



Prospectus 4

HR



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Organisation Overview

About PwC UK and our Managed Services

PwC works with government departments, agencies and public bodies to run, improve and modernise essential public services. We enable you to focus on your priorities and achieve sustainable outcomes.

Our Managed Services combine operational expertise, service management and enabling technology to support the delivery of complex, high-volume and regulated services. We partner with you to run people-related services with care and control, combining day-to-day service delivery with continuous improvement.

Under the RM6295 Framework, we provide Managed Services across administration and corporate functions. Our delivery models flex at call- off, ranging from targeted capacity support through to end-to-end HR services and operate-to-transform arrangements.

HR within Managed Services

HR services are people -critical and deal with sensitive matters, requiring confidentiality and accuracy. We enable organisations to run compliant and responsive HR services that support employees across the employment lifecycle.

We stabilise operations, manage transition from incumbents, embed controls and governance and prepare services for future transformation.

Our delivery partnership

We combine PwC's programme leadership with ArvatoConnect's contact centre operations and frontline delivery expertise. This brings together our experience and governance with scalable, multichannel contact handling.

This partnership builds on ArvatoConnect's long-standing delivery of large-scale public sector HR services and PwC's role as service integrator. We operate as a single, joined-up team with shared governance.

2 Specialisms and capabilities in HR

Core specialisms

We provide services including:

- Onboarding and transition from incumbent providers
- Case management and process administration
- Management of employee lifecycle processes
- Policy and procedural administration aligned to Buyer frameworks
- HR query and issue management aligned to service standards
- Business continuity and disaster recovery for HR services

What we deliver

At call- off, we work with you to design an HR delivery model aligned to your workforce size, operating context and risk profile. Our services typically include:

- Mobilisation and transition
 - Discovery to understand current HR services
 - Onboarding and knowledge transfer
 - Parallel running, testing and go-live assurance
 - TUPE transition support
- Live HR service
 - Managed HR case handling
 - Consistent application of HR policies
 - Defined service levels, escalation routes and reporting
 - Issue and incident management
- Assurance and improvement
 - Regular service reviews and continuous improvement
 - Root cause analysis of service issues
 - Process standardisation and optimisation
 - Preparation for digitalisation or system change

Programme and service management

For each call- off, we establish a governance and management structure aligned to the scale, complexity and risk of the HR service. A centralised Programme Management Office provides a single point of accountability and operates agreed governance, reporting and performance oversight.

3 Key Personnel



Nicole Knott

Partner, HR Managed Services,
PwC UK

Nicole Knott is a Partner in PwC UK's Workforce Transformation business, bringing deep experience in the design, mobilisation and operation of large-scale Managed Services across HR and people-related domains. She supports large and complex organisations to transform, stabilise and modernise workforce services, enabling sustainable change while ensuring effective day-to-day service delivery.

Nicole specialises in workforce transformation through Managed Services, with expertise spanning service transition and mobilisation, target operating model design, service governance and assurance, and continuous improvement. She has a strong track record of working with senior client leadership teams to embed scalable, compliant and resilient service models that align to organisational strategy and regulatory requirements, including data protection and workforce policy obligations. Her work focuses on helping organisations manage workforce change, optimise service performance and realise long-term value from Managed Services arrangements, while maintaining a strong employee and stakeholder experience.

4 Service quality, controls, assurance and resilience

HR controls and assurance

HR services are delivered through defined control frameworks designed to ensure accuracy, consistency and compliance. Controls are embedded across HR processes and typically include:

- Defined service workflows and approval checkpoints
- Case review and validation controls
- Segregation of duties across input, review and approval activities
- Exception reporting and corrective action processes
- Documented standard operating procedures aligned to Buyer policies

Service performance and control effectiveness are reviewed through regular reporting and governance forums.

Quality management and issue handling

We monitor quality through structured case sampling, trend analysis and root cause reviews. HR issues and incidents are logged, prioritised and managed in line with agreed severity definitions, with corrective actions implemented to prevent recurrence. Insights are used to improve processes, guidance and training.

Data protection and confidentiality

Our HR services are delivered using a secure by design approach aligned to ISO 27001, Cyber Essentials Plus, UK GDPR and public sector security requirements. Controls include:

- Role-based access and least-privilege permissions
- Secure handling of sensitive personal and employment data
- Defined joiners, movers and leavers processes
- Monitoring, incident response and breach management procedures

Confidentiality and data protection are embedded into onboarding, training and ongoing assurance activity.

Capacity management and resilience

We operate a scalable HR delivery model to manage predictable peaks (for example organisational change, restructures or policy updates) and unplanned demand. Capacity is planned using rolling forecasts and can be flexed through trained internal resources under PwC governance.

Business continuity and disaster recovery arrangements are in place to protect HR service delivery and maintain continuity of support to employees and managers.

5 Case studies

DVLA: Central government HR shared services

Through our delivery partnership with ArvatoConnect, PwC draws on extensive experience delivering large-scale HR shared services for central government. We delivered services to the DVLA under a long-term contract spanning more than a decade, providing business-critical HR administration in a regulated environment. The service supported high-volume processes and operated within defined policy and governance frameworks.

Department for Transport: Central government HR shared services

ArvatoConnect has also delivered HR shared services to the Department for Transport, providing operational HR administration as part of a large-scale central government service arrangement. The service supported core processes, requiring consistent policy application and strong data protection controls.

This was achieved through an integrated PwC and ArvatoConnect delivery model, combining ArvatoConnect's operational HR capability with PwC's leadership in Managed Services, service governance, quality assurance and performance management. Together, we support Buyers to run stable services while maintaining flexibility to respond to change.

6 Added value and social value

Value-added services

Our “value-added services” will depend on what is already within the scope of the engagement and may include:

- A dedicated partner as a sounding board
- Peer-learning and lessons-learned opportunities with other clients who have completed similar programmes
- Skills transfer
- Coaching and support opportunities for individuals, especially from under-represented groups

Social value capabilities

As a professional services firm, some of the ways we aim to deliver social value include:

- Skills-based volunteering tailored to the scale and scope of the engagement
- Employability and digital skills training for different cohorts through schools, community groups and social enterprises
- Skills development for small businesses and social enterprises, for example coaching sessions and mentoring
- Training and mentoring for client personnel from under-represented groups
- Delivering mental health awareness training to client teams to support wellbeing

7 Key Delivery Partners and Subcontractors

PwC leads delivery and retains full accountability for payroll services under the RM6295 Framework. Where appropriate, we work with specialist partners to support payroll delivery, including platform providers or contingent labour partners, selected based on Buyer requirements.

All partners operate within PwC’s governance, quality and security framework, with clear roles, responsibilities and performance management arrangements.

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