

Service Definition Document for G-Cloud 15 Services

Smarter Working, Business and Culture Change
Consulting

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1 Service Definition for Smarter Working Business Change Services (People, Leadership, Culture, Workplace and Technology)

1.1 Introduction

This is the Service Definition Document for NTT DATA UK Ltd (NTT DATA) Smarter Working business change services on the G-Cloud Framework. The information provided in this document is required by the G-Cloud framework and is designed to help clients determine how these services can meet their requirements.

1.2 Background

Smarter Working is a concept that is part of a wider government mission to transform the Civil Service into great place to work and an employer of choice. This will be achieved by fostering a Smarter Working culture that empowers staff to make the right decision about where and when to work.

Smarter Working means more flexibility in terms of when, where, and how work is done and focuses on results rather than time spent in the office or hours worked. Such a balanced approach to working benefits not just employees but also by boosting team members' productivity, creativity, and engagement.

The effect of the dramatic impact of the Coronavirus (COVID-19) pandemic rapidly accelerated the demand for flexibility and significantly changed our lifestyles. A huge body of people, including civil servants, shifted to primarily working from home. Today, many organisations begin to revert towards office-based working.

Communication is more important than it has ever been before. The office and home worlds are now almost merged as one.

Whilst heading to a world of greater flexibility and inclusion has its positives, it also has its pitfalls. A great many civil servants have shared their experiences with us, and we have analysed academic and business research on the pros and cons of flexible working, especially homeworking. So, we understand the 'dark sides' in detail and have assessments and strategies developed to mitigate.

NTT DATA are here to help. We will co-design the future with your people and deliver solutions which maximise the opportunities and overcome the hurdles.

We have a ready-made government tailored Smarter Working toolkit tested to accelerate and ease your journey. We can enhance your organisational culture and ease your teams safely and productively into the targeted future environment.

1.3 Overview of services

Our services leverage proven methodologies such as Design Thinking, Service Design, Appreciative Inquiry and Change and Cultural Management frameworks.

Our mission is to accelerate your journey with the support of a Smarter Working toolkit that will be tailored to your needs post a discovery phase. Our approach has been designed with academically and business theory, but execution will be based on teamwork and context – not textbook.

Our experienced team will ease your path to Smarter Working maturity and improved organisational citizenship behaviours. Our approach and strategies will enhance your organisation by creating a culture and workplace that:

- Focuses on employee experience
- Provides choice and work-life balance
- Embraces diversity and inclusion
- Prioritises wellbeing
- Promotes sustainable and green environments
- Provides interoperability with other ODGs
- Fosters collaboration and is tech adaptable for the future
- Provides aspiring workplace culture

At NTT DATA, we believe that Smarter Working plays to our strengths. It requires a multidisciplinary approach spanning business change, design, and technology. Our approach incorporates a cross section of capabilities and co-creates the vision with your employees.

We blend the following skills and capabilities to deliver our Smarter Working Consultancy Services:

- Business Change Management
- Culture Change
- Service Design
- Business Analysis
- Project Management
- Employee Experience
- Research Methods
- Unified Communications – Microsoft specialist
- Operations Management
- Data Insight and Analytics
- Vendor Selection and Procurement
- Workplace Re design and Cultural Integration

2 Service Descriptions

2.1 Smarter Working Business Change Consulting Services

2.1.1 Introduction

NTT DATA UK has experience in delivering Business and Culture Change program tailored to the public sector. We leverage our best practice capabilities and approaches, developed across industry and work together to drive value for our clients.

We have tailored a successful evidence-based, employee-centric design approach for government. Key deliverables have included: Smarter Working maturity assessments (aligned with the GPA guidelines); design and delivering of Smarter Working employee surveys; preparing benefits and business cases; extensive change strategies plus an extensive Smarter Working Playbook of products and online support portals.

We have highly experienced culture, change and technology consultants.

We run many technology managed services and transformation projects across government.

We have also worked for private enterprise companies that pioneered Smarter Working e.g. Vodafone and Microsoft.

NTT DATA understands that change can be overwhelming – human nature is often resistant to change. Therefore, we use a proven framework that aims to incorporate our experience in driving change for clients and builds on good practices. We have proven frameworks and activities that we use to bring change to life. Successful business change relies on addressing and managing the rational, political and emotional issues associated with change. Learning from successful transformations, we have developed a set of business change principles that places change at the heart of the project. Business Change and Cultural Change work hand in hand, therefore, we always have both business and employees need in mind when we run our programs. At NTT DATA, we understand that organisational culture is complex and has multiple dimensions. Our approach ensures that we keep focus on organisation's key areas – People and Culture, Workspace, Technology and Leadership.



Technology

- Build flexible, reliable and convenient **access to applications and platforms**
- Roll-out **collaboration tools** to enable people to work together across locations (e.g. **MS Teams**)
- Offer **secure solutions** to remote workers
- **Remote desktop support** to ensure ongoing and appropriate IT support to remote workers
- **Virtual desktop** to ensure access to applications as if remote users were in the office



Leadership

- Use a values-aligned Smarter Working Charter to provide **SMART objectives for leaders**
- "Walk the Talk" - **Embed Smarter Working principles and role models** at all levels via daily storytelling
- **Performance tracking and management** to understand and mitigate any impacts on your business



People and Culture

- Develop a **trust-based culture** that focuses on management by results rather than presence
- Drive **culture change** to foster new behaviours
- Create shared goals and improve accountability to enable **organisational agility** and **innovation**
- Embed **flexible working**
- Provide **training and tools**
- Establish **open comms** with employees to collect their feedback and understand impacts of change



Workspace

- **Design work environments** that enable flexibility and collaboration whilst suiting different working requirements – e.g. project rooms, quiet areas
- **Smart office** solutions to enable better management of your desks and rooms and **space analytics** to track how your space is being used
- **Visitor services** to streamline their experience
- **Room environmental insights** (e.g. temperature, humidity, noise, light, comfort)

2.1.2 Scope of Service

Our scope of services covers the breadth of any Smarter Working requirement. Our practical and commercial offering, however, is highly flexible and adaptable to your needs. So, specific capabilities in isolation can be procured at any point and flexed as required.

2.1.3 Business Change

NTT DATA UK focuses on your vision to help align business and cultural change. We run focus groups and ensure that everyone's voice is welcome, heard and respected. We have experience in managing employee experience through workshops, focus groups and even informal conversations to understand what Smarter working means to them.

Our culturally sensitive business change approach has driven value to our clients who have benefited from our capabilities, including, but not limited to:

- Discovery and vision planning phase that allows us to identify the business need for change and identify "to-be state"
- Use a values-aligned Smarter Working Charter to provide SMART objectives for leaders
- "Walk the Talk" - embed Smarter Working principles and facilitate role modelling at all levels and daily storytelling for re-enforcement
- Performance tracking and management to understand and mitigate negative
- Communication management and stakeholder engagement by providing people information to ensure their commitment and awareness of objectives
- Business change impact assessments
- Post COVID-19 'new normal' strategies

2.1.3.1 Business Analysis

At NTT DATA UK we have experience in connecting business and IT to ensure everyone is on the same page with the business needs. As experts in the business analysis area, we understand the "as is" state of the business and we map out where they want to be in the future. We break silos and take them on a journey to get to their desired state. We do this by:

- Designing initiatives and deliver strategic goals
- Eliciting business requirements and user stories to close the gap between expectations and end results
- Proactive enabling change initiatives using research insight and data analytics support decision making

2.1.3.2 Project Management

NTT DATA UK delivers projects having the business needs at the core of the whole project lifecycle, outlining clear benefits and deliverables. Our clients have benefited from our analysis and implementation capabilities, including, but not limited to:

- Discovery and analysis phase
- Creating a business use case considering the business requirements and current setup capabilities
- Project initiation and stakeholder management
- Governance assessment and strategy development to offer continuous support
- Project implementation, deployment and growth roadmap aligned with future objectives
- Vendor/supplier selections and procurement
- Commercial management

2.1.3.3 Employee Experience

We have established approaches that will help you put employee experience at the heart of what you do. We design and implement tailored employee journey maps to create positive experiences at every moment. As a trusted partner, we:

- Facilitate an insightful, actionable and collaborative discovery approach with your employees involved
- Obtain an in-depth view of your stakeholder's tasks, motivations and frustrations
- Understand the needs of your people and your organisation
- We acknowledge that a "one-size-fits-all" solution is not an answer. We tailor bespoke solutions for you and your employees
- We create innovative solutions with the actual organisation and people needs rooted into the solutions
- Involve (selected) users in idea development (e.g. via interviews, workshops and focus groups)
- Work with each individual and avoided/crushed the 'rumour mill'
- Map out employees' experience journey, gap analysis and re design
- Conduct employee research – conducting questionnaires, surveys, interview, focus groups with analysis

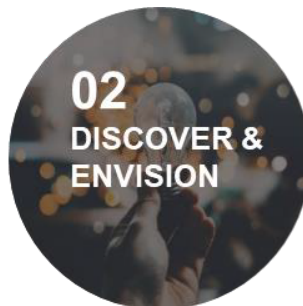
2.1.4 Approach

NTT DATA UK analyses and delivers projects having business vision and people at the heart of our approach. Throughout the whole lifecycle, we develop and outline clear benefits and deliverables. We use proven techniques and methodologies to adopt Smarter Working for our clients. We have a wide range of capabilities that will support your journey towards working smarter. We typically adopt a 5-stage approach is illustrated below:

Planning Phase



Investigate what people need, what the organisational goals and constraints are, then **frame** the opportunity to solve the right challenge.



Do the evidenced based research. What is the appetite? What is the level of sponsorship? What are the constraints? What is the culture and climate like? **What do your employees want? How does it compare with the business goals? Create and validate potential solution ideas.**



Define, design and test the solutions. Look across all channels including employee experience, leadership, culture, technology and workspace. **Validate the business model and the technology approach.**

Execution Phase



Develop the solutions using an incremental approach. Validate, learn and improve the products and message.
Develop new ways of working, making sure the organisation adopt the solution successfully.



Document learnings. What can you do better? What can you use elsewhere in the organisation? **Create a case study and contribute new methods to the toolkit.**
Identify and celebrate successes.

Many organisations are failing to successfully implement Smart Working initiatives despite their extensive efforts and significant financial resources being invested. We believe this is because they've neglected their employees and made incorrect assumptions. We, on the other hand, put your people at the heart of our approach and research what truly matters to them - by persona. We execute this approach with sensitivity and neutrality in a psychologically safe environment that promotes openness abiding by the following people centric principles:

01

Discover

We facilitate an **insightful, actionable and collaborative discovery** approach with your employees involved.

02

Analyse

We obtain an **in-depth view of your stakeholder's** tasks, motivations and frustrations.

03

Empathise

We understand the **needs of your people and your organisation.**

04

Engage

Engaging and involving your employees, we get their buy-in on projects. **With you, they are committed to getting it right.**

05

Adapt

We acknowledge that a **"one-size-fits-all"** solution is not an answer. We **tailor bespoke solutions** for you and your employees.

06

Innovate

We create **innovative solutions with the actual organisation and people needs** rooted into the solutions.

2.1.4.1 Summary

The following summarised the reasons why NTT DATA will delivery against the adaptable partnership you require:



Our knowledge and expertise

We have already successfully delivered what you need at HM Treasury. We propose using the same experienced team who are backed up by over 50 people and change experts, not to mention our extensive technology and design capabilities around the UK.



Our library of assets and accelerators

We have already crafted an extensive library of Smarter Working assets, insights, articles, toolkits, surveys, playbooks, behaviour guides and principles. We will customise them for you to ensure they fit your organisation and her people.



Our experience & network in Central Government

We have a strong Smarter Working network across government and support the GPA with advice and input to toolkits and frequently speak at conferences. We work with specialist partners that can support space and interior design, utilisation, meeting solutions, and more.



Our pragmatic, hands-on approach

One of our core business values is 'client-first'. This means we work closely with our clients as trusted advisors to do the right thing. We adapt to our clients' needs in a pragmatic way and we are very proud of our 'easy to work with' reputation.



Our ability to flex

We plan and operate to suit your need and budget, both in terms of solutions and skillsets. If you need two business analysts one month, then a cultural change and technology specialist for the next five, we can make that happen.



Our focus on up-skilling & knowledge transfer

We have a strong track record in building up civil servant capability. We use proven knowledge transfer methods to ensure your staff are up-skilled and empowered so that they are not reliant on us to continue the work.

3 Commercial Arrangements

3.1 Parent Company Guarantee (PCG)

Please note that NTT DATA is not able to provide a Parent Company Guarantee (PCG).

3.2 Use of subcontractors and partners

These services are delivered by NTT DATA with support from selected, specialist partners only where required, and with approval from the client in advance.

3.3 Pricing

Please see the Digital Marketplace for the NTT DATA Pricing associated with these services.

3.4 Ordering and invoicing process

Clients will be expected to follow the G-Cloud 15 ordering process as outlined in the Framework's Terms and Conditions. This will ensure that the scope, timeline, and technical requirements are understood, agreed and can be delivered.

Each assignment will then require a formal work order to be raised, which would define:

- The name and contact details of the consumer's representative
- The objective(s) of the work and the Key Performance Indicators
- The amount and type of resource required (number of roles and duration)
- Start and end dates for the project
- The scope and requirements for the project
- The specific technical or business knowledge required by NTT DATA
- Advise whether the project is expected to be carried out on the consumer's premises (in which case location is required), or at NTT DATA's premises
- Expected deliverables, quality levels and acceptance criteria for sign-off

Upon receipt of a work order, NTT DATA will evaluate the requirement and confirm a start date. Once NTT DATA accepts a work order, we will commence work upon receipt of a purchase order.

NTT DATA will operate the following invoicing process:

- For time and material projects and assignments - monthly invoices will be issued in arrears for payment within 30 days
- For fixed price projects and assignments - invoices will be based upon agreed staged payments associated with formal client sign-off of interim or final deliverables. Invoices are issued in arrears for payment within 30 days
- For managed services - Transition Charges based on milestones, with Managed Services Charges invoiced quarterly in advance

3.5 Client responsibilities

The client will provide a Project Manager responsible for the following activities:

- Ensure the organisation is aware that external support is being provided by NTT DATA and that staff and teams are clear about the project, its scope and their roles and responsibilities in it.
- Manage the client personnel and responsibilities for this project.
- Serve as the interface between NTT DATA and all the client's departments participating in the project.
- Administer the Change Control Procedure with the NTT DATA Project Manager.
- Participate in project status meetings.
- Obtain and provide information, data, and decisions within three working days of NTT DATA's request unless a different response time is agreed in writing.
- Review and approve the Milestone achievements.
- Help resolve any project issues and the client deviations from the estimated schedule, and escalate issues within the client organisation, as necessary.
- Provide staff as required to undertake the User Acceptance Testing.
- Ensure client staff are made available for any meetings, interviews, document review and presentations within the proposed timescale.
- Provide client staff able to deliver authoritative answers to questions and clarification requests in a timely manner.
- Provide NTT DATA personnel with suitable office space, other accommodation and facilities that personnel may reasonably require to perform the services required during the project.

3.6 Accreditations

For these services, NTT DATA has corporate membership of the ITSMF, SDI and MCA trade bodies and holds a number of relevant accreditations including:

- ISO 9001 Quality Assurance
- ISO 14001 Environmental Management
- ISO 27001 Information Security Management
- PRINCE2 Practitioner Project Managers
- ISO 20000-1 IT Service Management
- ISO 22301 Business Continuity
- ISO 45001 Health and Safety Management Systems
- Cyber Essentials
- Cyber Essentials+

4 About NTT DATA

4.1 Globally

NTT DATA Corporation is a global IT innovator delivering technology-enabled services and solutions to clients around the world and is a top tier global IT Services provider (reference: Gartner). It employs more than 190,000 people across 70 countries.

For more than 50 years, the NTT DATA Corporation has been successfully providing IT services to a wide range of clients in the automotive, electronics and high technology, energy and utilities, financial services, healthcare and life sciences, insurance, manufacturing, media and entertainment, professional services, public, retail, telecommunications and transportation and logistics sectors.

NTT DATA has significant global coverage across Europe, the Americas, the Middle East, Africa, and Asia Pacific regions.

4.2 In the UK

NTT DATA UK Ltd (NTT DATA) is a subsidiary of the NTT DATA Corporation and is a systems integrator headquartered in the City of London and Birmingham. NTT DATA in the UK is a £400m+ per annum turnover organisation that focuses on supporting clients in:

- Public Services
- Automotive
- Banking and Financial Services
- Education and Research
- Energy and Utilities
- Healthcare
- Insurance
- Life Sciences and Pharma
- Manufacturing and Consumer Packaged Goods
- Retail
- Telco, Media and Technology
- Travel, Transportation and Logistics

NTT DATA has partnerships with a number of leading software vendors and works closely with NTT group companies to provide a wide range of solutions to UK clients.

4.3 How we help our clients

NTT DATA provides a portfolio of services to support every aspect of its clients' business technology life cycle, including:

- Strategy to create competitive advantage
- Implementation with speed, confidence, efficiency, and surety
- On-going management to optimise your assets with the best resource mix and cost
- Evolution to create new opportunities and future-proof your enterprise

NTT DATA helps its clients by building value through the visualisation and realisation of innovation. This involves working in close partnership with clients to:

- Design innovation - create robust IT strategies geared towards optimising business processes and the use of IT and networking concepts along the customer's entire value chain. We help our clients use IT to differentiate themselves from their competitors
- Develop solutions - use our advanced systems structuring and application capabilities to develop and provide solutions that make business innovation a reality
- Drive performance and efficiency - provide constant support for our clients helping them exploit the full potential of their IT solutions and take advantage of the latest IT innovation thinking

4.4 Trade body membership and accreditations

NTT DATA has corporate membership of the MCA trade body and our activities are supported by technical and vendor accreditations:

- Snowflake Global Elite Partner
- Informatica Enterprise Premier Partner
- Google Cloud Platform Premier Partner
- Microsoft Solution Partner Designation: Business Application, Data & AI, Digital & App Innovation, Infrastructure, Security, Modern Work.
- AWS Premier Partner | AWS Partner Programs; Premier Tier Services, AWS Managed Service Provider, Authorized Commercial Reseller, AWS Public Sector Partner, AWS Solution Provider Program, AWS Public Sector Solution Provider, Authority to Operate on AWS
- AWS Competencies | Machine Learning Consulting, Telecom Services, DevOps Consulting, Government Consulting, Migration Consulting
- Salesforce Platinum Partner
- Genesys Global Gold partner
- Service Now Elite partner
- Red Hat Premier Business Partner
- Palo Alto Networks Diamond Innovator (Global)
- Check Point 5 Star Partner
- Fortinet Global Partner
- F5 Platinum Partner
- Zscaler GSI
- Cisco Gold Partner
- SAP Global Platinum Partner
- Dell Titanium Partner

4.5 Services

We support UK clients through the following digital focus areas:

- Customer Experience - engaging with customer to maximise user understanding, engagement and support
- Data & Intelligence - excel in new data model creation using gathered intelligence that can produce actionable results for organisation success
- Intelligence Automation - automate repetitive business processes for success in a digitally-dynamic environment
- Internet of Things - connecting and communicating with an ever-expanding base of devices connected to the internet
- IT Optimisation - revolutionising IT environments by delivering the agility necessary to remain effective in a rapidly changing landscape
- Cyber security - protecting against data breaches and unauthorized use of confidential information in today's connected digital world

4.6 Further information

See <https://uk.nttdata.com> for further information, or contact us at nttdatauk.requirements@nttdata.com