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Bid Pack

Attachment 3 – Statement of Requirements

Contract Reference: CCCC22A03

Provision of Consultancy Services for Illegal Migrant Taskforce
- Direct Award

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Bid pack for Provision of Consultancy Services for Illegal Migrant Taskforce - Direct Award

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1. PURPOSE

- 1.1 The purpose of the procurement is to seek expert support from a third party to provide high quality capacity modelling and analysis of the illegal migration system, to support urgent and very high priority xHMG work to improve both its productivity and resilience.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 The Cabinet Office is a department of the government of the United Kingdom responsible for supporting the prime minister and cabinet of the United Kingdom. It is composed of various units that support cabinet committees and which coordinate the delivery of government objectives via other departments.
- 2.2 The illegal migration taskforce was created in late November 2021 within the cabinet office, as the PM's request, to intensify the xHMG effort on illegal migration, with a particular emphasis on small boat crossings of the channel, and to support the CDL as the minister leading the enhanced campaign on the PM's behalf.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 As part of his new role, CDL identified early on the critical importance of understanding the illegal migration system and process end to end, so that HMG both understands its points of greatest vulnerability and can prioritise energy and investment in those areas that offer the biggest returns (in productivity or resilience terms.)
- 3.2 Discussions with the Home Office, as the lead department, revealed that whilst they had much good work on components of the system, they did not have anything that integrated all of it or which took a systematic and data heavy approach. The Home Office are also in the process of several significant change programmes, which are at varying levels of maturity and delivery, which will change the current environment in a cumulative way that is hard for them to fully capture with their current resources, which are stretched.
- 3.3 Whilst the Home Office is the lead department dealing with illegal migration, other government departments are also involved (e.g. Ministry of Justice re parts of the legal process, Foreign Office re supporting negotiations with other countries on returning failed asylum seekers), as is local government (e.g. many asylum seekers are accommodated in local communities), meaning that full end to end understanding requires an xHMG approach
- 3.4 In this context, discussions with Newton have explored how they can bring their skills and experience to meet CDL's requirement and capture, model and advise on the landscape set out above. The requirement thus then breaks down into three parts: to engage with all stakeholders to identify data and knowledge available within HMG, to analyse and advise on it, creating a product that integrates data to generate useable insights, and to transfers skills and

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knowledge such that HMG can use the product on an ongoing basis at the end of the contract period.

4. DEFINITIONS

Expression or Acronym	Definition
xHMG	Her Majesty's Government – used both to mean the collectively agreed direction of the government, and the wide spectrum of departments and bodies that need to be engaged with.
IMTF	The Illegal Migration Taskforce, the new entity set up within the Cabinet Office to drive this work forward.
HO	The Home Office
MoJ	The Ministry of Justice
FCDO	The Foreign, Commonwealth and Development Office
CDL	Chancellor Duchy of Lancaster

5. SCOPE OF REQUIREMENT

5.1 The requirement includes:

- 5.1.1 Modelling the illegal migration and asylum systems as they operate within the UK, from arrival in the UK to resolution, including removal from the UK (illegal migration and asylum cited separately for completeness, because not all illegal migrants necessarily claim asylum and because not all asylum seekers are illegal migrants, but there is a high degree of overlap between the two, especially within the small boats cohort.); and
- 5.1.2 Modelling the journeys that illegal migrants and asylum seekers take en route to the UK
- 5.1.3 Both are mandatory, but the authority acknowledges that data and knowledge are more accessible on the first part of the scope than the second.

6. THE REQUIREMENT

6.1 The requirement comes in four parts.

- 6.1.1 First, to work at pace across HMG to understand the system, identify sources of data and knowledge and provide an initial assessment of the system and the dynamics that shape demand, capacity and throughput.

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- 6.1.2 Second, to build on the first, to create a product that models and analyses the capacity and flows across the end to the end system, and using it to provide advice on priority areas for improvement (to improve productivity or resilience) and the optimum package of interventions that best improves overall performance.
- 6.1.3 Third, to build HMG's skills and knowledge to build capability such that HMG can run the product produced at two in an effective and ongoing manner, including to inform operational prioritisation and tasking.
- 6.1.4 Four, in support of the three above, to work in a rapid and constructive manner with government partners – and possibly other private sector organisations already operating in this space – to manage burdens from the work and make it as efficient as possible and as light touch as possible as is consistent with achieving the project's requirements.
- 6.2 The authority acknowledges that HMG (in first instance the IMTF and the HO) will need to provide sufficient access to people, data and knowledge to support the Supplier in achieving the requirements above, noting the fourth requirement above.

7. KEY MILESTONES AND DELIVERABLES

7.1 The following Contract milestones/deliverables shall apply:

Milestone/Deliverable	Description	Timeframe or Delivery Date
1	Comprehensive System Map – including throughput, caseload and stakeholder map, initial model and priority areas for deep dives	Within week 3 of Contract Award
2	Granular understanding of priority systems constraints and bottlenecks, and initial understanding of impact of specific scenarios and interventions on systems flow	Within week 5 of Contract Award
3	A robust model of illegal migration flows to inform future improvement, product handed to HMG colleagues with knowledge and skills transferred to enable ongoing running of it	Within week 8 of Contract Award

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4	HMG live running of the product with support from Supplier, close of project report, identifying lessons to learn, further improvements required in HMG to pull through proposed changes into delivery.	Within week 10 of Contract Award
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8. MANAGEMENT INFORMATION/REPORTING

- 8.1 The Supplier will produce a management information dashboard, covering progress toward the key milestones above and highlighting key risk and issues requiring action to a weekly project management meeting. A draft dashboard to be produced for discussion at the first such meeting and to be revised at the authority's request.
- 8.2 The Supplier shall present reports to the Authority on request at no additional cost.

9. VOLUMES

- 9.1 This requirement is for strategic advice and analysis and the delivery of a product that allows HMG to manage the product on an ongoing basis; it does not, as such, involve high volumes in the traditional sense. However, illegal migration and asylum are themselves high volume public services, so the work will involve understanding the journeys that tens of thousands of people make through many tens of government processes, with significant diversity of experience between different individuals and cohorts within that.

10. CONTINUOUS IMPROVEMENT

- 10.1 The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 10.2 The Supplier should present new ways of working to the Authority during fortnightly Contract review meetings.
- 10.3 Changes to the way in which the Services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.
- 10.4 Given the particularly importance of knowledge and skills transfer and the HMG's ability to use the product independently at the end of the contract, this aspect will be an especially critical area for monitoring and improvement.

11. SUSTAINABILITY

- 11.1 For both sustainability and value for money reasons, the Supplier must consider the balance of in person and virtual engagements required to build knowledge

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and understanding of the issues. It is expected and acknowledged that some in person visits will be essential to understand practical aspects of the system.

- 11.2 The Supplier will comply with all relevant legislation governing sustainability and wider public sector duties.
- 11.3 The Supplier will meet the government's requirements for social value to be met through the project, addressing itself to relevant guidance and incorporating this objective in a way consistent with meeting the milestones above.

12. QUALITY

- 12.1 The product provided at the end of the contract will need to meet all necessary standards to 'live' functionally and securely on HMG IT platforms. The Supplier will need to provide suitable evidence of appropriate model audit and assurance such that the authority has confidence in its findings providing a suitably robust basis for significant public policy decisions and spending of public money. The Supplier will need to provide suitable training to the HMG staff who will maintain and run the product such that they have any specific IT or other skills required to maintain and use it post contract.

13. PRICE

- 13.1 The maximum contract value shall be up to £500,000.00 (excl. VAT). The Authority is keen to check appropriate discounts have been made against the framework rate card.
- 13.2 Time and Materials pricing is to be submitted via the e-Sourcing Suite Attachment 4 – Price Schedule excluding VAT and including all other expenses relating to Contract delivery.

14. STAFF AND CUSTOMER SERVICE

- 14.1 The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.
- 14.2 The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.
- 14.3 The Supplier shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.
- 14.4 The requirement does not involve direct engagement with either people in the asylum system or members of the public. It will however, require close working with civil servants xHMG, many of whom are already very busy and meeting multiple demanding deadlines. High quality stakeholder management skills will be critical and the Supplier will need to calibrate asks and requirements placed on public sector partners to achieve the requirements of this project in the most efficient means consistent with the pace and delivery required.

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15. SERVICE LEVELS AND PERFORMANCE

- 15.1 The Authority will measure the quality of the Supplier's delivery in accordance with Call-Off Schedule 14 (Service Levels) and against the following KPI/SLAs

KPI/SLA	Service Area	KPI/SLA description	Target
1	Security	The Supplier must ensure all staff have the appropriate security clearances.	100%
2	MI	The Supplier must provide MI on a weekly basis to inform the regular review meetings and ensure full attendance	100%
3	Deliverables	The outputs/deliverables must meet the acceptance criteria agreed with the Authority	100%
4	Finance	The Supplier will ensure all invoices are submitted with the correct information for the Authority to progress	100%
5	Key Milestones	The Supplier must achieve the key milestones as set out in Section 7.1.	100%

16. SECURITY AND CONFIDENTIALITY REQUIREMENTS

- 16.1 All work on this project is to be classified as Official-Sensitive and protected by the Supplier with appropriate security measures, as per government guidance.

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- 16.2 All IT systems used for this work by the Supplier are to be suitably accredited and protected in line with latest guidance from the National Cyber Security Centre.
- 16.3 The Supplier will provide staff with an appropriate mixture of security clearances as specified by the authority, with the majority of staff expected to require basic security checks and a small number to hold Security Clearance (SC) to enable more sensitive conversations as required.

17. PAYMENT AND INVOICING

- 17.1 The contract will be billed monthly in arrears.
- 17.2 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 17.3 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
- 17.4 Invoices should be submitted to: APinvoices-CAB-U@gov.sscl.com
- 17.5 It is expected the Supplier will invoice on completion of each task indicated in section 7 above, and the authority's acceptance of any outputs / deliverables.

18. CONTRACT MANAGEMENT

- 18.1 The Supplier's senior partner(s) leading the contract are to attend fortnightly contract management meetings to discuss the strategic progress of the contract and to resolve any issues identified.
- 18.2 Attendance at Contract Review meetings shall be at the Supplier's own expense.

19. LOCATION

- 19.1 The location of the services will be carried out at various locations across the UK, to include but not limited to: the Home Office, the Cabinet Office, various sites across the UK where the asylum system operates.

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