de novo solutions

THE SUNDAY TIMES Hundred 2025
BRITAIN'S FASTEST-GROWING PRIVATE COMPANIES

Oracle ERP, HCM and Payroll Cloud, ServiceNow Advisory, Assurance, Implementation, Support & Managed Services, BPO Payroll Bureau Services for the experience economy

Commercial Pricing Document

Digital Marketplace
G-Cloud15

Contents

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Commercial Pricing Model

This document contains additional information regarding the commercial pricing de Novo Solution's uses to determine its implementation and support service offerings for Crown Commercial Service (CCS) Digital Marketplace.

Base Commercial Pricing

Our base commercial pricing for our services is supplied by role (maximum pricing) on a **time and materials** basis and can be found online with our GCloud15 Lot 3 offerings as part of the digital marketplace. We have provided maximum rates for our standard rate for both onshore and offshore resources to ensure framework compliance.

de Novo default position in-line with the framework is to undertake engagements, short or long on a **Time and Materials** basis through a Call-Off contract.

However, we would like to stress that we do not see this always in the Authorities long term interest and would look to explore and agree engagements where feasible on a value generated based metric. We see this as a key differentiator for our business model, and the GCloud Call-Off framework can facilitate variations of viable commercial models.

Pricing Model Factors

de Novo Solutions believes our commercial pricing should be collated to the value that we generate over the life of any contract from our services.

Pricing – Value based – Risk & Reward

To achieve this, we use our base commercial pricing model on a time and materials basis taking into several factors that include, but not limited to:

- Scope
- Duration
- Complexity
- Corporate risk
- Client behaviours
- Value generated over duration period
- Payment Terms & Conditions & schedule
- Cost of Capital
- Natural Contingency (min 10%)

to arrive at a commercial proposition for any given engagement as part of an open or closed procurement competition.

We are prepared to share the commercial risk of an engagement with the Authority; whilst balancing this against reward for the value that we generate, thereby arriving at a FIXED PRICE for the implementation and support services but based upon a RISK and REWARD model.

The FIXED PRICE element (the "RISK") is linked to key implementation or service milestones and deliverables.

The REWARD element is variable and subsequently based upon the value we generate. The principle being failure to generate tangible value results in no reward being made, whilst measurable value generated will result in financial reward for de Novo over the life of the contract.

In-line with Central Government Public Sector policy and Cloud Services philosophy de Novo provides complete transparency to its commercial pricing structure, keeping it uniform across all regions and sectors.

Pricing – Specific Service Lines

de Novo has provided in this document further detail regarding specific service offerings listed on the digital marketplace and other Public Sector frameworks.

- Odyssea™ Industry Cloud Solutions
- Implementation Recovery Services (attracts premium pricing as this is a premium service)
- Managed Services (Support) (Unit based)
- BPO Payroll Services

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G15 Specific Service Line Pricing

The following section denotes specific lines that use the base commercial pricing to determine its services

Services – Industry Cloud Solutions – Government; Local Government; Multi-Academy Trusts, Police

Our Industry Cloud Solutions – Odyssea™ comprising of all supporting assets is determined dependent upon the scope of the engagement and using various roles comprising our base commercial pricing.

The Solution default position is it is delivered in conjunction with our managed support service – Value as a Service™ (VaaS™) offering.

Our offering also includes, if required, the option to resell the underlying technology platforms as part of the overall “service” offering.

This allows us to derive a FIXED PRICE implementation and Managed Support Service. This can also be extended if required to also include our BPO Payroll Service.

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Services - Implementation Recovery – Oracle Cloud - Services Rate card

The SIFA **Implementation Recovery Services** rate card provided *already* has a premium built into the service rates, as such engagements given the sensitivities are high risk and undertaken on a time and materials basis only. The premium charge reflects the situation de Novo's expertise and unique approach to solving failing implementations.

Such engagements usually happen at very short notice (sometimes less than 24 hours) and can become very public, with the client's incumbent supplier being "constrained" and even relieved contractually of their responsibilities.

In such instances de Novo often must re-deploy its high calibre senior Executives and staff to execute a project recovery turnaround scenario under politically, commercially, and reputational challenging conditions. **Engagements are only undertaken on a Time and Materials basis only.**

In addition, the cost of being involved and undertaking the subsequent government procurement (sometimes for a second time) are all factored into the premium rate calculation and reflects opportunity cost to our existing business as such engagements will require access to our most experienced staff.

de Novo reserves the right to define when a scenario is in **Implementation Recovery** and subsequently apply this rate card accordingly.

	Strategy and architecture	Business change	Solution development and implementation
1. Apply	1,350	1,350	1,350
2. Enable	1,500	1,500	1,500
3. Ensure or advise	1,850	1,750	1,750
4. Initiate or influence	1,950	1,950	1,975
5. Set strategy or inspire	2,250	2,250	2,250

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Managed Service & Support – Oracle Cloud HCM-Payroll-ERP-EPM (Value as a Service™ - VaaS™)

Value as a Services™ (VaaS™) - Business Managed Services – Unit Based Metric

VaaS™ is de Novo Solutions managed services offering for Oracle Cloud and is available in 3 distinct offerings:

VaaS™ Foundation

Service	Description	Term	£GBP
VaaS™ Foundation	VaaS™ Foundation is de Novo's foundation managed services offering as described in the Service Description. VaaS™ is an insurance policy for Oracle Cloud and ServiceNow applications ensuring our Clients are secure in the knowledge they have a trusted certified Oracle and ServiceNow partner supporting their application footprint to agreed SLA's.	Minimum term 2 years	One Time Onboarding costs £25,000. Tailored to Client needs, factors based upon Cloud footprint (modules supported); Support Hours; Amendments to SLA's). PAYG Unit Card used for basis of calculation of the foundation service. Client qualifies to use PAYG Unit Card for any additional changes required.

VaaS™ Enhanced

Service	Description	Term	£GBP
VaaS™ Enhanced	VaaS™ Enhanced is designed for the client that wants to deliver continuous innovation and maximise its return on investment over the life of the Oracle Cloud contract underpinned by the foundation service to agreed SLA's as an insurance policy.	Minimum term 2 years	One Time Onboarding costs £25,000. Tailored to Client needs, factors based upon Cloud footprint (modules supported); Support Hours; Amendments to SLA's). PAYG Unit Card used for basis of calculation for the core foundation service, plus £72K per annum (£6K per month) for enhanced service support. Client qualifies to use PAYG Unit Card for any additional changes required.

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VaaS™ Pay-As-You-Go (PAYG)

<table>
<tr><th>Service</th><th>Description</th><th>Term</th><th>£GBP</th></tr>
<tr>
<td>VaaS™ Enhanced</td>
<td>VaaS™ Enhanced comprises de Novo Solutions foundation managed services offering as described in the Service Description.

Terms

Client must subscribe to being a VaaS™ PAYG (Pay-As-You-Go), Foundation or Enhanced contract
Minimum Order is 50 Units; No maximum limit applied
Unit Expiry Date is 12 months from date of purchase
If further Units are purchased, any remaining units are “rolled” over to the new time period extending the consumption period
1 unit = 8 hours; and can be drawn down intervals of 60 minutes (1 hour)
VaaS™ Rate Card is discounted against our Implementation Services ratecard, in exchange for Payment in Advance
Payment terms for units are 7 working days from order
Cleared payment of funds for units must be received before units are consumed
Unit count is reset on each subsequent purchase

Worked Example:

Order 1 for 250 Units – calculated at £236,150
(100 @ £999 + 100 @ £925 + 100 @ £925 + 50 @ £875)

Order 2 for 100 Units – calculated at £99,900
(100 @ £999)

Order 3 for 150 Units – calculated at £146,150
(100 @ £999 + 50 @ £925)</td>
<td>Units to be consumed within 12 months of purchase.</td>
<td>One Time Onboarding costs £25,000.

PAYG Unit Card used for basis of calculation for the core foundation service
<table>
<tr><th>Number of Units</th><th>£ GBP</th></tr>
<tr><td>1–100</td><td>999</td></tr>
<tr><td>101–200</td><td>925</td></tr>
<tr><td>201+</td><td>875</td></tr>
</table></td>
</tr>
</table>

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Services - Business Process Outsourcing (BPO) - Payroll Services

Our BPO Payroll Bureau Services pricing is determined by several factors including but not limited to those included in the table below. de Novo can accommodate different pricing commercial modes such as:

- **Unit of measure:** per employee per month (PEPM), per payslip, per payroll run, or hybrid
- **Fixed vs variable:** fixed baseline + variable for transactions (starters/leavers/changes), court orders, retros
- **Minimum monthly charge:** to cover fixed operating overheads

allowing for indexation - CPI/RPI, wage inflation pass-through for labour components and benchmarking, and will work with the client to determine *elastic* unit pricing required.

Type	Factor	Factor Description
Client and payroll complexity	Employee population profile	headcount, payroll frequency (weekly/fortnightly/4-weekly/monthly), seasonal peaks
	Payroll heterogeneity	multiple assignments, multiple contracts, irregular payments, overtime, allowances, shift premia, standby/on-call, unsocial hours
	Pension complexity	LGPS/NHS/Teachers'/Civil Service schemes, multiple schemes per organisation, auto-enrolment, AVCs, salary sacrifice impacts, pension data submissions
	Pay structure & policies	incremental progression, pay awards, back pay, arrears, pay protection, national/local agreements
	Statutory payments & leave	SMP/SPP/SAP/ShPP adoption/shared parental leave, complex absence rules
	Voluntary deductions & attachments	unions, charitable giving, cycle to work, earnings/ debt orders, court orders and admin
	Starters/movers/leavers volumes	especially TUPE, reorganisations, academisation, service transfers
	Multiple payrolls / employer entities	group structures, cost centres, GL coding complexity, and consolidation needs
Service Scope and Operating Model	Scope boundaries	payroll calculation only vs full bureau (inputs, validation, payroll run, payments, reporting, year-end).
	Input capture model	client self-service, provider managed data entry, workflow approvals, time & attendance ingestion, HR feed automation
	Employee lifecycle admin	contracts, pay changes, allowances, absence casework, maternity/paternity administration.
	Payments handling	BACS bureau, faster payments, third-party payments, payroll funding model (pre-fund vs provider float)
	Expenses (if included):	policy controls, approvals, and audit trail.
	Employee & manager self-service:	portal provision, maintenance, comms templates, knowledge base
Performance, Service Level Agreements & Risk Pricing	Service hours & cut-off times	Standard vs extended hours; strict public sector deadlines.
	SLA levels	accuracy SLAs, timeliness SLAs, response times, first-time-right targets
	Penalty/credit regime	commercial risk for missed deadlines, under/overpayment remediation, complaint handling.
	Business continuity	RTO/RPO, disaster recovery capability, dual processing sites, resilience testing
Compliance and Statutory Obligations	UK payroll compliance	PAYE/NI, student loans (Plan types), statutory payments, court orders.
	RTI (Real Time Information):	Submission cadence, error handling, reconciliation processes.

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Type	Factor	Factor Description
	Year-end	P60, P11D (if in scope), PSA (if in scope), HMRC reconciliations, amendments.
	Public sector specific controls	auditability, segregation of duties, formal change control, evidence packs for internal/external audit.
Technology and licensing elements	Oracle Cloud Licensing	Direct v Reseller Model. De Novo is an authorised reseller of Oracle Cloud services
	3rd Party Integrations	Additional Customer Integrations required
	Paper Payslips	Service is digital by default
	Reporting	Additional reporting over and above the standard service
Transition, onboarding and transformational costs	Discovery & Solution Design	process mapping, data profiling, controls design
	Data Migration	cleansing, historical data loading, parallel run requirements
	TUPE/people transfer costs	(not always applicable), onboarding staff, harmonising terms, training
	Change Management & training	client training, comms, user guides, support materials.
	Exit planning	contractual requirement to support transition out; pricing for data export and handover.
Service Management & Governance	Account Management	governance cadence, service reviews, stakeholder management
	Operational Reporting & MI	SLA reporting, quality metrics, continuous improvement backlog
	Audit Support	responding to audit queries, evidence production, control testing
	Client Variability	number of stakeholders, unions, internal approval layers
Demand Variability	Peaks	year-end, pay awards/back pay, budget cycles, large restructures
	One-Off Events	M&A/TUPE transfers, pension remediation, bulk recalculations, HMRC investigations
	Volume Bands	tiering per payslip/employee, with banded discounts and true-ups
Service Desk Support	Level 1 / Level 2	HR/payroll admin queries vs employee helpline, multi-channel (phone/email/portal/chat)
	Call Volumes and complexity	average handling time, escalation tiers, out-of-hours
	Knowledge Management	article creation, content maintenance, seasonal comms
Sub-contractors and 3rd Party dependencies	BACS Bureau or Bank Fees	print/post suppliers, identity providers, specialist pensions/attachments expertise
	Pass-through costs	define which are pass-through vs bundled

Region of Magnitude Estimation Purposes Only	Estimated range per employee payslip per month
Payslip per Employee (excluding Oracle Cloud subscriptions)	£5.00 - £20.00

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Commercial Pricing - Reseller

de Novo is an approved reseller of services and is approved to include the products as part of the delivery of its service lines if required by the Authority, the platform becoming part of the overall service delivery by default.

Digital Market Place Service Lines

- Implementation – Industry Cloud – Odyssea™ - Oracle Central Government
- Implementation – Industry Cloud – Odyssea™ - Oracle Local Government
- Implementation – Industry Cloud – Odyssea™ - Police
- Implementation – Industry Cloud – Odyssea™ - Multi-Academy Trusts
- Implementation – Oracle Cloud – Complete Suite – ERP – EPM – HCM - Payroll
- Implementation – Oracle Cloud – HCM (Human Capital Management) – Payroll
- Implementation – Oracle Cloud – ERP
- BPO – Managed Services Payroll for Oracle HCM & Payroll Cloud

Reseller Agreements

Vendor	Product	Website
Oracle Corporation	Oracle ERP, EPM, SCM, HCM, Payroll and FDI, OIC and OCI infrastructure	www.oracle.com
ServiceNow	ServiceNow Now Platform	www.servicenow.com
Opkey	Opkey – Test automation	www.opkey.com
Total Mobile	Field Service Management	www.totalmobile.com
Config SnapShot	ConfigSnapshot – Oracle Configuration Management	www.configsnapshot.com
Linguaskin	Multi-Language enablement platform	www.linguaskin.com
Rossera	ProcessSense – configuration management for end-to-end business processes that are fully integrated with Oracle Cloud Applications	www.rossera.com

Commercial Margin Transparency

de Novo is committed to open book transparency and will declare any markup to the Authority where it is included in any commercial contract.

Margin	Range
Margin Applied to Reseller Agreements	5%-15% dependent upon Client engagement and Vendor Terms and Conditions.

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Commercial Pricing – Partner Ecosystem

de Novo has developed its own partner ecosystem that it can call upon to augment its own service delivery. Our partner ecosystem has been curated to ensure that we can bring and maintain the very best in terms of service delivery.

Working with de Novo means you benefit from our partnerships with some of the world's leading cloud technology innovators – organisations that do pioneering work by inventing new approaches to deliver extraordinary results. We know that our clients demand technology that is innovative, reliable and easy-to-use. As a result, we are very selective about the partners we choose.

Partner Ecosystem

Partner	Service Augmentation	Website
	Technology	
Oracle Corporation	Oracle Cloud providing leading practice standardised business processes for Finance, Procurement, Supply Chain, HR and Payroll	www.oracle.com
ServiceNow	ServiceNow and the Now Platform	www.servicenow.com
Opkey	Opkey – Test automation	www.opkey.com
Total Mobile	Field Service Management	www.totalmobile.com
Config SnapShot	ConfigSnapshot – Oracle Configuration Management	www.configsnapshot.com
Linguaskin	Multi-Language enablement platform	www.linguaskin.com
Rossera	ProcessSense – configuration management for end-to-end business processes that are fully integrated with all Oracle Cloud Applications	www.rossera.com
	Implementation Partner Ecosystem	
TotalMobile	Field Service Management	www.totalmobile.com
Brovanture	Enterprise Performance Management	www.brovanture.com
ERP Risk Advisors	Risk Advisory Services and GRC risk	
Rittmanmead	Analytics	www.rittmanmead.com
Linguaskin	Multi-Language enablement	www.linguaskin.com
Rossera	Oracle Technical Platform and Integration services	www.rossera.com
	Business Transformation	
Embridge Consulting	Change Management	www.embridgeconsulting.com
Civiteq	Programme and Change Management	www.civiteq.co.uk
	Education Sector	
Bromcom	MIS Solution for the Education sector	www.bromcom.com
Applicaa	Education and MIS solutions for MATs	www.applicaa.com

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Commercial Margin Transparency

de Novo is committed to open book transparency and will declare any markup to the Authority where it is included in any commercial contract.

Margin	Range
Margin Applied to partner ecosystem when engaged as a Subcontractor	10%-15%

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Commercial Pricing Factors

Commercial pricing factors applied to all de Novo services are as follows:

Regional Variations

Region	Percentage % Discount Applied to Standard Rate Card
Scotland	0
Northern Ireland	0
Wales	0
England	0

Sector Variations

Total Number of Days for each engagement within 1 Year	Percentage % Discount Applied to Standard Rate Card
Central Government	0
Local Government	0
Higher Education	0
Education – Secondary Only	5
Transport	0
Housing	0
Police	0
Fire	0

Applicable Premiums to Published Daily Rates

Premium Applied	Max Premium Applied
Premium applied to rates for additional weekday hours	0
Premium applied to rates for additional weekend hours	0
Premium applied to rates for additional Bank Holiday Hours	Service Day Rate x1.5
Premium applied to rates for Christmas Day, Boxing Day, New Years Day	Service Day Rate x2.0

Premium Applied	Premium Applied
Expenses – Fixed Price Factor (dependent upon geography and delivery location)	5% - 15%

Premium Applied	Premium Applied
Risk / Reward Premium (RRP) Factor	10% - 33%

Premium Applied	Premium Applied
Value Generated Premium (VGP) Factor	10% - 33%

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Commercial Pricing Discounts

de Novo Solutions commercial discounts available under the digital marketplace are as follows:

Discounts – Volume of Days Purchased

Total Number of Days for each engagement within 1 Year	Percentage % Discount Applied once threshold has been met
90 - 179 days	0
180 - 360 days	0
360 - 539 days	0
540 - 720 days	0
721+ days	0

Discounts – Total Value of Project

Total Value of Each Engagement within 12-month period	Percentage % Discount Applied once threshold has been met
£500,000-£999,999	0
£1,000,000-£2,499,999	0
£2,500,000-£4,999,999	0
£5,000,000+	5

Note: *Discount is only applied once revenue threshold has been breached.*

Discounts – Prompt Payments

Total Value of Each Engagement within 1 Year	Percentage % Discount Applied once threshold has been met
7 days	0
14 days	0

Discount - Intern Rate card

	Discount
de Novo Interns	Rate Card levelled to £350 per day

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