Supplier Day - Questions and Answers

1.   Is legislation in the mix when it comes to change? Or policy or rules? How much regulation constrains the current operation?

A fair bit the appeal process and casework is based on primary and secondary legislation. This varies on different types of casework and case law.

2.   Does the "end to end" process include the appeal submission process and appellant communications?

Scope starts from the scheduling of casework to an Inspector through to the decision submission

3.   How well documented and defined are the current processes?

There are desk instructions and guidance material for the Inspectors and support staff

4.   Would you want business change practitioners to have a background in planning, or would transformation experience be more important?

Transformation

5.   Who would be the product owner? Would there be more than one?

3 appointed

6.   What sort/ how many customer live site visits will be required for discovery?

It is estimated up to 20 visits tbc

7.   Discovery phases of exploring "user needs". Who are the users? Is it the Inspectors, the public, applying or appealing organisation; or all of them? Will research need to cover all of them?

Primarily Inspector, finance, stats, corporate services, support staff

8.   What roles is Phase 1 expecting the supplier to provide?

Agile, in line with Government Digital Service guidelines

9.   Do you have a view on how big the supplier team should be? Is there an opportunity for interviews/ workshops to be conducted remotely from client site or is it expected that all of this activity will take place in the field? Combination Inspectors and sub groups possible with workshops.

It is for you to determine the size of the team in line with Government Digital Services guidelines for Discovery. Majority of the work will be done on client site in Bristol and visits to Inspectors around England and Wales

10.   Would you want the team to be relocated in Bristol? Would you be open to be co-locating at supplier's offices?

We would not co-locate at supplier offices. It will be co-located at the client site in Bristol. Attending workshops and interviews, exception is when you need to write up reports or presentations

11.   How many systems support today's operations?

Inspector Work Scheduling system, Movement of Work system and Time recording in National Infrastructure (3 systems)

12.   Do you see a need for the new system for IWPS to integrate into Horizon?

Yes, need to talk to each other and share data. Horizon is our case management system

13.   What systems are currently being used for scheduling work? CACI? How bespoke is this system?

Inspector Scheduling System (ISS) and Movement of Work Record (MWR) both bespoke products provided by CACI

14.   What are the constraints in allocation, specialism locality?

Inspectors are not allowed do casework in areas they live or have previously worked. There are 3 bands for the level of Inspectors which correlate across different complexities of casework.
We are trying to reduce down complexity of work bands to increase greater flexibility

15.   What will be the output from the Discovery/Change management phases?

Have a set of prioritised User stories. Verify benefits that we expect to get from this work. Ensure that when we come out of discovery to be confident we can deliver those benefits across the programme

16.   Is the data you currently have of sufficient quality to provide meaningful insights - or do you have issues with what's going on?

We have data from previous discovery work that will be available to view on Contract Finder for the 5 shortlisted suppliers. Today's presentation and Q&A will also be available on Contract Finder

17.   Who delivered the pre discovery work?

Company called Viable Data. This was a small piece of work, the Contract can be found on Contract Finder

18.   What suppliers if any are currently involved in this project?

CACI

19.   Is the demand stable or peaks and troughs?

Peaks and troughs going upwards due to wide range of casework. At the moment this is increasing due to wide range of casework. The new service will need to take into account these levels of fluctuation

20.   What information is held against Inspectors in terms of constraints and how is it held?

There are Specialisms and preclusions (other areas where they can't work). Also their capability, this project needs to deliver a means where we are equitably allocating case work

21.   How do you measure effectiveness and efficiency?

Process how much an Inspector can be utilised .Time spent travelling, low case volume delivery of service, conflicting priorities. We need to understand how we can measure efficiencies consistently. This is a complex question and needs a good output in Discovery

22.   To what extent are Inspectors bought into the change process?

The challenge of communicating with 300+ Inspectors that live remotely is not easy and our communications team have done well to engage with them regularly.
More recently the Inspectors have bought into the need for change due to clearer understanding of transformation. With this in mind the supplier will not be the first to deliver the transformation message

23.   Do all Inspectors inspect all types of work? Specialist v generalist?

The law does not require Inspectors to be specialists but to be able to make reasonable judgement. It is obviously useful to have inspectors with a level of knowledge to perform well in their work and we can quickly train those that need specialist knowledge. 15% of our casework is specialist

24.   Does location of Inspectors meet demands? Right place?

75% of casework is in London and the South East. 66% of our Inspectors live elsewhere. Recruitment governed by Civil Service rules is national. We are looking into this with HR to see if we can better match when recruiting

25.   What's the biggest problem for Inspectors "on the ground"

Main problems are:
•   Inspectors not being fully utilised or not using their particular level of skills.
•   Inspectors travelling breadth and width of the country

26.   Are all Inspectors employed? Any issues considerations arising form that?

Vast majority are salaried and a small portion is retained on fixed term contracts. We have 50 Non salaried Inspectors paid on fee by case basis and some Inspectors are on part time contracts. We are looking at programmes to balance the work and availability. The age demographic of new Inspectors joining has changed over the last 20 years. We are now seeing significantly more who are younger than 30 years of age. These younger Inspectors have a different Work/Life ethic and we are trying to proactively address their needs

27.   Is all Inspector workload field based?

All inspectors are a mix of field based and homeworkers. The amount of days spent in the 'field' will vary between types of casework, complexity and distance

from home

28.   How many Inspectors are in the national workforce?

300 salaried Inspectors, FTE 240

29.   What timescale do you typically schedule for? Daily weekly monthly?

Approximately 14 weeks

30.   Could you describe the process from an appeal being made to an inspectors report?

Appeal submitted, documents received, Inspector appointed, event held, decision written, decision issued

31.   Have you been working in an agile way for a while or is this your first foray into this way or working?

No, this is the first project

32.   Agile maturity of the organisation & Staff? Current level of knowledge of GDS/agile ways of working?

We have agile skills within the Transformation project team. PINS keen to learn er

33.   How do you view working with partners/subcontractors?

We are looking for a partnership with common goals. Prime contractor would be awarded the contract with potential to subcontract

34.   Can we assume no conflict of interest for a supplier that has a significant infrastructure engineering element?

From a Commercial perspective it would need to be declared & PINS would make that judgement at the beginning

35.   The discovery phase is planned to fall during the summer holidays, does PINS see a lot of leave being taken in August and September?

Core delivery team will manage this

36.   One of the key issues seems to be the engagement /team building and efficient use of a mobile workforce. What proportion of project effort resources

do you plan to allocate to Lot 2?

Looking to work in a partnership to work with the team and deliver change management, tbc

37.   We would recommend creation of an overarching target operating model that looks at how the department needs to operate to deliver identified benefits. This is a higher level that user stories etc. Do you agree this is required?

Yes, agree this work is in progress and we recognise the risks

38.   The current problem & benefit articulation is almost at the outcomes benefit level. Has a more strategic level benefit mapping been done?

Benefits mapping work is ongoing. The benefits targets have to be well defined and proven at the end of Discovery. We will assess this before moving into Alpha and Beta

39.   Would the chosen supplier for Discovery be allowed to bid for the subsequent phases?

Yes

40.   Could you share this slide pack with the suppliers please?

Yes

41.   Can you provide more detail on what was missing from the responses to the previous tenders? Where suppliers should be focusing?

Previous tenders focussed on technical process. Need more emphasis on people and process

42.   How long will the contract duration be plus extension options?

Discovery phase 8 weeks and 52 weeks for Change Management.   Potential option for extensions

43.   What are the budgets for discovery, alpha beta and go live? Have year 1 initial set up budgets and ongoing maintenance budgets been agreed in principle?

44.   It sounds as though there would be a lot of travel involved would expenses be covered?

To be advised

45.   How will price be evaluated?

30% Price, 20% Cultural fit, 50% Technical

46.   Does PINS have a separate transformation stream to focus on business intelligence and operational reporting?

Yes, we are developing this

47.   Is the MI pulled directly from the system? Is manual intervention required?

Raw data collected and then distributed to other systems

48.   How much meaningful management information is collected today?

Have identified deficiencies and the need for improvement

49.   How "real time" is your current data? Is it batched convenient/real time etc.? So how quickly can you make data based decisions?

Have identified deficiencies and the need for improvement

50.   What is your number 1 priority benefit expected from this programme?

Optimal use of Inspector resource aligned with creating a stable Inspector workforce

51.   Can you share any outcome of current or previous change management programmes on insight to change management piece you require?

This will form part of discovery work

52.   Ref change management - can you share any info on cultural audits undertaken incl. employee surveys for Inspector / admin staff?

Annual staff engagement and pulse surveys, this may be shared with the

winning bid if appropriate

53.   Significant transformation requires a period of embedding to prevent ways of working reverting to old practices. This is often past the end of the traditional project delivery. Have you considered accommodating this yet in your planning?

Yes, 52 weeks of change management will embed this