



The Planning Inspectorate
Yr Arolygiaeth Gynllunio

Discovery and Change Management for the Inspector Workforce Planning and Scheduling Project

Reference: PINS 17/2/739

25 July 2017

Invitation to tender for the Discovery and Change Management for the Inspector Workforce Planning & Scheduling Project, for the Planning Inspectorate

Thank you for your interest in undertaking the Change Management and Discovery on behalf of the Planning Inspectorate. I am pleased to confirm that following Stage 1 of the evaluation, you have been shortlisted for both Lot 1: Discovery and Lot 2: Change Management and we invite you to submit a detailed tender.

I look forward to hearing from you and encourage you to ask any questions should you require any clarification once you have reviewed all of the documentation.

Yours sincerely

A handwritten signature in black ink that reads "G Warren". The signature is written in a cursive, slightly informal style.

Gemma Warren
Senior Commercial Manager

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1. Introduction

Introduction to the Planning Inspectorate

- 1 The Planning Inspectorate is an Executive Government Agency in the Department for Communities and Local Government (DCLG) and the Welsh Government. It is responsible for:
 - national infrastructure planning, which includes large-scale projects such as harbours, power generating stations and electricity transmission lines;
 - planning and enforcement appeals;
 - examining local plans and community infrastructure levy charging schedules;
 - listed building consent appeals;
 - advertisement appeals;
 - reporting on planning applications that are called in for DCLG's Secretary of State to decide;
 - compulsory purchase orders;
 - rights of way cases;
 - cases arising from the Environmental Protection and Water Acts, the Transport and Works Act and other Highways Legislation; and,
 - applications for awards of costs which may arise from any of the above.
- 2 Our headquarters are in Bristol, where about 370 support staff and senior management are based. We also have a small office in Cathays Park, Cardiff which deals with casework arising in Wales. Support staff carry out a wide range of functions such as those relating to all aspects of casework (including dealing with the public); providing direct support for Inspectors; formal decision making for some types of casework; and ensuring essential organisational support through the provision of Corporate Services such as Finance, Commercial, HR and Information Technology.
- 3 Appeals are determined and recommendations are made by our home-based workforce which consists of some 350 Planning Inspectors, all of whom are professionally qualified (for example, as town planners, architects, lawyers or engineers). They come into the Bristol office infrequently but they are provided with remote access to the Inspectorate's ICT systems. In addition we contract with approximately 90 Non Salaried Inspectors who are similarly geographically dispersed.
- 4 More information about the Inspectorate is available at:
<https://www.gov.uk/government/organisations/planning-inspectorate>

2. Background to the requirement

Strategic Plan and Transformation

- 5 The Planning Inspectorate’s Strategic Plan for 2017-2020 (currently in draft form) has three clear Strategic Priorities:



- 6 To deliver these priorities, a Transformation Programme has been established consisting of six Objective workstreams that are split between Core workstreams and Enabler workstreams:

Core Workstreams

- 1) Customers
- 2) Processes
- 3) People

Enabler Workstreams

- 4) Digital Transformation
- 5) Delivery
- 6) Organisational Delivery

The Inspector Workforce Planning and Scheduling Project

- 7 The Inspector Workforce Planning and Scheduling project (the IWPS project) specifically targets improved efficiency and effectiveness of the Inspector workforce but also enables the Inspectorate to deliver excellent customer service and increased staff engagement).
- 8 This project sets out to address Inspector and business needs arising from four key areas – people, process, technology and data/Management Information (MI). Opportunities to realise efficiencies and more effective ways of working have been identified in these areas, which would also lead to more engaged staff and key business risk mitigation. This project is a key enabler for achieving greater organisational resilience, paving the way towards self-sufficiency and full cost-recovery charging.

- 9 An outline business case has been approved to proceed with the IWPS project. The supplementary information is included in Annex A and provides further information on the investment objectives, business needs, benefits criteria and critical success factors.
- 10 The project vision is:

“To provide a scalable and sustainable capability for the efficient and effective management of our Inspector workforce”

- 11 The Project will bring together two existing projects to deliver new ways of managing our work.

1) The Strategic Workforce Planning Project (SWP) was created to review processes and tools in use across workforce planning. It has identified opportunities to improve the efficiency and effectiveness of our workforce planning and utilisation. It has delivered recommendations that indicate the potential for fundamental people and process change, which the delivery of new technology will enable.

SWP has a significant impact on the requirements for a new technical solution. The potential for fundamental change needs to be taken fully into account when considering the requirements of the new technology.

2) The CACI Replacement Project set out to deliver technology change to the Inspector Scheduling System (ISS) and Movement and Work Record (MWR) system, both of which are business critical systems. A number of functions are enabled by this technology and it is used by a wide range of stakeholders within the Inspectorate, including:

- building and pushing programmes of work to Inspectors;
- capturing inspector time;
- managing Non-Salaried Inspector contracts; and
- capturing raw data that is exported to the Statistics Team and converted into Management Information.

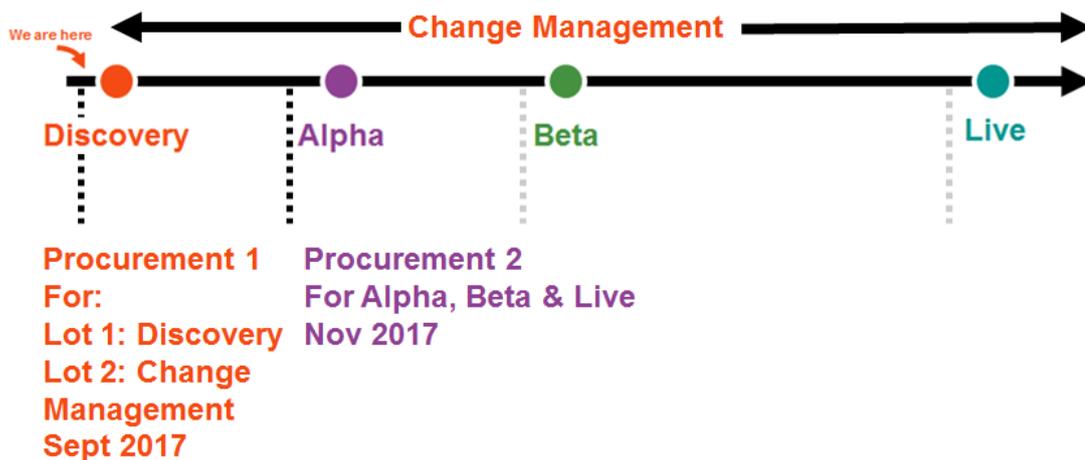
These systems are hosted physically in the Inspectorate on unsupported and ageing hardware that is at risk of failure. We have also determined that an upgrade of the ISS/MWR software would not meet our current requirements. The continued retention of Windows 2003 servers on our network is a known risk that needs to be rectified. The legacy systems need to be retired and transitioned to a new technical solution in a controlled way so that business continuity is assured and historic data retained, with the ability to roll-back in the event of significant issues.

The SWP Project identified eight topics that would form the content of a Discovery phase, as listed below:

- 1) **Exploration of the Inspector role:** The Inspector role creates implicit constraints on how the Planning Inspectorate manages and delivers casework restricting the organisation's ability to meet demand.
- 2) **Alignment of organisational structure to demand:** Recent organisational changes may not reflect the best way for meeting actual demand.
- 3) **Allocation of cases to Inspectors:** The current system pushes work out to Inspectors whereas they could be empowered to control their own workloads.
- 4) **Dealing with change:** Short notice changes and cancellations are expected and cannot be prevented. The processes and systems in use must be able to mitigate these.
- 5) **Planning and forecasting improvements:** The majority of planning is currently operationally focused and lacks strategic vision and control. The forecasts are seen to have little relevance to the business.
- 6) **Inspector time recording:** Effort is being wasted to record data that is not used by the business.
- 7) **Management of work queues:** Current queue management and lack of prioritisation can lead to hidden backlogs and an inaccurate view of the organisation's current status.
- 8) **Costs of Travel & Subsistence:** There is little direct management of the T&S spend despite it being a large part of the total cost of casework.

Project Delivery

- 12 The IWPS Project has started, with the exploration of one of the Discovery phase topics (Inspector Time Recording) identified by the Strategic Workforce Planning project. The exploration of this topic was completed in March 2017. This work will need to be validated by the successful supplier for lot 1 - Discovery.
- 13 The IWPS Project will be run in an agile manner, following Government Digital Services guidelines and standards. Work will be packaged as follows:



- 14 We estimate, from previous experience, that Discovery will be undertaken in around 250 days effort of varying Government Digital Service roles over the eight week period. Our budget reflects that expectation.
- 15 Our budget reflects a two-tier resource for Change Management for a twelve month period as defined in Annex B.
- 16 The internal team consists of Product Owner(s) and a Project Delivery Manager.

3. Requirement

- 17** The Planning Inspectorate requires a partner to undertake Change Management and Discovery in line with Government Digital Services' principles to allow us to deliver people and process change, improved data/MI and resilient technology to deliver the new service. The partner will demonstrate how we can deliver more efficient and effective processes enabling outputs to be maintained and improved with approximately 10% fewer Inspectors from FY19/20 onwards whilst increasing staff engagement through greater ownership of the work.
- 18** Annex B covers the Inspectorate's specification.

Lot structure

- 19** The Inspectorate is inviting tenders for the following Lots:
- Lot 1: Discovery
 - Lot 2: Change Management
- 20** The Tenderer may submit a tender for a single Lot or multiple Lots as per the Specification.
- 21** If the Tenderer wishes to submit a Tender as part of a group or consortium of suppliers, the group or consortium must, within the Tender, provide an undertaking that the lead party (which shall have a legal personality or shall create a single entity) will take on full legal liability for the full duration of the Contract.

Contract duration

- 22** The contract duration will be:
- Lot 1: Discovery - three months from contract award. For the avoidance of doubt, the Discovery outputs must be delivered within eight weeks following the initial kick-off meeting unless expressly agreed. At the end of Discovery, the Inspectorate reserves the right to contract with the supplier for additional phases of work (i.e. Alpha, Beta, Live) and costs/outputs will be agreed in advance based on the rate cards provided.
 - Lot 2: Change Management - twelve months from contract award with the option to extend for a further twelve months dependant on performance and business need.

4. Procurement Process & Key Dates

- 23 The table below sets out the procurement process and associated timescales. Please ensure that you read this carefully and note the key dates and action required.

| Activity | Date* |
|--|---------------------------------|
| <p>Invitation to tender issued The tender will be sent directly by the Inspectorate to shortlisted suppliers and published on Contracts Finder.</p> | 25 July 2017 |
| <p>Questions All questions and answers will be provided to all tenderers; any such information will be made anonymous before being passed on. The Inspectorate reserves the right to not respond to such enquiries where this would be inappropriate.</p> | 31 July 2017 |
| <p>Tender deadline Tenders must be submitted as a Microsoft Word or PDF document through to procurement@pins.gsi.gov.uk by 2pm. Tenders received after this deadline will not be accepted.</p> | 7 August 2017 |
| <p>Stage 2 - Evaluation of tenders submitted The Inspectorate will evaluate all tenders in accordance with the evaluation criteria provided.</p> | 8-14 August 2017 |
| <p>Stage 3 - Evaluation interviews The suppliers shortlisted in Stage 2 for each Lot will be invited to an interview and will be evaluated in accordance with the evaluation criteria provided. Our target is to interview three suppliers for each Lot. If a supplier is successful for both Lots, they will be asked to attend just 1 evaluation interview.</p> <p>We ask that you ensure that the entire Discovery / Change Management Team is available on this date so that we can meet the people we will be working with.</p> | 17 August 2017 |
| <p>Contract award The contract will be awarded to the successful bidder</p> | 18 August 2017 |
| <p>Kick off meeting</p> | within 1 week of contract award |

5. Other Matters

Terms and conditions of contract

- 24** The contract will be subject to the following call off terms and conditions included in Annex C:

Crown Commercial Service framework
Digital Outcomes and Specialists 2. RM1043iv
Lot 1 – Digital outcomes: teams to build and support a digital service

Transparency

- 25** Tenderers should be aware that in accordance with the Government’s transparency agenda, the Inspectorate will publish the following information on data.gov.uk:
- This ITT and all related documentation
 - The resultant contract (except any information which is exempt from disclosure in accordance with the provisions of the Freedom of Information Act).
- 26** In addition to the above the Inspectorate publishes all spend in excess of £250. This spend is published on a monthly basis and can be viewed on [DCLG’s website](https://www.dclg.gov.uk) and data.gov.uk.
- 27** Further information on the Government’s transparency agenda is available via the ‘Programme for Government’ website: <http://programmeforgovernment.hmg.gov.uk>

Conduct

- 28** The tenderer must not communicate to any person the tender price (even approximately) before the date of the contract award other than to obtain, in strict confidence, a quotation for insurance required to submit the tender.
- 29** The tenderer must not try to obtain any information about any other person’s tender or proposed tender before the date of contract award.
- 30** The tenderer must not make any arrangements with any other person about whether or not they should tender, or about their tender price. The only exception is where the tenderer is considering a group tender.
- 31** The tenderer must not offer any inducement to any member of the Inspectorate’s staff for doing or refraining from doing any act in relation to the tender.
- 32** If the tenderer engages in any of the activities set out in this paragraph or if the Inspectorate considers the tenderers behaviour is any way unethical the customer reserves the right to disqualify the tenderer from the procurement.

Due diligence

- 33** While reasonable care has been taken in preparing the information in this ITT and any supporting documents, the information within the documents does not purport to be exhaustive nor has it been independently verified.
- 34** Neither the Inspectorate nor its representatives, employees, agents or advisors:
- i. makes any representation or warranty (express or implied) as to the accuracy, reasonableness or completeness of the ITT and supporting documents; or
 - ii. accepts any responsibility for the adequacy, accuracy or completeness of the information contained in the ITT and supporting documents nor shall any of them be liable for any loss or damage (other than in respect of fraudulent misrepresentation) arising as a result of reliance on such information or any subsequent communication.
- 35** It is the tenderer's sole responsibility to undertake such investigations and take such advice (including professional advice) as it considers appropriate in order to make decisions regarding the content of its tenders and in order to verify any information provided to it during the procurement process and to query any ambiguity, whether actual or potential.

Contract location

- 36** For Discovery, the successful contractor will be based in Temple Quay House, Bristol for a minimum of 4 days per week. Travel will be required to around 10-15 meetings to locations around England and Wales to meet Inspectors and Sub-Group Leaders.
- 37** For Change Management, the successful contractor will be based in Temple Quay House, Bristol on the days they are contracted to work.

Costs and Expenses

- 38** Tenderers are not entitled to claim any costs or expenses from the Inspectorate which may be incurred in preparing tenders whether or not the tender is successful.
- 39** Tenderers should include the cost of travel and subsistence within their firm daily rates. Expenses can however be reimbursed for travel to locations other than in Bristol (i.e. Temple Quay House) in accordance with the rates provided in Annex D.

6. Meeting the Specification - Tenders

- 40 The tenderer shall provide a tender describing how they will deliver the outputs of Discovery and/or Change Management.

Contents of your tender

- 41 If you have been invited to tender for both Lots of this contract, please ensure that your tender is clearly separated between Lot 1 and Lot 2 so that the evaluation panel can differentiate between them and evaluate accurately/fairly.
- 42 The production of concise, succinct information is essential for both Lots of this contract. As a guide, the key elements of your tender should be covered in around 10-15 pages, broken down into the following sections, providing the information listed as a minimum.

Section 1 – Your organisation

- Details of your organisation including information showing how your organisation is well placed to provide the services required.
- Case studies of successful delivery of similar work for Discovery and Change Management, including who you were commissioned by, the outputs, challenges, successes, innovation and value added.

Section 2 – The proposed service delivery team/resource

- The proposed team/resource, their names, specific skills, qualifications, roles and experience, including CVs (which should not be more than 2 pages). Please note that the Inspectorate reserves the right to request that individuals are removed from the contract if we deem they are not suitable and/or capable.
- The team's/resource experience of agile project delivery following GDS guidelines and/or Change Management.
- Details on how the team will take responsibility for owning and resolving issues/problems and the proposed escalation route for any poor performance or issues.
- Details on how the team/resource will transfer skills/knowledge to the Inspectorate's staff as appropriate.
- Details on how you will ensure a continuous and consistent service, ensuring that substitution can be provided in the event that resource is not available or deemed not suitable/capable by the Inspectorate
- Details of any proposed Partners and/or Sub-contractors and a description of how any Partnership/Sub-contracting arrangement between contractors will operate. For the avoidance of doubt the selected tenderer will be the Prime Contractor responsible for delivery under the Contract.

Section 3 – Delivery

- How you will deliver the deliverables detailed in Annex B – Specification.
- A delivery roadmap including key milestones, the timescales and levels of resources broken down by role.

- How you will work in an environment where agile working is not embedded and there is a low level of expertise.
- How you will validate and track the delivery of benefits, as detailed in Annex A – Supplementary information.
- How risks will be identified, managed and communicated.
- How you will engage with stakeholders, including other delivery partners, senior managers and staff at all levels.
- Confirmation that you will co-locate your team onsite in TQH for a minimum of 4 days per week during Discovery and travel to around 10-15 meetings to locations around England and Wales to meet Inspectors and Sub-Group Leaders.
- Any dependencies for delivery on the Planning Inspectorate.

Section 4 - Commercial

- Completed Cost Schedule (Annex F) which includes:

For Lot 1: Discovery

- The total fixed price for Discovery, broken down by:
 - Firm daily rates for each team role;
 - Firm number of days required for each role to complete Discovery; and
 - Any other costs.
- A rate card including the firm daily rates for any further work commissioned under this contract.

For Lot 2: Change Management

- The firm daily rates for the Change Management resource which will be automatically multiplied; and
- Any other costs.
- Contact name, telephone number and e-mail address.
- Unqualified acceptance of the call-off contract terms and conditions.

Section 5 – Any further information

- Any other information which will add value to your tender and/or the contract.

43 Your tender should be submitted in an unprotected Microsoft Word format.

Where to send your tender

44 Tenders must be submitted to procurement@pins.gsi.gov.uk no later than 2pm on 7 August 2017. Tenders received after this deadline will not be accepted.