Bid Pack
Attachment 1: Statement of Requirements

HMCTS Crime Programme Design, Development and Testing Managed Service
Unique Procurement Reference:16564
Event Reference: ocds-pfhb7i-16386

a 'call-off further competition' in relation to
LOT 1 Digital outcomes
Digital Outcomes 6 (RM1043.8)

Buyer
Her Majesty'S Courts Service

Initial application timeline

Published	**09-05-2023 15:50**
Deadline for asking questions	**15-05-2023 16:00**
Closing date for applications	**23-05-2023 16:00**

Glossary

Term / Acronym	Description
HMCTS	**HM Courts and Tribunals Service**
CJS	Criminal justice System
CPS	Crown Prosecution Service
DTS	Digital Technology Services which is the internal business as usual digital and technology team for the MOJ

Overview

Off-payroll (IR35) determination	**Contracted out service: the off-payroll rules do not apply**
Summary of the work	**HMCTS requires a flexible, outcome based Managed Service to design, develop and test digital services for the ongoing development of new functionality for its new criminal case management system, the Common Platform, to required timescales, budget and government service standards.** **The Services will transition into business as usual once the relevant projects complete.** **Currently the Crime Programme has rainbow design, development and test teams made up of multiple suppliers each specialising in their individual area of service.** **In addition to, and separate from, the services which will be procured via this procurement, there are also a number of PET teams who work on the Crime Programme but are part of Digital Technology Services (DTS) who provide design, development and test services for future enhancements**

	primarily for features which are already in live as well as a DevOps and Live Service team who provide second and third line support and ensure the live environment is maintained and operating within the required service levels. **It is expected that the successful provider will provide a high level of delivery confidence through robust design and delivery including thorough design, development and test strategy and plans, automation and output visibility, reporting against KPI's, all executed through best practice capabilities across the function for existing and future increments / features.**
Latest start date	**01-09-2023**
Expected contract length	**2 years, 0 months, 0 days** **1 years, 0 months, 0 days**
Location	• No specific location (for example they can work remotely)
Organisation the work is for	**Secretary of State for Justice. For the benefit of HM Courts and Tribunals Service (HMCTS)**
Is there an indicative budget?	**Yes**
Indicative Minimum Budget £	**Not Specified**
Indicative Maximum Budget £	**12750000**
Additional information on Budget	**Budget is set at £9,000,000 for the initial period of work from 1 September 2023 to 31 March 2025. The maximum budget is £12,750,000 to cover any potential extension.** **HMCTS does not guarantee volume or duration of work for the winning bidder.** **Pricing will be evaluated out of 30% and pricing submission documents will be issued to suppliers who pass Round 1. Suppliers will be evaluated as per DOS criteria.** **The initial Statement-of-Work and Roadmap is available upon request from HMCTSCommissioningandCommercial@justice.gov.uk. It is recommended that interested parties request this document.**

About the work

Why the work is being done	The Crime Programme is being undertaken by HMCTS to support the Reform Programme. The ambition of the Crime Programme is to provide smarter, more joined-up and streamlined processes to deliver efficient, proportionate and accessible digital services providing better criminal justice for all utilising a common set of digital services via appropriate modern channels. The Crime Programme is established and has been running for a number of years.
	The CJS Common Platform (CP) (is being developed by HMCTS, to deliver a unified way of digital working for HMCTS, CJS and the wider participants in the criminal case management process. It will allow users to interact with the process on-line, eliminating processes and systems that are antiquated and paper based. In short, it will deliver a shared, single source of case information, accessed when needed.
	The Common Platform will receive information about cases from prosecuting agencies (including police forces) to enable a case to be prosecuted and dealt with by the Court (Magistrates' Courts and the Crown Court, and any appeal/review Court) in accordance with the Law. Further information about the case (including changes, pleas and judicial decisions) will be added during the course of the case and kept on the Common Platform as a single source of information. This information was previously shared between CJS Partners through a mixture of paper-based and part-digitised mechanisms, with a reliance on siloed technology solutions.
	Partner organisations across the CJS therefore input and access case information held by the Common Platform either by Data transfer between agencies (to and from the Common Platform) or by being provided with rights to access the information directly on the Common Platform.
	The development of the Common Platform will enable a case management system which is able to replace existing legacy systems in HMCTS and MOJ and provide greater control and standardisation across the justice system, supporting the aim to develop efficient, proportionate and accessible digital services to enable access to justice via appropriate modern channels.
	The Common Platform started to be rolled out to Magistrates' and Crown Courts in September 2020 and, as of 16th April 2023, Common Platform is live in 176 courts (59 Crown Courts and 117 Magistrates' Courts). This equates to 78% of courts that are currently using Common Platform with the aim to complete national rollout of scope of initial rollout by summer 2023. We also have a number of other services live on the platform including a citizen facing service in the form of online

	plea as well as a pre-charge capability for CPS and an initial case working function which enables single justice procedure cases to be handled within Magistrates and Crown Court.
	The Common Platform, which is a micro-services based architecture based on the JEE framework, provides service to CJS at all stages of the criminal justice process. To support this an effective design, development and testing service is required to develop and deliver an effective cross programme service (including Technical and Business Architecture, UX designers, Business Analysts, Release and Delivery Managers, Front End and Back End Developers and Testers), enabling the programme to continue its rollout of new functionality onto Common Platform in 2023, 2024 and 2025 with confidence. The focus over the upcoming months is to deliver the full court capability which will enable the decommissioning of all current legacy systems that support the criminal justice service of today.
	The new supplier shall work on the Crime Programme designing and developing functionality which is new to Common Platform – primarily working delivering change requests / enhancements / defects on the interfaces between CPS and HMCTS as well as data migration for the legacy systems Xhibit and DCS. The service is anticipated to be required until March 2025 by which point the services will have been transitioned to DTS, likely to be between December 2024 to March 2025 for which this service will need to provide a handover.
Problem to be solved	To provide an effective design, development, test, release & delivery management service to deliver an effective service across the programme, enabling the continued rollout of new functionality onto Common Platform with confidence. This includes but is not limited to the design and development of:
	• Defects: Investigate & resolve issues found during incident investigations or the implementation of new functionality and enhancements.
	• Enhancements: Update & improve existing features, capabilities, components & services
	• New functionality/requirements: design, develop & implement new increments, change requests, services & components in collaboration with business product owners (BPOs) & integration with new services, systems & external APIs
	The service will be required to provide flexible team of design, development & test experts in accordance with best practice & recognised standards to:

	• **Oversee & own the team's outcomes to ensure delivery of an effective, efficient & high performing design, development, test, release & delivery management service that enables consistent, high-quality deliverables as per the Crime Programme's requirements, governance standards & best practice. Proactively identify & resolve risks & issues & mitigate challenges to optimise the service provided including all services related to new/existing features, defects & enhancements resulting from increments and changes from functionality the team has delivered & maintained to a high-level of quality/standards with relevant documentation created & stored.**
	• **Support teams & BPOs to deliver to user needs & feedback on an Agile project lifecycle working from the design phase to support delivery teams in refinement & deliver excellent User Experience services providing programme/business assurance of comprehensive designs for Development.**
	• **Establish, lead, maintain & own requirements & designs, including LLD & HLD, for digital delivery throughout their lifecycle providing a consistent end-to-end design across the Crime Programme ensuring the integrity & consistency of the Crime Service Model, considering cross-cutting functionality ensuring standards, patterns & approved Solution Overviews are applied these to create HLSA & HLD iterations & provide assurance against scope-creep.**
	• **Work with BPOs to identify & document requirements for new functionality/updates to existing functionality. Create user stories with acceptance criteria & journey maps which describe & illustrate the end state expected by the business. Work with development & test teams to clarify the requirements & positive/negative tests. Write user stories to develop functional back end micro services & integrate with individual microservices to provide work management solutions.**
	• **Develop architecture non-functional requirements, COTS & overall software designs & manage programme tech design compliance, cyber, data & integration, enterprise, infrastructure, security, Domain Driven Design & application architecture.**
	• **Participate in governance & allow for external assurance activities (such as code & documentation reviews, external testing, ITHC, TDA); feed into systems, such as ITSM (ServiceNow), Enterprise Architecture (ardoq)**
	• **Take a test-driven approach to software development; own testing quality assurance by driving & overseeing the**

	delivery of high quality & consistent testing throughout the delivery lifecycle inc. unit testing, maintaining manual & automated test-suites inc. functional, performance & non-functional scenarios & operational acceptance tests complying with the programme's standards & requirements. This includes ensuring 100% test coverage on new features/enhancements introduced or when refactoring any code. Participate in code reviews of own work & lead code reviews of colleagues' work • **Develop/deliver effective solutions & test strategy, plan, test scripts** • **Delivery of a rolling plan of continuous code quality assurance & testing improvement activities across the Crime Programme.** • **Provide appropriate status update reports & metrics as required.** • **Lead on implementation & coding tasks as required, conduct technical reviews & assess the quality of the code written in products** • **Some services may be required in addition to the standard requirement to deliver specific tasks.** • **Provide a flexible team able to onboard new team members in 2 weeks or less at contract commencement & throughout the contract's lifecycle** • **Enable a smooth transition from the current suppliers to the successful supplier from this procurement & eventually enable a smooth transition to business as usual/DTS by providing knowledge transfer & coaching to the relevant teams at the point of transition.** **The new supplier will need to work alongside other suppliers who provide services inc. DTS teams who provide design & development work for future enhancements for features which are already in live as well as a DevOps & Live Service.**
Early market engagement	**Not Specified**
Any work that's already been done	**The Crime Programme started to be rolled out to Magistrates' and Crown Courts in September 2020 and, as of 16th April 2023, Common Platform is live in 176 courts (59 Crown Courts and 117 Magistrates' Courts). This equates to 78% of courts that are currently using Common Platform. There are also a number of other services live on the platform including a citizen facing service in the form of online plea as well as a pre-charge capability for CPS and an initial case working function which enables single justice procedure cases to be handled within Magistrates and Crown Court.** **The digital services are being developed with a common**

	capability approach; building common features and components once for all services, using a consistent design system, sharing understanding of users and their needs, maximising reuse of design patterns and reducing duplication of design effort. Currently the Crime Programme has rainbow design, development and test teams made up of multiple suppliers each specialising in their individual area of service. In addition to this, but not part of this procurement, there are also a number of PET teams who work on the Crime Programme but are part of Digital Technology Services (DTS) who provide design, development and test services for future enhancements primarily for features which are already in live as well as a DevOps and Live Service team who provide second and third line support and ensure the live environment is maintained and operating within the required service levels. The services, the objective of this procurement, are key to enable the Common Platform to be developed and rolled out.
Existing team	The existing service is provided on a rainbow basis by five suppliers providing eight contracts. The services provided are design, development, test, including delivery and release management. The current team make up used, as an indication only, is: o Design team of 1 UX, 1 Business Analyst, 1 Business Architects and 3 Technical Architects. o Four development teams with 1 Delivery Manager and 1 Release Manager. Each team typically includes: 0.5 Delivery Managers, 1 Back End Developer Tech Lead, 3 Backend End Developers, 1 Front End developers and 1.5 Testers. o In addition to this there is 1 Test Practice Lead and a number of additional testers including: 2 Non Functional Testers, 1 Automatic Tester and 1 Third Party Tester. Support and product enhancement for the transitioned live services are provided by separate contracts.
Current phase	Beta

Who the users are and what they need to do

Key User	Key User Definition
Citizen	As a citizen, view and track my case and plea online, be alerted to changes and for the case to proceed efficiently.

Prosecutor	As a prosecutor, understand case evidence to ascertain likelihood of a successful prosecution.
Defence Practitioner	As a defence practitioner, understand the evidence of a case to best advise my client.
HMCTS Administrator	As a HMCTS admin, manage the delivery of justice services so the process is delivered efficiently.
Judiciary	As a member of the judiciary, access all relevant information so that I can make a judgement
Prosecuting Agency	As a prosecuting agency, submit evidence to provide HMCTS with relevant information

Work setup

Address where the work will take place	**102 Petty France, Westminster, London SW1H 9AJ and any other HMCTS premises as required.** **Supplier's premises.** **Remote working.**
Working arrangements	**HMCTS services are built to government service standards using a Scaled Agile Framework (SAFe) essential.** **SOW's will be issued to define the development outcomes of each project phase and typically span three to six months.** **For any work performed at a non-base location and outside London (outside of the M25), all reasonable travel and expenses costs shall be met in accordance with the rates set out in the MoJ travel and subsistence policy. All expenses will require prior approval from HMCTS before being reimbursed. The hours of delivery for this service are:** **i. Deliver the outcomes and roadmap in line with the SOW within standard 9am – 5pm Monday – Friday on a routine basis with occasional Extended and Out of Hours support to meet development and release schedule.** **ii. Functional and non-functional testing support between 9am – 5pm on a routine basis with occasional support out of hours in line with feature delivery and release schedules;**
Security clearance	• Baseline Personnel Security Standard (BPSS) • Security Check (SC) **Security Check is required for a small number of team members who will access the ServiceNow system.**

Additional information

Special Term or Condition
The initial Statement-of-Work (SOW) will be Capped Time & Materials but the Buyer reserves the right to use alternative payment mechanisms such as Fixed-Price, Incremental Fixed Price or Time & Materials for future SOWs.
Suppliers shall provide transparency on the rates paid to resources and third-parties in the supply-chain on request enabling full visibility of charges and costs including overheads and profit-margin in an auditable form.
There will be a 4-week transition period working in conjunction with existing service providers.
HMCTS Reform use a monthly project performance dashboard to measure Supplier performance and to agree rectification plans where appropriate.

Additional documents

- Not Specified

How many suppliers to shortlist

5

How suppliers will be evaluated

All shortlisted suppliers will be invited to further assessment and will be asked to provide a written proposal - this is a mandatory assessment method. Buyers may also wish to use additional assessment methods to evaluate individual criteria - these will be listed below.

Evaluation weighting

Technical competence
- **50 % - Technical competence**
    - **0 % - Essential skills and experience**
    - **0 % - Nice to have skills and experience**
    - **100 % - Technical**

Cultural fit
- **10 % - Cultural fit**

Social value
- **10 % - Social value**

Price
- **30 % - Price**

Skills and experience

Buyers will use the essential and nice-to-have skills and experience to shortlist suppliers using their responses against each of the criteria. The essential and nice-to-have skills and experience form part of the overall technical competence of the supplier.

Essential skills and experience

#	Question	Weighting %
1	**Please provide one case study which demonstrates your experience of working on a similar scale and type of project / programme providing design services covering business analysis, technical architect, business architect and UX services within an agile multi-disciplinary supplier environment.**	**12**
2	Please provide an example of where you have created a culture and practice of re-use and synergy across other programmes / portfolios with technologies and solutions, including meeting all security compliance and enterprise standards within a complex digital transformation.	11
3	Please provide an example of where you have delivered user interface development services using technologies such as Node.js, Typescript and Angular.	11
4	Please provide one case study which demonstrates your experience of working on a similar scale and type of project / programme using complex architectures that include microservices and CQRS Command and Query Responsibility Segregation) ideally related to digital case management system or something of a similar scale.	11
5	Please provide an example of where you have worked with and implemented complex workflows utilising process orchestration / BPMN workflow engines such as Camunda.	11
6	Please provide one case study which demonstrates your experience of providing delivery, oversight and release management services on a similar scale and type of project / programme within an agile multi-disciplinary supplier environment, including managing cross-stream/ team dependencies.	11
7	Please provide one case study which demonstrates your experience of working on a similar scale and type of	11

#	Question	Weighting %
	project / programme providing end to end testing services including NFT, automation, regression, test strategies and reports, and external integration testing within an agile multi-disciplinary supplier environment.	
8	Please provide evidence of how you have displayed strong client facing communication skills both written and verbal, working with all stakeholders (be they internal or external stakeholders), gathering, interpreting / analysing and workshopping a range of feedback and communicating to technical/non-technical audiences demonstrating an ability to understand their key business drivers and providing demos.	11
9	Please provide one case study which demonstrates your experience of transitioning from a number of suppliers to deliver a consolidated service and the approach you took to ensure a streamlined and efficient handover.	11

Nice-to-have skills and experience

#	Question	Weighting %
1	Please evidence your experience using the Digital by Default standard.	34
2	Please evidence your experience using Dynatrace and Azure native services for application monitoring.	33
3	Please evidence your experience of working as a team to pass GDS assessments or similar for external services including preparing and presenting work for assessment panels.	33

Technical criteria

#	Question	Weighting %
1	**Please explain how you would deliver consistent, high-quality deliverables as part of this managed service to provide an effective, efficient and high performing service covering:** **o Mixed technical capabilities within a multi-functional agile team;** **o Planned and delivered Agile/Waterfall/Hybrid**	**20**

	support and continuous improvement process within multi-supplier teams; **o Managed cross stream dependencies with extensive common component integration in a microservices architecture, including system integration for live services;** **o Worked with stakeholders to design and document requirements (technical and business) for implementation by delivery teams.** **o Governance processes followed and adhered to; and** **o An appreciation of the business domain, including working with external stakeholders as required within the Authority** **Your response should include reference to previous examples of where you have provided a similar service and how you would apply lessons learnt from previous managed service contracts to this contract.**	
2	Please explain how you would actively participate in the various phases of application development lifecycle, helping the Crime Programme implement solutions in a cost-effective way by determining its requirements and communicating them clearly to Development teams, stakeholders, facilitators and partners. Your response should include reference to previous examples of where you have provided a similar service.	8
3	Please detail your proposed approach for knowledge transfer and how you will continue to evolve the service and deliverables. Your response should cover: o The team you will provide during transition and the associated approach o Ramp up and knowledge acquisition plans o Approach the transition from a multi supplier team to your team o Continuous improvement approach and methodology o Working with stakeholders to evaluate the improvements works Your response should include reference to previous examples of where you have provided a similar service.	10
4	Please detail how you propose to manage this contract as a 'managed service'. The response shall as a minimum cover: • How the supplier will liaise with the Buyer's	10

	representative(s) from the Crime programme including what service reporting would be provided; • How team members are identified and onboarded and off boarded • Your approach to recruitment and retention of experienced, senior resources and ensuring any replacement resources can be onboarded without major disruption to ser-vices; and • Any contingency agreements you hold which may include with third-party suppliers in the event in-house resources become unavailable. Your response should include reference to previous examples of where you have provided a similar service.	
5	Please detail your proposed approach to working with event based micro-services using Command Query Responsibility Segregation (CQRS) pattern that enable complex workflow and business scenarios. Detail the practises, standards and technologies used for this implementation. As a minimum, your response should cover: o Language, technologies, development methodologies and frameworks used o Hosting platform and associated services o Data management approach o Domain definitions and approach to continuous integration and deployment o How this integrated with surrounding components, such as the user interface, middleware technology and external systems. Your response should include reference to previous examples of where you have provided a similar service.	20
6	Please detail your approach to the leading and owning of such an agile project on a managed service basis to ensure an effective and efficient delivery. Your response should include reference to previous examples of where you have provided a similar service.	8
7	Please detail your proposed approach to testing including as a minimum; o The tools (including logging and monitoring) that you will use. o How you will approach integration testing and non-functional testing; o How you will manage build pipelines including monitoring;	20

	o How new test approaches/methods could be introduced o How you will ensure GDS compliance Please support your approach with a short case study where you have done all of the above.	
8	Please explain how you plan to sustain pricing within changing market conditions and how the proposal offers value-for-money for HMCTS.	4

Cultural fit criteria

#	Question	Weighting %
1	**Please explain how you would engage with other stakeholders such as DTS and other programmes / partners, Business Product Owners; which link into Crime from a design, development, test and release perspective to ensure efficient and effective deliverables are provided in time and common components are re-used where possible.**	**100**

Social value criteria

#	Question	Weighting %
1	**Tackling Economic Inequality: Increase supply chain resilience and capacity: Please describe the commitment your organization will make to ensure that opportunities under the contract deliver the Policy Outcome and Award Criteria. Please include:** **● your 'Method Statement', stating how you will achieve this and how your commitment meets the Award Criteria, and** **● a timed project plan and process, including how you will implement your commitment and by when. Also, how you will monitor, measure and report on your commitments/the impact of your proposals. You should include but not be limited to:** **○ timed action plan** **○ use of metrics** **○ tools/processes used to gather data** **○ reporting** **○ feedback and improvement** **○ transparency** **● how you will influence staff, suppliers, customers and communities through the delivery of the contract to support the Policy Outcome, e.g.**	**100**

	engagement, co-design/creation, training and education, partnering/collaborating, volunteering.	

Pricing model

- **Capped time and materials**

Additional assessment methods

• Presentation

Question and answer session
Not Specified

How suppliers will be scored

Level	Score	Description
Exceeded	**3**	**The response exceeds requirements, providing detail that minimises risks to delivery. The response is comprehensive and unambiguous, demonstrating a thorough understanding of the requirements and providing details of how the requirement will be met in full without additional support from the Contracting Authority, other than that outlined within the Statement of Requirements.**
Met	2	The response is acceptable and meets all the basic requirements. However, the response is not sufficiently detailed to minimise risk and / or the proposed approach may require additional support (in addition to that outlined in the Statement of Requirements) from the Contracting Authority to meet its deliverables.
Partially met	1	The response has met some, but not all elements of the requirement, which poses risk that the proposal will not meet the deliverables required. The response does not demonstrate a full understanding of the

		requirement posing major concerns.
Not met	0	The response does not meet any of the requirements or no response has been provided. An unacceptable and / or non-compliant response with serious reservations, demonstrating no understanding of the requirement.

Timelines for the competition

These are our intended timelines. We will try to achieve these but, for a range of reasons, dates can change. We will tell you if and when timelines change.

Activity	Date
Published	**09-05-2023 15:50**
Deadline for asking questions	**15-05-2023 16:00**
Deadline for publishing clarification responses	**17-05-2023 16:00**
Closing date for applications	**23-05-2023 16:00**
Evaluation of shortlisting responses	**31-05-2023 16:00**
Publication of further assessment documents	**01-06-2023 16:00**
Closing date for written proposals	**21-06-2023 16:00**
Supplier presentations (if applicable)	**05-07-2023 16:00**
Evaluation of further assessment responses	**13-07-2023 16:00**
Standstill period (if applicable)	**01-08-2023 16:00**
Contract award	**11-08-2023 16:00**
Contract signature	**21-08-2023 16:00**
Contract start	**01-09-2023 09:00**