



Department for Levelling Up, Housing & Communities

Pre-Tender Market Engagement

Cyber and Local Digital Monitoring and Evaluation CPD4122190

Authority: Department for Levelling Up, Housing and Communities (DLUHC) (“the Authority”).

Date Response required: by 15:00 (GMT) on Monday 26th September 2022

1 PURPOSE

- 1.1 This Pre-Tender Market Engagement (PTME) seeks information in preparation for the potential procurement of a Supplier (from herein referred to as a “**Potential Supplier**”) to bid for the monitoring and evaluation (process, impact, and value for money evaluations) of the Cyber and Local Digital programme. The purpose of this PTME is to:
 - 1.1.1 help define the requirement;
 - 1.1.2 help provide a better understanding of the feasibility of the requirement;
 - 1.1.3 understand the best approach and method;
 - 1.1.4 understand the capacity of the market to deliver and possible risks involved;
 - 1.1.5 provide the market with an opportunity to ask questions, raise queries and any issues to be addressed at an early stage; and
 - 1.1.6 provide a breakdown of costs by approach and method.
- 1.2 The Authority shall maintain commercial confidentiality of information received during the PTME.

2 INTRODUCTION

- 2.1 The Government Cyber Security Strategy¹, published in 2022, pursues an aim for all government organisations across the whole public sector to be resilient to known cyber vulnerabilities by 2030. It enables lead government departments to “assess and articulate the macro-cyber security posture of the arms-length bodies and other public sector organisations within their purview”. The Authority is responsible for overseeing local authorities in England to manage their cyber risks.
- 2.2 This aim will be met through the £85.8 million Cyber and Local Digital programme over the period 2022/23 – 2024/25. It will support councils to address cyber security vulnerabilities, and ensure collaboration to solve common digital problems through the following four interventions:
 - 2.2.1 Cyber Risk and Response: publishing a local government version of the Cyber Assessment Framework and supporting councils to meet the minimum cyber standard. Progressing the Cyber Support Programme to mitigate critical vulnerabilities and support incident response.
 - 2.2.2 Cyber and Digital Improvement Pathways (Future Councils Initiative): funding a cohort of councils to develop and test interventions, with communications to support reuse with further councils.

¹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1049825/government-cyber-security-strategy.pdf

- 2.2.3 Skills, Knowledge, and Collaboration: training solutions in cyber risk and response and digital skills, including delivery through the Local Government Association, events, and digital communications directly with local authorities.
 - 2.2.4 Council Business Systems: funding Local Digital Fund projects with new cyber and digital modernisation projects targeted at key business systems, including reform of legacy technology. This also supports the procurement of upskilling councils.
- 2.3 This programme and its evaluation also align with the mission to support local leaders and local government by building capacity, as outlined in the Levelling Up White Paper².

3 HIGH LEVEL OUTLINE PROJECT OUTCOMES REQUIRED

- 3.1 The Cyber and Local Digital programme will be delivered by the Local Digital team against the following five objectives:
- 3.1.1 Work with councils to assess and manage the cyber risk to local government;
 - 3.1.2 Work with councils to substantially reduce disruption to local government services caused by cyber-attacks;
 - 3.1.3 Work with councils to develop tried and tested routes for improving the usability, accessibility and security of local services;
 - 3.1.4 Ensure councils have the skills, knowledge and tools they need to design and deliver modern digital public services; and
 - 3.1.5 Ensure councils have better access to key business systems that follow the standards outlined in the Technology Code of Practice³, which include being accessible, user-centred, cloud-first and secure.
- 3.2 The Malware and Ransomware Survey⁴ for councils provided an initial baseline of the level of cyber security in place across local government. Nonetheless, the existing evidence base on benefits from digital transformation in local government is primarily based on small sample sizes and a limited number of case studies. The aim of monitoring is to build a better evidence base to undertake more relevant cost-benefit analysis for cyber and digital programmes.
- 3.3 The aim of the process evaluation is to understand how the Cyber and Local Digital programme is delivered by each intervention. It will generate lessons on what was delivered well, at both project- and sector-level. In other words, what can be learned from how the intervention was delivered? Specifically:
- 3.3.1 Were there enough resources?
 - 3.3.2 Were there any unexpected or unintended issues in the delivery of the intervention?
 - 3.3.3 To what extent has the intervention reached all the councils that it was intended to reach? To what extent has the project created a collaborative community? Is the community active and engaged?
 - 3.3.4 What worked well, or less well, for whom, and why?
 - 3.3.5 What can be learned from the delivery methods used? Could the intervention have been procured and delivered for less cost than it was?
 - 3.3.6 How did external factors influence the delivery and functioning of interventions?

² https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1052708/Levelling_up_the_UK_white_paper.pdf

³ <https://www.gov.uk/guidance/the-technology-code-of-practice>

⁴ <https://www.localdigital.gov.uk/cybersurvey/>

- 3.4 The aim of the impact evaluation is to understand the extent to which the Cyber and Local Digital programme had an impact. It will generate lessons on what the scale of the impact was, for whom, and why. In other words, what difference did the intervention make? Specifically:
- 3.4.1 Did the intervention achieve the expected outcomes, and to what extent?
 - 3.4.2 To what extent can the outcomes be attributed to the intervention? To what extent did the intervention cause the observed changes?
 - 3.4.3 What causal factors resulted in the observed impacts? What would have happened without the programme? Did the intervention cause a difference?
 - 3.4.4 How much can be attributed to external factors?
 - 3.4.5 Has the project resulted in any unintended outcomes (not related to the delivery)? Have the outcomes been influenced by any other external factors?
 - 3.4.6 To what extent have different groups been impacted in different ways, how, and why?
- 3.5 The value for money evaluation uses Green Book⁵ to assess whether the scale of the programme's impacts, relative to their economic costs, represents good value for money. It will indicate whether the Cyber and Local Digital programme was economic (the minimum cost for the relevant level of success), efficient (the value of outputs or outcomes in relation to the resources required to produce them), and effective (actual outcomes achieved in relation to intended outcomes). In other words, was this a good use of resources? Specifically:
- 3.5.1 What was the value-for-money of the intervention?
 - 3.5.2 What are the benefits? What are the costs?
 - 3.5.3 Do the benefits outweigh the costs? What is the ratio of costs to benefits?
 - 3.5.4 How do these compare to alternatives?
- 3.6 HM Government must take account of Social Value in the award of its contracts. This ensures the government has considered economic (e.g. employment), social (e.g. cohesive communities), and environmental (e.g. carbon emissions) aspects. These are grouped into the following five themes (and eight policy outcomes):
- 3.6.1 Covid-19 recovery (helping local communities to manage and recover from the impact of Covid-19);
 - 3.6.2 Tackling economic inequality (creating new businesses, jobs and skills, and increasing supply chain resilience and capacity);
 - 3.6.3 Fighting climate change (effective stewardship of the environment);
 - 3.6.4 Equal opportunity (tackling workforce inequality, and reducing the disability employment gap); and
 - 3.6.5 Wellbeing (improving health and wellbeing, and community cohesion).
- 3.7 The Cyber and Local Digital monitoring and evaluation will help the programme **tackle economic inequality** (creating new businesses, jobs and skills) and **improve wellbeing** (improving community cohesion). The Authority would like the Potential Supplier to detail how the monitoring and evaluation will take into account at least these two themes and policies. (Please refer to the Social Value Model Quick Reference Table⁶.)

⁵ <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>

⁶ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/940828/Social-Value-Model-Quick-Reference-Table-Edn-1.1-3-Dec-20.pdf

4 OUTPUTS/DELIVERABLES

- 4.1 The Potential Supplier will receive the Cyber and Local Digital Monitoring and Evaluation Strategy, which includes proposed approaches and methods, to develop the evaluation.
- 4.2 The Local Digital team has developed logical frameworks (logframes), which include the metrics, targets, and milestone dates for collecting the data as part of the monitoring. The Potential Supplier will support the team in developing this evidence base.
- 4.3 The evaluation will be divided into two phases:
 - 4.3.1 An initial phase, or feasibility study, to establish what can feasibly be done (i.e. test the methodology and its ability to deliver the level of evidence required); and
 - 4.3.2 The main study, which will include the scoping, designing, and conducting stages.
- 4.4 The Potential Supplier will produce a feasibility study before proceeding with the main study.
- 4.5 The main study's scoping stage will include proposed approaches and methods for each evaluation (process, impact, and value for money). The main stage's conducting stage will include reviews, primary data collection, and synthesis evaluation to develop a robust baseline for the monitoring.
- 4.6 Alongside, or within, the feasibility study, the Potential Supplier will provide indicative costs for the main study.
- 4.7 The Potential Supplier will be required to attend steering group meetings to disseminate findings from the evaluation to the Authority.
- 4.8 For the main study, the Potential Supplier will produce reports on the process, impact, and value for money evaluation, as outlined in Table 1 below. The timeline is indicative, and is subject to change during the course of the evaluation.

Table 1: Cyber and Local Digital Monitoring and Evaluation Timeline

	2022/23				2023/24				2024/25				Post-2024/25
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Monitoring				Final Scoping document		6 month report		Annual report		6 month report		Annual report	Final report
Process Evaluation				Final Scoping document			Interim report						Final report
Impact Evaluation				Feasibility Study. Final Scoping document.							Interim report		Final report
Value for Money Evaluation				Final Scoping document									Final report

5 KEY DATES & TENDERING PROCESS

- 5.1 If it is decided this service is required, it is anticipated that a procurement may start in October 2022 with the contract to commence in December 2022. These indicative dates are for information purposes only. The Authority reserves the right to amend these dates at any time, and Potential Suppliers rely on them entirely at their own risk.
- 5.2 The contract is expected to be for a period of up to three years, subject to review.
- 5.3 The current procurement timelines and key milestones for the programme are outlined in Table 2 for information purposes.

Table 2: Cyber and Local Digital Monitoring and Evaluation Procurement Timeline

Milestone	Time
PTME response deadline	Monday 26 th September 2022 by 15:00 (GMT)
Tender goes live	October 2022
Tender closes	October 2022
Contract awarded	December 2022

- 5.4 The project, if progressed, is likely to be procured through the Crown Commercial Service (CCS) Dynamic Purchasing System (DPS) - RM6126 Research and Insights.
- 5.5 Suppliers are able to apply to join the DPS at any time. During application to join the DPS, suppliers indicate which services they may be able to provide under the DPS.
- 5.6 Please note that new suppliers are able to register with the DPS via the following link and that this process can take at least two weeks (Once you click on the link below, please scroll down to see 'Research and Insights' under Communications Marketplace):
<https://supplierregistration.cabinetoffice.gov.uk/dps#research>
- 5.7 If you have any questions about the DPS and would like to contact a member of the CCS team please use the links provided on the website above.

6 RESPONSE

- 6.1 Please respond by email to commercialtenders@levellingup.gov.uk with the following by Monday 26th September 2022 15:00 (GMT) (the "Response Deadline").

- Q1 Would you be interested in bidding for this project?
- Q2 Would you bid for this project alone or as part of a consortium?
- Q3 Is this project deliverable in the timeframe proposed?
- Q4 Is what the Authority asking for clear?
- Q5 What, if anything, has the Authority missed or overlooked in setting out their requirement?
- Q6 Is there anything here which is irrelevant, outdated, or unnecessary?
- Q7 What would the indicative cost be for this piece of work?
- Q8 Are the proposed Social Value themes and policy outcomes appropriate for this requirement? Please elaborate on your reasons why, and/or suggest alternatives

that could be applied and why these alternatives would be more relevant. Further information on The Social Value Model, sub-criteria, illustrative examples and relevant reporting metrics can be found here to help inform your response to this question:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/940826/Social-Value-Model-Edn-1.1-3-Dec-20.pdf

Q9 Would you expect additional information to be provided as part of the tender pack?

7 QUESTIONS AND CLARIFICATIONS

- 7.1 Potential Suppliers may raise questions or seek clarification regarding any aspect of this PTME document at any time prior to the Response Deadline. Questions must be submitted by email to commercialtenders@levellingup.gov.uk only.
- 7.2 To ensure that all Potential Suppliers have equal access to information regarding this PTME exercise, responses to questions raised by Potential Suppliers will be published in a “Questions and Answers” document, which will also be circulated by email, with updates appearing at regular intervals (approximately two to three working days).
- 7.3 Responses to questions will not identify the originator of the question.
- 7.4 If a Potential Supplier wishes to ask a question or seek clarification without the question and answer being revealed, then the Potential Supplier must state this in their email and provide its justification for withholding the question and any response. If the Authority does not consider that there is sufficient justification for withholding the question and the corresponding response, the Potential Supplier will be invited to decide whether:
 - 7.4.1 the question/clarification and the response should in fact be published; or
 - 7.4.2 it wishes to withdraw the question/clarification.

8 GENERAL CONDITIONS

- 8.1 This PTME will help the Authority to refine the requirements and to understand the potential level of interest in the delivering requirements. It will also aid Potential Supplier’s understanding of the requirements in advance of any formal competitive tender exercise.
- 8.2 The Authority reserves the right to change any information contained within this PTME at any time, and Potential Suppliers rely upon it entirely at their own risk.
- 8.3 The Authority reserves the right not to proceed with a competitive tender exercise after this PTME or to award any contract.
- 8.4 Any and all costs associated with the production of such a response to this PTME must be borne by the Potential Supplier.
- 8.5 No down-selection of Potential Suppliers will take place as a consequence of any responses or interactions relating to this PTME.
- 8.6 The Authority expects that all responses to this PTME will be provided by Potential Suppliers in good faith to the best of their ability in the light of information available at the time of their response.

- 8.7 No information provided by a Potential Supplier in response to this PTME will be carried forward, used or acknowledged in any way for the purpose of evaluating the Potential Supplier, in any subsequent formal procurement process.