



DOS\_009a – Children Platform Development and Live Support –Request for Proposal

# **Resource Augmentation for the Development and Live Support of the DWP Technology Children Platform – Request for Proposal**

**DWP Reference number: DOS\_009a**

**Date: 15th September 2016**

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## 1. Timetable for mini-competition

This mini-competition will be completed against the following timescales using the Digital Outcomes and Specialists framework:

Activity	Date
Requirement Published	15/09/16
Deadline for supplier clarification questions	22/09/16
Closing date for supplier applications	29/09/16
Suppliers shortlisted	30/09/16
Request for proposal issued	30/09/16
Deadline for response to requests for proposal	21/10/16 at 10:00am
Suppliers notified of evaluation outcome	28/10/16
Contract Award Date	11/11/16

**Please note the above dates are subject to change at DWP's discretion**

### Authority point of contact

All responses to this requirement should be submitted to the following point of contact using the email address listed:

Name: Ed Foster  
Telephone Number: 01925 845 304  
Email Address: [edward.foster@dwp.gsi.gov.uk](mailto:edward.foster@dwp.gsi.gov.uk)

## 2. Summary of the work

The Department for Work and Pensions (DWP) has made a strategic decision to take greater ownership of its Technology services and platforms using resource augmented teams. Resource augmentation means using blended teams of DWP staff and specialists from the market.

DWP has existing IT services contracts coming to an end in 2016/17 which provide Development and Live Support of Core Business Systems for the Children Platform, including the Child Maintenance Services 2012 (CMS 2012) System.

In accordance with its strategic objective DWP intends to have a core team which will be supplemented by additional supplier augmented resources that will enhance DWP's internal capability. Therefore contract(s) are required to provide flexible capacity and capability to support DWP by providing resources that comprise of technical specialists and can deliver outcomes in the areas of:

- **Development** services necessary to satisfy the requirements for application development/change/repair across a series of releases;
- **Live Support** services necessary to satisfy the requirements for a stable performant production application services.

Key technologies for the CMS2012 system, the core strategic application, are Siebel (which includes Siebel CTI integration using third party Genesys Adaptor), BPM, OBIEE, BaNCS, Adobe and Documentum. Please note that Development and Live Support requirements relating to BaNCS will be delivered via a separate contract agreement that will be interfaced into by DWP and the Supplier appointed to deliver these requirements for the CMS2012 System.

Note: A further nine applications are used in the provision of Child Maintenance services. Resources may be required from time to time to augment the teams that support these applications. This does not form a significant part of this requirement and any requirement will be dealt with as an exceptional circumstance. On this basis there is no requirement for proposals to demonstrate technical competence in the application technologies beyond the technologies listed above.

The Supplier is required to provide resources comprising the following role types:

- Project Manager
- Solution Architect
- Business Architect
- Software Engineer
- Test Engineer
- Operations Engineer
- Infrastructure Engineer

There may be a future requirement for a Supplier to provide roles as follows:

- DevOps Engineer

**Indicative resource profile**

The profile of the supplier team is expected to flex over time in order to support changing programme requirements. The Authority's indicative supplier resource profile is set out below. This is subject to change and is used to provide an indication of scale and overall profile of change, which will be periodically reviewed throughout the project lifecycle.

Responses to this requirement should be priced on a time and material basis against this profile to enable price evaluation of suppliers.

[REDACTED]

Bidders will be requested to price a daily rate card against each of the above roles within the indicative resource profile above, which will be used to manage any subsequent change to the resource profile throughout the project lifecycle. Bidders should take note that the resource is indicative and subject to draw down of statement of works, meaning there are no minimum commitments or exclusivities to these rate cards.

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DWP will provide the following roles to work alongside the supplier resource to support the programme (NB some of these roles are delivered by the incumbent supplier but for the purpose of this proposal should be assumed to be DWP):

1. Technical Delivery Manager
2. Project Manager
3. Domain Architect
4. Solution Architect
5. Business Analyst
6. Business Architect
7. Software Engineer
8. Test Engineer
9. Configuration Manager
10. Operations Engineer
11. Infrastructure Engineer

### 3. Response Guidance

This competition will be evaluated using a written proposal, case study and price. At the discretion of DWP References and Presentations may be requested as a further means to support evidence for the purposes of evaluation.

Suppliers are requested to provide a response by email in accordance with the table below with the following attachments:

- i. Attachment 1: PDF file with response to questions 1.1 to 2.1;
- ii. Attachment 2: Pricing response to question 3.1;
- b. Within the subject field of the email Suppliers must include 'Children Platform Development and Live Support - Request for Proposal', their 'Company Name', and 'Email 1of X'. (E.g. "Children Platform Development and Live Support -Request for Proposal – Supplier ABC – Email 1 of 1"
- c. If Suppliers need to submit their response on more than one email (e.g. due to file size) then the Suppliers must indicate within the email subject field the corresponding number of emails being sent (e.g. email 1 of 3, email 2 of 3, email 3 of 3 etc.).
- d. Suppliers must clearly write the name of the contact with (Role, Email address, and Telephone number) in the body of the email.

#	Question	Response format	Evaluation method
Part 1: Technical Competence			
1.1	<p>Please demonstrate how you will fully deliver the requirement stated. Your response should include:</p> <ul style="list-style-type: none"> <li>- A summary of your conceptual understanding of the requirement.</li> <li>- Evidence of how you meet each of the essential and nice to have skills.</li> <li>- Any Risks or Issues that you can foresee with meeting these requirements</li> <li>- Any Assumptions/Dependencies</li> </ul>	<p>PDF file</p> <p>No more than 1,600 words</p> <p>Embedded pictures and diagrams are permitted and do not count towards word limit.</p>	<p>Technical Competence evaluated against all Essential and Nice to have criteria</p>
1.2	<p>Please document your approach and method to meeting the requirement. Your response should include:</p> <ul style="list-style-type: none"> <li>- A documented process for resource acquisition with evidence of its maturity and use elsewhere</li> <li>- Your capability of: <ul style="list-style-type: none"> <li>o standing up a team from the contract award date;</li> <li>o managing resource scaling with related timeframes;</li> <li>o managing staff rotation</li> <li>o managing attrition</li> <li>o managing under-performance</li> </ul> </li> <li>- Whether the available supplier resource pool includes any subcontractors or partnered resources. In instances of sub-</li> </ul>	<p>PDF file</p> <p>No more than 1,500 words</p>	<p>Evaluated against all of the proposal requirements in relation to all Essential and Nice to have criteria</p>



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	<p>contractor and/or partnered resources then evidence to demonstrate the structure of the relationship and how it is governed.</p> <ul style="list-style-type: none"> <li>- Ability to deploy the team onsite at the Customer's location, a working arrangements solution for providing out of hours support and how security clearance up to Baseline Personnel Security Standard (BPSS), or equivalent, is managed including related timescales - (NB if you use a BPSS equivalent then document what this is and how it is deemed to be an equivalent standard)</li> </ul>		
1.3	<p>Please document your ability to gain, at pace, a detailed understanding of the solution to allow ongoing support and further development.</p> <p>Your response should include:</p> <ul style="list-style-type: none"> <li>- Evidence of where you have undertaken a rapid knowledge take on</li> <li>- Any requirements that facilitate the gaining of knowledge by your resource</li> <li>- Your approach to knowledge sharing and collaborative working</li> </ul>	<p>PDF file</p> <p>No more than 500 words</p>	<p>Evaluated against all of the proposal requirements in relation to all Essential and Nice to have criteria</p>
1.4	<p>Please document value for money (VfM) proposals associated with the provision of resources as part of this requirement.</p> <p>Your response should include:</p> <ul style="list-style-type: none"> <li>- Details of each VFM proposal</li> <li>- Clarity on how DWP can best leverage the proposal</li> <li>- Assumptions/Dependencies</li> <li>- Inclusions/Exclusions</li> </ul> <p><b><u>In addition to VfM proposals relating to provision and utilisation of resource, Bidders are encouraged to consider the inclusion of a volume based rebate within their proposal that may for example see the payment of a cash rebate from the Supplier to DWP upon the anniversary of the contract, which is a percentage payment triggered through the purchase of specific thresholds/bandings of resource days within the limits of the contract.</u></b></p>	<p>PDF file</p> <p>No more than 500 words</p>	<p>Evaluated against all of the proposal requirements in relation to all Essential and Nice to have criteria</p>



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1.5	<p>Please provide a case study that clearly demonstrates the experience of your resources delivering major change via concurrent releases and Live Support services for a comparable customer</p> <p>Your response should also include evidence of adoption and alignment to customer methodology and approach for offering suggestions for improvement</p>	<p>PDF file</p> <p>No more than 1,000 words</p>	<p>Evaluated against all of the proposal requirements in relation to all Essential and Nice to have criteria</p>
Part 2: Cultural Fit			
2.1	<p>Please demonstrate how your organisation's culture will deliver the Cultural Fit criteria for this requirement.</p> <p>Your response should include:</p> <ul style="list-style-type: none"> <li>- Your approach to working as a blended team with our organisation and other suppliers, able to take direction within a DWP team</li> <li>- Your experience of successful collaborative working as part of a multi-supplier delivery team sharing knowledge within the team</li> <li>- Evidence of a culture of continuous improvement where individuals learn from past mistakes and offer improvement opportunities.</li> <li>- Your approach to recruitment and retention, training, and on-boarding which enables DWP to have continued access to a highly effective resource pool through the course of the contract</li> </ul>	<p>PDF file</p> <p>No more than 750 words</p>	<p>Evaluated against all Cultural Fit criteria</p>
Part 3: Price			
3.1	<p>Suppliers are asked to provide a Time and Materials price response to this requirement.</p>	<p>XLSX file</p> <p>(Please complete the price response template attached template)</p>	<p>Evaluated in accordance with section 5 of this document.</p>

This competition will be administered by email and suppliers should return their responses electronically to the Authority point of contact listed in section 2 of this document.

#### 4. Evaluation Approach

Evaluation will be conducted in accordance with the Digital Outcomes and Specialists buyers' guide: <https://www.gov.uk/guidance/how-to-evaluate-digital-outcomes-and-specialists-suppliers>

Potential Suppliers will be scored against the original published requirement based on:

- Technical competence – e.g. how well the supplier's skills and proposal meet this need;
- Cultural fit – e.g. how the supplier will work in DWP's organisation;
- Price of the proposal.

Suppliers will be evaluated against each of the three bullets above and assigned a score. Scores will then be weighted in accordance with the % weightings for this mini-competition. The supplier with the highest overall score will be selected.

##### The scoring process

1. Suppliers given a score for technical competence and cultural fit based on their proposals.<sup>1</sup>
2. Overall scores for technical competence and cultural fit are calculated.
3. Suppliers given a price score proportionate to the cheapest response.
4. Technical, Cultural, and Price scores weighted.
5. Overall weighted score calculated for each supplier.
6. The supplier with the highest score is selected as the winner (Subject to contract and validation of their Financial Standing).

##### 1. Suppliers given a score for technical competence and cultural fit based on their proposals.

Suppliers will be scored on each essential and nice to have criteria individually in accordance with the scoring scheme. Half scores may not be used. **Suppliers will be excluded if they score less than 2 for any essential skills or experience criteria.**

Scoring scheme:

Score	Description
0	Not met or no evidence
1	Partially met
2	Met
3	Exceeded

An evaluation team may be used by the Authority. When the evaluation team has finished scoring all suppliers individually, a moderated score will be agreed for each criterion. This will be arrived by:

- Discussing why each evaluator gave each supplier the score they did for each criteria
- Reaching group agreement on each supplier's score for each criteria

##### 2. Overall score for technical competence and cultural fit are calculated

Once scores are agreed for each criterion, an overall score will be calculated for technical competence and cultural fit.

<sup>1</sup> Note: Evaluation of Essential and Nice to Have Skills and Experience may be evaluated at either shortlisting stage (subject to the number of respondent) or at Proposal stage. In either instance the weighted scores for Essential and Nice to Have Skills and Experience will be contribute to the Suppliers overall Technical score.

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The overall scores are calculated by summing supplier scores for each technical competence criterion (essential skills and experience, nice-to-have skills and experience and proposal). If weightings were indicated for some criteria then these will be calculated.

This process will be repeated for cultural fit.

Example:

Essential/Nice to have skills and experience	Supplier 1	Supplier 2
Example skill 1	0	3
Example skill 2	2	3
Example skill 3	1	2
Example skill 4	3	2
<b>Total:</b>	<b>6</b>	<b>10</b>

### 3. Suppliers given a price score proportionate to the cheapest response.

To score time and materials and capped time and materials quotes:

- Calculate a total quote for each supplier by multiplying the day rates for the individuals who'll be doing the work by the number of days each role would be needed to complete the work.
- Find the cheapest total quote.
- Divide the cheapest total quote by each supplier's total quote and multiply by 100.

Example:

Supplier A team would be needed for all 20 days to do the work using the following roles and day rates:

- 5 developers at £500 per day
- 1 technical architect at £700 per day
- 1 product manager at £600 per day

Multiply 500 by 5 and add 700 and 600 to get the total cost for 1 day. Then multiply by 20 days. The total quote for supplier A is £76,000.

Use this method to calculate the estimated total price for all suppliers:

- Supplier A costs £76,000
- Supplier B costs £75,000
- Supplier C costs £100,000

To calculate a score for supplier A, divide 75,000 by 76,000. Supplier A scores  $0.987 \times 100 = 98.7$ .

To calculate a score for supplier B, divide 75,000 by 75,000. Supplier B scores  $1 \times 100 = 100$ .

To calculate a score for supplier C, divide 75,000 by 100,000. Supplier C scores  $0.75 \times 100 = 75$ .

### 4. Technical, Cultural, and Price scores weighted

To calculate weighted overall scores for technical competence and cultural fit:

- Calculate the maximum possible score for technical competence or cultural fit by multiplying the number of criteria by 3 (the maximum score for each criterion).
- Take overall score for technical competence or cultural fit of each supplier and divide it by the maximum score possible.
- Multiply this by the weighting for technical competence or cultural fit.

Example for technical competence:



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- Technical competence is worth 60% for this example call off (as published with the requirements and evaluation criteria).
- There are 20 criteria listed for technical competence. To get the maximum score possible for technical competence, multiply 20 by 3 to get 60.
- If supplier B got an overall score of 40 on technical competence, then Supplier B's weighted score for technical competence is 40 (out of a possible 60).

To calculate weighted overall score for price:

- Multiply each supplier's price score by the weighting for price.

Example:

- Say that price is worth 25% for this example call off (as published with the requirements and evaluation criteria).
- Supplier E scored 0.8 for price. Multiply 0.8 by 25. Supplier E's weighted score for price is 20 (out of a possible 25).

### **5. Overall weighted score calculated for each supplier.**

To calculate each supplier's total weighted score, weighted scores for technical competence, cultural fit or availability and price are added together

Example:

Supplier C's weighted scores were:

- 40 out of 60 for technical competence
- 13 out of 15 for cultural fit
- 14 out of 25 for price

Their total weighted score is 67 out of 100.

### **6. The supplier with the highest score is selected as the winner**

The winning supplier is the one with the highest total score.

If 2 or more suppliers have the same score then, at the Authority's discretion, either:

- The score from the criteria with the highest weighting is used as a tie-breaker, then the next highest weighting until the tie is broken, e.g. if weighted price is weighted as the most important criteria then the winning supplier is the one with the highest score for price  
OR
- The tied suppliers are asked to provide 'best and final' quotes. The winning supplier is the one with the lowest quote



## 5. Financial Variable Risk Assessment

A financial viability risk assessment will be undertaken, which will not count towards the overall evaluation scores, but will be used to highlight any financial risks to the Authority. This will be used to provide feedback to Potential Providers on issues they need to consider and resolve in order to satisfy DWP's confidence that the potential provider can deliver the proposed contract. An overall "Red" rating may result in elimination from the competition.

Individual Potential Provider responses will be assessed on the following three areas:

- Organisational Stability;
- Financial Stability; and
- Growth Management.

If the assessment of any of the above areas produces a RAG rating of RED the result will be potential elimination from the procurement. An organisation that has a negative balance sheet (technically insolvent) will be given a RAG rating of RED. Further investigation and clarification will be required by the Authority to fully understand the issues causing the red rating.

In order to complete a Financial Variability Risk Assessment DWP will request potential providers to provide accounts for the past two years of trading. In the absence of audited statements, other information will be requested that is considered sufficient for assessment purposes.

Examples of other information that may be requested to demonstrate the potential provider's economic and financial standing can include but is not limited to:

- Parent company accounts (if applicable)
- Deeds of guarantee
- Bankers statements and references
- Accountants' references
- Management accounts
- Financial projections, including cash flow forecasts
- Details and evidence of previous contracts, including contract values
- Capital availability.

Furthermore, in part to the above considerations DWP would have a reasonable expectation that the potential supplier will have a turnover of at least 200% of the potential contract value. Where turnover falls below this threshold DWP will review other factors.

Further guidance can be found at:

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/137569/PPN\\_Supplier\\_financial\\_risk\\_Feb-18.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/137569/PPN_Supplier_financial_risk_Feb-18.pdf)