who is the sponsor for this business-critical area of work.

The aspiration for the OM work is to achieve:

- Greater collaboration and empowerment across the organisation
- A simpler and better UKRI
- Improved clarity on governance, responsibilities, and accountabilities
- Reduced duplication of effort, frictions and frustrations caused to all colleagues
- Better products and services for end users, both internally and externally
- Significantly contributing to meeting the BEIS OpEx/OpEx FTE challenge

It will help to improve the future shape, structure, and size of UKRI’s business functions.





Important Internal Drivers for the Operating Model:

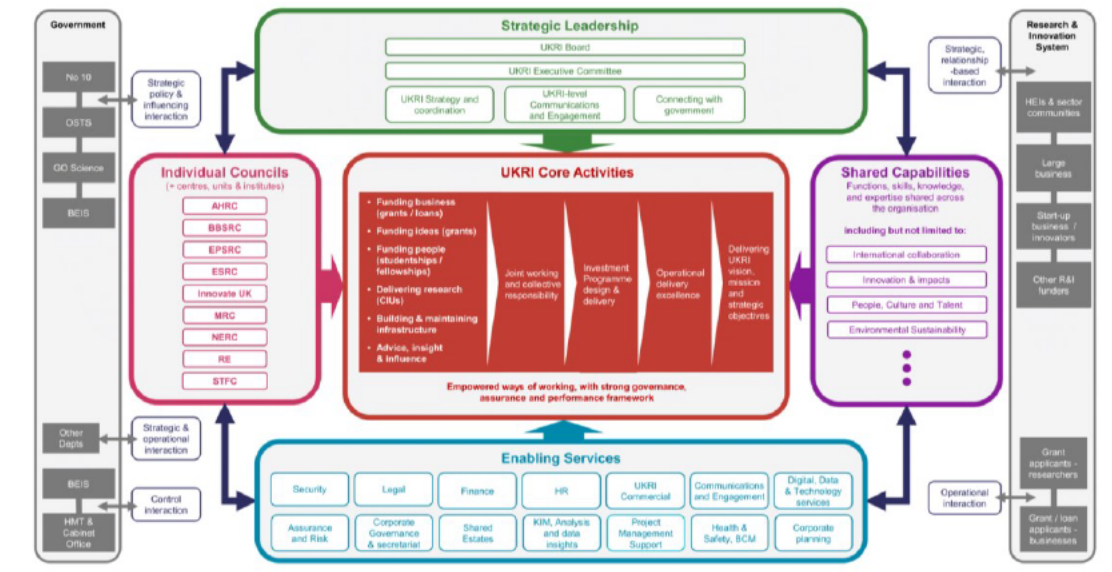
The OM and priority areas are directly aligned to [UKRI's 5 Year Strategy](#) – Objective 6: ‘A world class organisation – making UKRI the most efficient, effective and agile organisation it can be’, with 3 organisational priorities:

- Empower talented people to collaborate and thrive
- Make UKRI an efficient, effective, and agile organisation
- Catalyse change and impact through partnerships and leadership

Important External Drivers for the Operating Model:

- In December 2021, UKRI received a BEIS and Treasury request to reduce its Operating Expenditure (‘OpEx’) by 25%, as well as staff numbers funded by OpEx by 17% and this needs to be fully achieved by April 2025 (with evidence of progress made each year). It is imperative that this is continually recognised as an important focus for the OM work streams and future solutions aim to make the organisation leaner and more efficient.
- An [independent review of UKRI](#), led by Sir David Grant, commissioned by BEIS, was published in July 2022. It is imperative that the relevant challenges and recommendations re efficiency and effectiveness are reflected in the OM work and solutions.

UKRI's Medium-level Operating Model Framework



Operating Model design principles

Aligned to our mission	Effectiveness of delivery	Trust in One UKRI	Agile, expert & empowered	Clear & transparent decision-making	Integrated and ambitious approach to technology
<p>UKRI's Operating Model is being designed to enable us to deliver our strategy in the most effective and efficient way.</p> <p>Changes must enable the delivery of UKRI's mission and strategic objectives</p> <p>We will not introduce changes that require new primary legislation</p>	<p>It is essential to ensure that responsibilities are clear, any unnecessary process or duplication is removed, and we design how we operate with simplicity at the heart of our thinking.</p> <p>Common organisational infrastructure and processes should be adopted, wherever justified</p> <p>We should ensure that our ways of working are as simple as they can be to achieve our aims</p> <p>Processes and ways of working will be as efficient as possible (particularly no duplication and as few "hand-offs" as possible)</p> <p>The Operating Model will enable UKRI to meet its OpEx spending review limits</p>	<p>We need to define where we need specialisms, and focus their use to deliver our objectives, wherever in the organisation they sit.</p> <p>We will recognise the expertise of others and not build duplicative capabilities</p> <p>We will enable collaboration and multi-disciplinary working, by optimising expertise, wherever it sits</p> <p>Any specialist expertise that is required by more than one Council will be delivered, through defined Shared Capabilities</p> <p>Enabling services will be centralised or strongly co-ordinated, to ensure common standards and efficiency of delivery where it increases efficiency</p>	<p>We need to design in ways where resources across UKRI can be prioritised onto our most important and urgent delivery, removing barriers to moving people around.</p> <p>UKRI needs a way to identify and maintain clear view of priorities</p> <p>UKRI needs simple mechanisms that enable optimisation of the use of resources and expertise for our priorities</p> <p>Staff should be able to be deployed and move around UKRI, as required, simply and without over-bearing bureaucracy</p> <p>Development and training of UKRI's expert resources should be co-ordinated and as efficient as possible</p>	<p>UKRI requires clarity of authority for decision-making and simplicity in the decision-making process, combined with strong controls. Empowerment with accountability.</p> <p>We will retain community input (e.g., peer review) in our decision making</p> <p>Clear accountability and responsibility should be defined for all capabilities and functions (and widely understood)</p> <p>Empower and delegate wherever possible, and maintain decision-making at most appropriate point for control and efficiency</p> <p>Ensure control framework matches decision-making design</p> <p>Clarity of which committees have what decision-making authority</p>	<p>We should optimise our use of data and technology in order to modernise our ways of working, simplify what we do, how we do it and reduce our overall cost of operation.</p> <p>Technology should be leveraged to drive efficiencies</p> <p>UKRI will have well-maintained data and technology that supports a single and consistent view of corporate information</p>

Simpler and Better Funding (SBF) Programme

We are creating a funding service that is easy to use and supports everyone involved in research funding.

Our goal is to operate a single, consistent user-centred service that:

- Reduces the burden of finding, applying for and managing research funding
- Gives UKRI evidence to support funding the best ideas
- Responds and adapts easily to change

SHARP Programme

The Services for HR, Accounting, Reporting and Procurement (SHARP) Programme will harmonise disparate UKRI and UK SBS business processes and provide a modern and better replacement for our current systems, which are nearing the end of their lifespan.

Our new Enterprise Resource Planning (ERP) system will provide an intuitive self-service user experience from any device at any time with access to timely, relevant and accurate information enabling sound decision-making and reporting.

The new system will go live in July 2023. Innovate UK currently use a different system, Workday, which will transition in a second phase in the Autumn of 2023.

Tech Programme

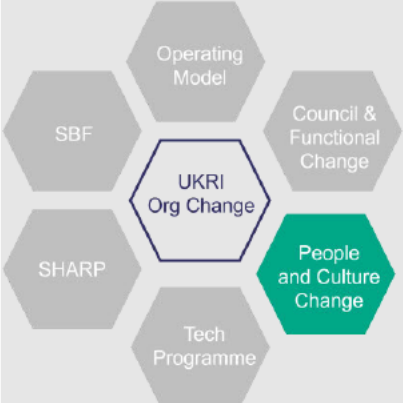
The Technology programme (made up of a range of subsidiary programmes and projects) will ensure we have the right digital, data and technology processes and infrastructure in place across UKRI. This will make it easier for colleagues to collaborate and make better use of our data, getting the most out of our systems.

Unified UKRI IT Services is supporting the IT requirements of each council whilst bringing all devices, applications, networks and information management into the UKRI family.

Data programme is making it easier for colleagues to use data effectively and get the most out of our systems.

- DataBank** is creating a single source of trusted and governed data for analysis and reporting across UKRI. (This will focus on business operational data, such as HR, finance and grants)
- Enterprise relationship management (ERM)** is piloting a single source of partner contact and relationship information across UKRI
- Data excellence and optimisation** is making the most effective use of our trusted data through automated processes

People and Culture Change

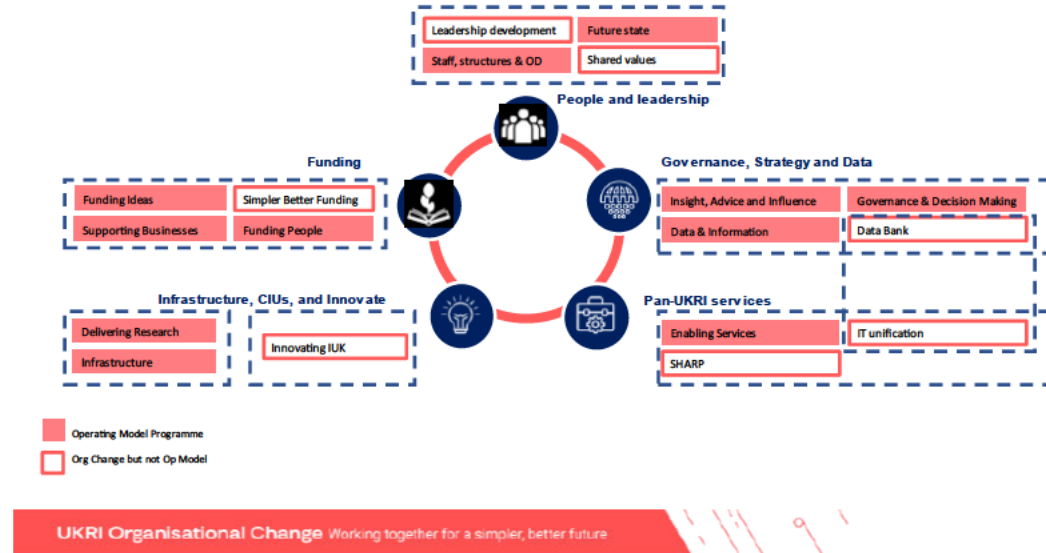


Our change programme is about helping UKRI become a world-class organisation. That means doing everything we can to engage and support colleagues across the organisation, to make sure that change is informed by what matters to our staff. It also means making sure that colleagues across UKRI are ready and equipped as change agents.

The feedback we received from the UKRI People Survey will be a vital part of this change journey.

4. Scope

Organisational change programmes (groupings)



Scope includes the totality of organisational change portfolio but is focused on the Operating Model and excludes specific support into other change programmes e.g. the new ERP system, specific input to the technology programmes and technical input to the new grants systems SBF.

The Supplier must be able to cover the 5 broad groupings of programmes shown above.

The Supplier should provide:

- Advice and planning for the functional (content) grouping lead to help identify resourcing and expertise requirements
- Production of a joint integrated plan across multiple schemes of work and leadership of UKRI resources on delivery activities where appropriate, including:
 - Pre-Implementation support as the groupings and interdependencies within existing and emerging programmes evolve.
 - Integration of the Op Model work, currently distributed into 10 distinct workstreams at design phase into a coherent portfolio of programmes.
 - Identification of specific timings, milestones, and dependencies.
- The Supplier must collaborate with their counterparts and the (internal) cross functional team to improve visibility of opportunities, progress, risk, and dependencies across the portfolio, specifically including:



- The Supplier taking responsibility for the effective delivery of the work in close collaboration with existing structures, programme teams and leadership and provide handover to effectively embed changes as required.
- The Supplier will reinforce and improve existing benefits realisation mechanisms based on the learnings from integration and early implementation of programmes.
- The Supplier will produce consistent and coherent documentation to streamline and simplify reporting across the broad programme of work.

The work envisioned is predominantly remote with some occasional travel to London/Swindon offices. The price of the requirement will be inclusive of travel and subsistence expenses. Additional claims will not be paid.

5. Requirement

The Supplier will join existing teams working on the Operating Model – at either (or both) workstream or programme level. This will include attendance at regular programme meetings currently including:

- Weekly cross programme meeting
- Weekly (or more frequent) workstream meeting (dependent on workstreams being supported at any one time)
- Regular interactions with the overall programme manager and programme director.

The Supplier should be able to demonstrate significant experience in and knowledge of implementation of operating models in complex organisations alongside knowledge of current benchmarking for shared services and other relevant skills sets including but not limited to organisational design. This is a fast-moving programme, and we would expect the supplier to be able to demonstrate experience in identifying key priorities and the critical path for activities.

Work included below must be completed (or largely completed) before the end of the financial year (March 2024).

- Delivery of implementation plans for any elements of the Operating model agreed as early priorities and support for implementation planning for elements of the operating model agreed a later changes due to dependencies on other change programmes underway. This will include agreement of how these elements interact within and across the groupings identified earlier in this document.
- Benchmarking and clear agreement on the expected size of shared services/ pan-UKRI activities (including HR, finance, communications, IT, project support) and identification of changes that could be made to enable efficiency savings to be identified this may include facilitation of workshops to ensure all options are identified and debated with clear decisions made.
- Identification and recording of any dependencies (to be included in the project plan) across the Op model workstreams and the wider change portfolio in conjunction with the UKRI portfolio office.
- Facilitate identification and management of synergies / integration & alignment opportunities between Groupings – this may include facilitation of workshops/
- Work closely with the functional (content) grouping lead to help identify resourcing and expertise requirements and ensure these are captured.

- Act as a collaboration point alongside the cross functional team (internal to UKRI) to improve visibility of opportunities, progress, risk, dependencies, and impact across the portfolio
- Identify and leveraging the sharing best practices in delivery approaches and subject matters relevant to a defined Grouping from outside UKRI

Programme reporting to SRO/Programme leadership team:

- Provide consistent coherent reporting and updates to SRO/Programme leadership team as agreed with the PO – no less that monthly and as required where there are issues or progress to raise.
- Support PO where needed, in further refining and streamlining reporting across the programmes and across organisation

Documentation:

- Produce consistent and coherent documentation bringing together OC programmes in line with PO approach
- Input into all programme/portfolio reporting as required
- Input into governance papers as required.
- Final output will include plans from the assigned grouping, Org design elements as appropriate and handover documentation for future / ongoing work elements.

6. Timetable

Following the start date of this contract currently assumed to be mid-August to Early September

First 7 months (to end of the financial year) with a possibility of extension into 24/15

- Prioritisation of activities and a clear plan for delivery milestones (will be done in conjunction with the internal team)
- Management of relatively discreet/low-impact and prioritised OM-driven projects/changes.
- Confirming integration of OM-propositions and relevant programmes in wider Portfolio (e.g., aligned to / managing dependencies with other major change programmes such as SHARP and SBF)
- Benchmarking and identification of potential changes / efficiencies for pan-UKRI services
- Supporting work for Value chain identification and changes that are could be made to ensure efficiencies are identified while our strategic objectives are still met.

Performance indicators will include acceptance of suggested changes by internal stakeholders, identification of efficiencies or best practise from organisations outside UKRI and clear documentation to support implementation activities.

Payments and milestones will be agreed with the Supplier upon Contract award.

7. Social Value

The Supplier will be expected to align to the principles, obligations and aspirations set out in the Social Value Act (2012)¹. The Supplier shall identify and deliver on Social Value initiatives as identified and agreed. The Supplier will be responsible for recording and reporting performance against agreed Social Value scorecards.

Based on the Social Value Model², UKRI have identified “**tackling economic inequality**” as the Key Theme most relevant to this Contract. Information about the Key Theme is presented in the table below:

Table of Social Value Key Themes

Key Themes	
Theme:	Tackling economic inequality
Policy Outcome:	Create new businesses, new jobs and new skills.
Delivery Objectives (Activities that):	<p>Create opportunities for entrepreneurship and help new, small organisations to grow, supporting economic growth and business creation.</p> <p>Create employment opportunities particularly for those who face barriers to employment and/or who are located in deprived areas.</p> <p>Create employment and training opportunities, particularly for people in industries with known skills shortages or in high growth sectors.</p> <p>Support educational attainment relevant to the contract, including training schemes that address skills gaps and result in recognised qualifications.</p> <p>Influence staff, suppliers, customers and communities through the delivery of the contract to support employment and skills opportunities in high growth sectors.</p>
Reporting Metrics:	<p>Number of full-time equivalent (FTE) employment opportunities created under the contract, by UK region.</p> <p>Number of apprenticeship opportunities (Level 2, 3, and 4+) created or retained under the contract, by UK region.</p> <p>Number of training opportunities (Level 2, 3, and 4+) created or retained under the contract, other than apprentices, by UK region.</p> <p>Number of people-hours of learning interventions delivered under the contract, by UK region.</p>

¹ [Public Services \(Social Value\) Act 2012 \(legislation.gov.uk\)](https://www.legislation.gov.uk)

² [Procurement Policy Note 06/20 – taking account of social value in the award of central government contracts - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/policies/procurement-policy-note-0620-taking-account-of-social-value-in-the-award-of-central-government-contracts)