

Forestry Commission – Management Consultancy – Expression of Interest

Forestry Commission England (FCE) is considering the use of external consultancy to provide additional capacity and expertise to support it in developing Strategic Outline Business Cases for Corporate Services. We are seeking initial expressions of interest from suppliers and consultants with the necessary experience. Expressions of interest should simply confirm your interest and provide contact details at this stage. It should be submitted by email to andy.goodsir@forestry.gsi.gov.uk by **5pm on 9th January 2015**.

It is planned to hold initial informal telephone discussions with interested suppliers during w/c 12th January, with a view to issuing a tender shortly after that. It is likely that we will then arrange a suppliers briefing to support the tender process. Please email any initial questions you may have to the above email address. We will start to respond from 5th January 2015 onwards.

FCE has produced a draft Statement of Requirements which is provided for information at Annex A. At this stage we do not require any formal response to this document. It provides a description of the scope and requirements of the assignment as we currently see it and will support your qualification of this requirement.

FOR INFORMATION - Draft 18.12.14

Statement of Requirements

Forestry Commission England (FCE) requires some management consultancy support to develop and co-deliver costed options and Strategic Outline Business Cases for the future provision of corporate services across FCE.

As part of the written quote, we would like management consultants to set out:

- how they plan to deliver the assignment, including the use of FC resources;
- how their approach provides best value for money;
- CV's for relevant individuals; and,
- day rates and expected total cost of carrying out the assignment.

Please keep the above to a maximum of around 2,000 words. Please send us your quote by [*tender closing date*].

Assignment

The joint FCE and consultant team will:

- define FCE's future requirements for the following corporate services: Finance & Accounting, Procurement, Internal Audit, Human Resources, Communications, Health & Safety, and Equality & Diversity. In each case the statement of requirement will include a Target Operating Model (TOM) for the service. These TOMs are currently in development;
- develop costed options to meet those requirements, including benchmarking against current costs; and
- develop evidenced Strategic Outline Business Cases (SOBC), with costed options for the future provision of the specified range of services. Each SOBC must adopt the approved internal template (Annex A).

It is expected that FCE staff will take full responsibility for delivery of the work in the following service areas: Procurement, Internal Audit, Communications, Health and Safety, Equality and Diversity. The main role of the consultant in relation to these areas will be to ensure consistency and integration across the whole suite of SOBCs.

It is expected that the consultant will take primary responsibility for delivery of the work in the following service areas, drawing on the support of the FCE team: Finance and Accounting, and Human Resources. The consultant will also be required to work closely with FC staff in scoping the process for developing a TOM for Information Services.

The consultant will have significant experience in writing strategic business cases, be highly numerate and be required to work at pace.

Bidders' attention is drawn in particular to the following considerations (further information is at Annex B, and a high-level structure diagram at Annex C):

- Forest Services (FS) – the regulatory, grant-making and advisory arm of FCE – is expected to draw its corporate services in future from the new Defra Network Corporate Services (NCS), and from Civil Service-wide shared service provision in

HR and Internal Audit, insofar as possible. Further information about NCS is at Annex D.

- Forest Enterprise England (FEE) is expected, subject to the will of the next Parliament, to be changed by statute into a public corporation independent from the Forestry Commission. It will remain in the public sector, but its staff will not be civil servants. It is expected to be a matter for the Board of the new organisation (known for working purposes as the Public Forest Estate Management Organisation or PFEMO) whether it sources its corporate services in-house, from NCS or other government providers, or from private sector outsourced service providers.
- Corporate services are currently provided to FCE, FC Scotland, and FC Central Services from an in-house shared service operation in Edinburgh within FC Central Services, and in part by the FCE National Office in Bristol. This operation is not expected to continue in the long term, and a roadmap (Annex E) has been published to staff indicating the high-level change plan. The SOBC for each service will need to be refined and in due course implemented in conjunction with business cases for service provision to FC Scotland and the remaining elements of FC Central Services. While the joint FCE-consultant team is not expected to deliver the fully integrated solution, the SOBCs developed must take cognisance of the existing service and cost baseline and the need for the overall way forward to meet the needs of all parts of the Forestry Commission.
- Information and Communication Technology services are also provided on the same basis at present and will require a similar statement of requirement, target operating model and SOBC in due course. That work is excluded from this request for quotes, and may be tendered separately after the agreement of the FC IS strategy in March 2015. The joint delivery team should, however, identify at a high level any ICT implications of options proposed within the SOBCs.

Deliverables

The deliverables are to be provided in two stages each within an agreed timescale.

Stage 1 will comprise:

- Draft Strategic Outline Business Cases for each corporate service, incorporating a Statement of Requirement for FEE and FS and costed options.
- A presentation to senior FCE staff.

Stage 2 will comprise:

- Final Strategic Outline Business Cases for each corporate service, forming a coherent suite of SOBCs.

The consultant will not be accountable for the quality of the deliverables in those areas where it is specified above that FCE staff will lead. The consultant must, however, alert the senior client and Director England at the earliest possible stage to any risk that the team will not be able to produce the full set of deliverables to a satisfactory standard, and recommend corrective action.

Background

Background to this request for quotes is provided in the following annexes:

- Annex A: SOBC Template. [To be provided at tender stage]
- Annex B: Information on FCE/CS and WPEP.
- Annex C: High level structure diagram. [To be provided at tender stage]
- Annex D: Information on NCS. [To be provided at tender stage]
- Annex E: Shared Services 'Road Map'. [To be provided at tender stage]

Methodology

We envisage that the consultant(s) will the work on site in the FCE National Office in Bristol and co-deliver the project with the WPEP Delivery Manager, who will manage the contract and act as the primary bridge to the business and dedicate 80% of his time to the work. There is likely to be a requirement to travel to FC's office in Edinburgh.

The programme of work and relationship management will be overseen by the WPEP Programme Director & FC England Finance Director, who will dedicate 20% of his time in support of the work.

Relevant FCE and FC Central Services staff will be available for interview. A list will be provided to the successful bidder. The consultant will also need to engage with relevant Defra staff in developing options.

An appropriate level of secretarial and analytical support will also be provided from within the FC following discussion and agreement with the successful bidder.

Full existing, relevant, documentation will be provided. Confidentiality and systems requirements will be discussed and agreed at later stages.

We are happy to discuss the methodology in more detail at later stages.

Timing

The consultant should be ready to begin work at approximately the beginning of February 2015. Stage 1 deliverables are to be completed no later than Friday 10th April 2015. Stage 2 deliverables are to be completed no later than Friday 8th May 2015.

Budget

We would like consultants to provide us with their day rates, with the maximum budget for this work being £49,999 (VAT inclusive) including expenses.

Further information

Consultants may submit questions about the tender at any time until [questions close date]. An information session for consultants considering bidding for this work will be held at our offices in Bristol on [bidders meeting date]. Please advise [FC Contact] if you wish to attend. Questions put and answers provided, whether at this session or in correspondence, will be circulated to all consultants who have registered their interest. Tenders will be sent to those suppliers who have expressed an interest. Attendance at

the information session is not compulsory, and all bids will be considered without regard to attendance.

Contacts

To be provided at tender time

December 2014

ANNEX's A, C, D and E will be provided at the time of tender.

ANNEX B

BACKGROUND INFORMATION ON FCE/CS AND WPEP

The Organisation

The Forestry Commission (FC) is the government department responsible for protecting, expanding and promoting the sustainable management of woodlands and increasing their value to society and the environment. Within the FC we have around 2,400 staff geographically spread across England and Scotland, our main offices in Edinburgh and Bristol.

Forestry is a devolved matter and organised such that bodies can continue to benefit from common functions and shared services. Forestry Commission England (CFE) has around 1,000 people with a head office in Bristol and offices across the country. The FC in England is recognised and respected as an international leader in sustainable forestry. Our reputation has been built on our expertise and our ability to achieve results that benefit people's lives.

FCE/CS is divided into 3 primary organisations:

- Forest Enterprise England (FEE) responsible for the nation's Public Forest Estate; and,
- Forest Services (FS) is responsible for working to put in place the conditions that enable private landowners and managers, businesses, civil society organisations, and local communities (the "forestry sector") to protect, improve and expand England's woodland resource.
- Cross Border Functions (CBF). Comprising Forest Research (FR) and Corporate Forestry Services (CFS) responsible for the provision of advice and support to the UK Government and to the devolved administrations in Scotland and Wales, conducting forestry research and providing technical forestry services.
- FCE/CS is supported by a Shared Services group based in Edinburgh who supply FC England, FC Scotland and Cross Border functions with corporate services, namely Finance & Accounting, Procurement, Internal Audit, Human Resources and Information Technology.
- FCE also maintain a National Office in Bristol with staff that provide FCE specific corporate support including Executive Office (Secretariat), Finance & Accounting, Procurement, Human Resources and Communications.

The Change Programme

The Forestry Commission is moving through a significant change programme under the overarching Woodland Policy Enabling Programme (WPEP) which was initiated to implement the Government's Forestry and Woodlands Policy Statement published in January 2013 following recommendations made by the Independent Panel on Forestry.

The WPEP brings together into a co-ordinated programme, the three main strands of work coming out of the Government's forestry and woodlands policy statement:

- setting up the new Public Forest Estate Management Organisation (PFE MO);
- considering the future of our forestry functions; and,
- cross border services.

This joint Defra/Forestry Commission programme will ensure that we deal with the changes in an integrated way, including corporate and cross-border services and forest research.

The programme mandate is:

- To develop & implement the structural and business changes required to enable the success of the Forestry and Woodlands Policy Statement.
- Minimise short-term instability.
- Deliver a planned, smooth transition.

WPEP intends to deliver the benefits and outcomes identified in the Government's forestry and woodlands policy statement covering the need for strong and resilient delivery arrangements that achieve better quality outcomes for the economy, people and nature. This includes simplifying FCE/CS's current structures and stepping back from any unnecessary day-to-day involvement through:

- retaining a core of forestry expertise within Government with the capacity to deliver a range of functions, duties and powers;
- reviewing the Government's forestry functions alongside the outcome of the Triennial Review of the Environment Agency and Natural England;
- working with the devolved administrations to ensure that vital cross-border functions in areas such as research, standards and tree health can continue to be delivered centrally, where this is appropriate;
- establishing via legislation a new, operationally-independent Public Forest Estate management body to hold the Estate in trust for the nation. It will be charged with generating a greater proportion of its income through appropriate commercial activity and with maximising the social, environmental and economic value of the assets under its care.

The Golden thread which binds the programme together is the future delivery of the objectives of Forestry Commission England to protect, improve and expand our forests and woodlands.