Annex A

Title of project:	**Offshore Industries Advice (OIA) – Casework management system**
Date and time for return of tenders:	Wednesday 30th September 2020 @16:00 hours
Contract Reference No:	C20-0457-1476
Address for tender submission:	1 electronic copy to be sent to TenderResponse@jncc.gov.uk or PLEASE DO NOT SEND TENDERS DIRECTLY TO JON PARSONS, DOUG STEWART OR DORA IANTOSCA VIA THEIR PERSONAL EMAIL ADDRESSES, AS THIS WILL INVALIDATE YOUR TENDER Tender responses must be less than 10 MB in size. On receipt of your tender, you will receive an automated e-mail to confirm receipt by JNCC Support Co. If you do not receive this automated email, please contact, in the following order: Sue Wenlock (00 44 1733 866880) Chris Downes (00 44 1733 866877)
Contacts for **technical information** relating to this project specification:	Jon Parsons Technical Delivery Manager Joint Nature Conservation Committee Email: jon.parsons@jncc.gov.uk Tel: 01733 562626 Direct Dial: 01733 866827 OR Doug Stewart Offshore Industries Advice Manager Joint Nature Conservation Committee, Aberdeen Email: Doug.Stewart@jncc.gov.uk Tel: 01224 266563
Contact for any queries regarding the **tendering procedure**:	Dora Iantosca Finance Team Joint Nature Conservation Committee Email: Dora.Iantosca@jncc.gov.uk Tel: 01733 866894
Proposed start-date:	October 2020
Proposed end-date:	March 2021

Offshore Industries Advice (OIA) - Casework management system

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1. Joint Nature Conservation Committee

The Joint Nature Conservation Committee (JNCC) is the statutory adviser to the UK Government and devolved administrations on UK and international nature conservation. Its work contributes to maintaining and enriching biological diversity, conserving geological features and sustaining natural systems.

Our role is to provide evidence, information and advice so that decisions are made that protect natural resources and systems. Our specific role is to work on nature conservation issues that affect the UK as a whole and internationally:

- advising Government on the development and implementation of policies for, or affecting, nature conservation in the UK and internationally;
- providing advice and disseminate knowledge on nature conservation issues affecting the UK and internationally;
- establishing common standards throughout the UK for nature conservation, including monitoring, research, and the analysis of results; and
- commissioning or supporting research which it deems relevant to these functions.

Background to JNCC can be found on the JNCC intranet: https://jncc.gov.uk/about-jncc/

2. About the JNCC Offshore Industries Advice (OIA) service

The offshore marine environment extends from the edge of territorial waters to the UK Continental Shelf. The offshore marine environment continues to see extensive growth in offshore industry activity, which can have impacts, both individually and cumulatively, on marine biodiversity, ecosystems and services.

JNCC have responsibility for the provision of nature conservation advice in the offshore area, to support management of activities to ensure the overall sustainability of use of the marine environment. Our experts have extensive knowledge of offshore biodiversity, including seabirds, marine mammals, and seabed ecology, and a thorough understanding of evidence sources and emerging research, which ensures our advice is based on the best-available scientific evidence.

We advise on the impacts of offshore industries, including oil and gas, marine aggregate extraction, renewable energy, cable laying, and Ministry of Defence military activities, as well as fisheries and other human activities.

3. Project background

The advice requests received by the OIA team can be issued from any one of 13 regulatory bodies/licence authorities:

- BEIS
- Crown Estate
- Crown Estate (Scotland)
- DAERA
- DEFRA

- Environment Agency
- International Seabed Authority
- Marine Scotland
- MMO
- Natural Resources Wales
- Oil and Gas Authority
- Planning Inspectorate
- Welsh Government

These regulatory bodies will have received an application for a licence, from an operator/organisation who intends to conduct an offshore activity which could cause disturbance on the seabed. JNCC's role is to provide advice to these regulatory bodies to assist in their decision to approve a licence for the activity.

Our response to these advice requests needs to be returned in a timely manner and is a service for which JNCC charge. The operator/organisation making the application for a licence is recorded in our case management system, but all responses are supplied to the appropriate regulatory body.

The OIA team currently process 6-700 advice requests a year and have 5 main administrators using the current system with 10 addition people involved in providing additional information. This activity is estimated to only increase further in the future.

The current system

At present, the OIA teams work in fulfilling these requests is dealt with by several systems and processes which are used by the OIA team together with other specialists within JNCC as well as external contributors.

Currently the OIA case management workflow uses the following platforms:

- FogBugz: Case assignment, tracking, and updates
- Master Spreadsheet (Excel): Case detail tracking
- EQA Spreadsheet (Excel): Evidence Quality and sign off
- Timesheets: Costings per case for recharging
- Proforma Letters (Word): Replies and decision delivery
- T Drive: Case document Storage
- Reporting (Excel): Providing reports to MPA team and senior management

This number of systems involved leads to a vast quantity of information duplication between the various platforms. One piece of information could be replicated in up to 7 different places, and most data is usually stored in at least 3 systems. When any information is updated, the changes need to be cascaded manually through the various platforms.

Each manual step is a chance for error, and it is only through the high level of diligence by OIA staff that such errors are very rare.

The OIA team are under both time pressure and have a limited budget, and previous system changes have not gone as well as expected, so the team are apprehensive about the development of another new system.

With the highly manual process at present and the problems and frustrations it causes, the team are in need of a new system.

Another pressure for a new system is from the regulators who pay for the service, who are looking for increasing levels of audit detail about the work completed and justification of the costs/charges.

4. Project scoping

The JNCC Digital and Data Solutions (DDS) team have engaged with the OIA team to scope and specify a new casework management system to totally replace their current process.

This involved conducting a two-day scoping workshop, delivered in Aberdeen, with the whole OIA team. This was followed by desk-based work to document the requirements and build this tender document.

The detailed outputs of this scoping work were:

- Project vision
- Project objectives
- Current process workflow
- Identified user roles
- User stories related to stages in the process workflow
- A feature map
- Proposed site map
- Non-functional requirements

Given the difficulty the current system causes, the team were very enthusiastic and actively engaged in the scoping process but pragmatic in prioritising non-essential features into phase two. The team are also positively looking forward to being involved in the development process of a new system.

5. Project vision

As part of the scoping workshop a project vision was created to give a top-level focus for the role the new system must fulfil:

- To have a new streamlined casework management system to be proud of.
- Providing an efficient and effective single source repository, for data entry and reporting, meeting all the OIA team requirements.
- To enable JNCC teams to be well informed about which human activities happen in their sites and locations of protected features.
- Enabling all relevant teams to inform themselves about locations of protected features in offshore waters.

6. Project Objectives

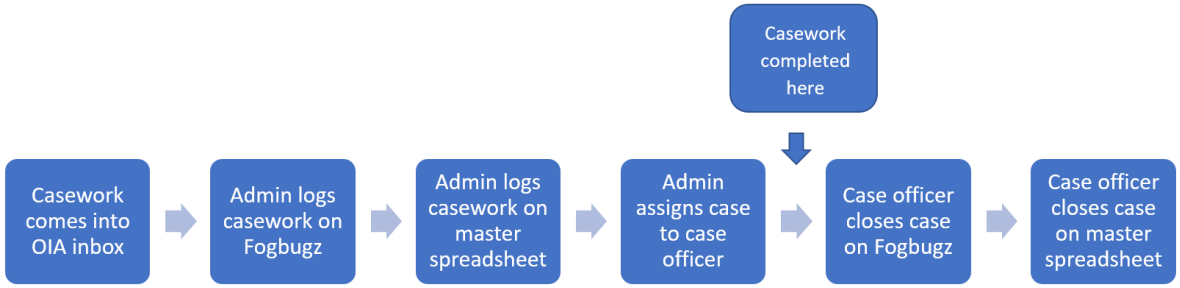
Objectives were also created as part of the scoping workshop with the OIA team, to give specific deliverables that the new system needs to deliver for the team:

- The system needs to be robust and reliable.
- In 6 months, the system entirely replaces our current system of using Fogbugz and Microsoft Excel spreadsheets.
- The system creates a unique reference number for each entry (case).
- Easily extract information on all case work e.g. on protected features and case work on Marine Protected Areas (MPAs).
- Easily extract time recording information for reporting and invoicing for all cases.
- A single point of data entry and access for all OIA case work.
- Provide access to all relevant legacy data.
- Administering/generation of different reports and minor amendments can be done by the OIA team, without recourse to external consultants or in-house specialists.
- A user friendly, streamlined data entry.
- A dashboard of casework for each of the caseworkers, outlining pending casework and deadlines - updated in real time.
- Better facilitate sharing of information across the organisation.
- Amendments to the data held should be captured in an 'update log' to allow for tracking for quality assurance purposes.
- Ensure the information marked as confidential stays confidential.
- The system should have security and restricted access at its core, given the sensitive nature of the information stored.

7. Current process workflow

To help ensure the collation of user stories comprehensively covered all elements of the system, the team identified the key stages of the current process flow. This process flow was used in the workshop as a check to ensure we had covered all operational areas but also to see if we had identified all process workflows.

Illustration 1



8. System users

To help focus the new system on user needs, prior to the scoping workshop, the OIA team identified the following user groups and their key role:

- Administrator
    - Logging/assigning casework
- System Administrator
    - Adding users, roles and access, editing meta data lists
- Case Officer
    - Responding to casework/updating casework log, dashboard of ongoing cases and deadlines, log of hours for each task/case
- QA Officer
    - Checking and approving cases
- Manager
    - (S grade) weekly snapshot but on demand, rough SLA statistics on demand, cases overdue
- Analyst/Reporter
    - SLA Reporting, weekly snapshot, data extraction / query

These user groups were used in the scoping as a focus for the user stories.

9. User stories

The main focus of the scoping workshop was to capture a comprehensive list of user stories. As part of the workshop homework the OIA team were tasked to start the user story creation process and then in the workshop these user stories were assessed and reviewed by the team.

Working in small groups the team focussed on each user role in turn and, referencing the current process flow, reviewed the existing user stories and created new user stories to ensure all functional requirements were captured.

Once all the user stories were captured and agreed as being correct, the team then prioritised those as essential for inclusion within the Minimum Viable Product (MVP). This resulted in 59 user stories with an MVP and 26 to be delivered in a second phase of development without too much loss of core functionality.

Related document for further information: ***user stories.xls***

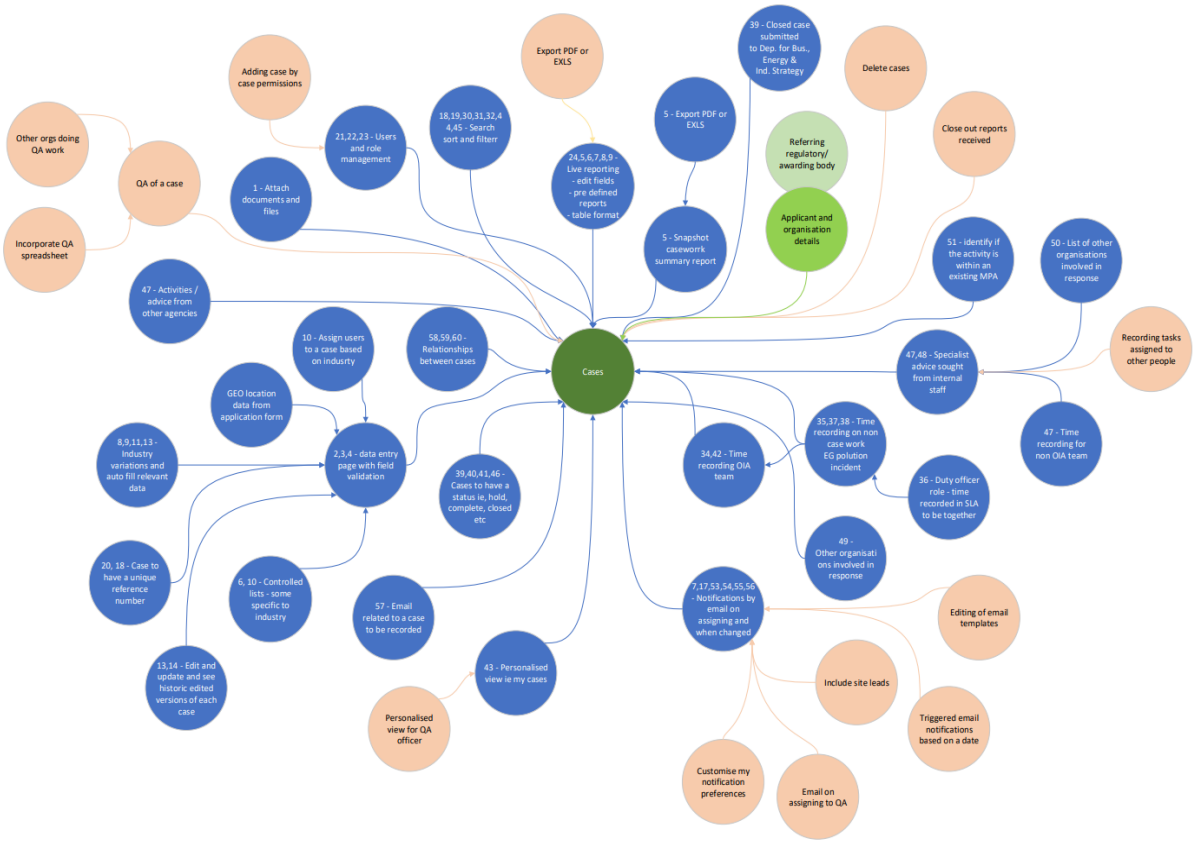
10. Feature map

Following the workshop, the DDS team took the user stories and individually identified the elements of functionality which would be required to fulfil each user story.

Below is a feature map highlighting these elements of functionality and reference to the user story which defines it. The Blue elements are functionality driven by MVP user stories, the

orange elements are phase 2 and the green elements are core elements containing contacts and organisation information.

Illustration 2



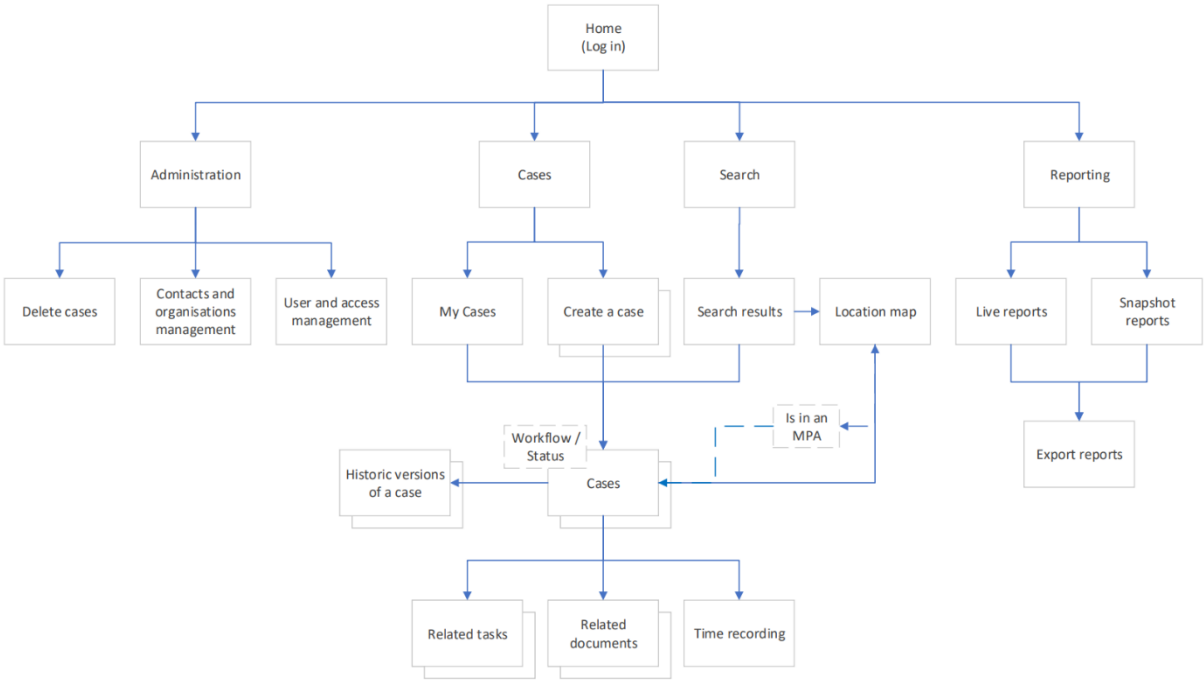
Related document for further information: ***OIA feature map v4.pdf***

11. Proposed site map

From the user stories the DDS team also identified the potential pages, in a website navigation structure, which would present the elements of functionality to the user.

This gives a potential idea of the structure and size of the new system.

Illustration 3



12. Non-functional requirements

As part of the workshop the OIA and DDS team identified several non-functional requirements which the system will also have to deliver. These requirements are not driven by one user group and do not fit within a feature map or a site plan but are still important requirements for a new system to deliver.

Table 1

I want to	So that
ensure the system is GDPR compliant	it follows JNCC GDPR requirements
ensure the system meets the JNCC evidence, quality assurance requirements	it is compliant
confirm the system is not required to function through a mobile or tablet device	we only use our preferred method of access through a desktop
the system to be DDA compliant	staff with special access requirements can be enabled to use the system
ensure any changes or updates made to the system (when saved) are immediately available to others (rather than an overnight process)	all team members can view changes as they happen
ensure backups of the server are done as part of JNCC IT support standard process + DB backups hourly	we meet business continuity requirements
ensure the system has a clear contact point / email for comments, suggestions, criticisms. Either a named person or role or group email (longer term feedback)	we have a central contact for issues associated with the system
have usage analytics (if a web-based system)	I can see user activity and functionality usage

have multiple users accessing and editing the system simultaneously	multiple cases per day can be worked on accurately and seamlessly across case officers
the system to be reliable and robust	it is easy and quick to add the data required
ensure the system is log in access only, with access permissions within the system	sensitive data is protected
the system to be available 24/7 and over the VPN	cases can be updated as required and the system remains current

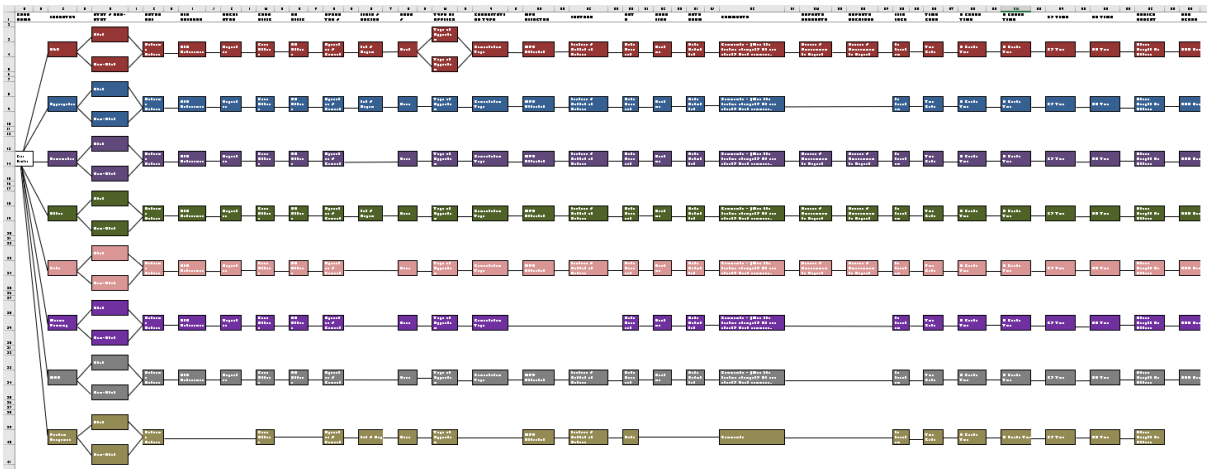
13. Data

Within the scoping workshop it was agreed that any new system would start from a clean slate with no data migrated from the previous system. However, there will be a need to reference old information with a web link or file location within the new system.

The data structure for the new system has been created by the OIA team and a key feature of the data structure is the variation of data field use based on the industry sector a specific case is related to. Another element of the data is a range of look up lists used to help with data entry and these lists are also specific to an industry sector.

Details of this data structure are shown in the illustration below and the related document.

Illustration 4



Related document for further information: ***OIA_Database_Contents_Rev4.xls***

14. Industry sectors

A key part of the current process is the different information required for a case depending on the industry sector it is related to. Any new system will need to have the ability to automatically filter the data fields and the drop-down list options to be specific to the chosen industry. The industries are:

- O&G
- Aggregates
- Cable

- Marine Planning
- MOD
- Other
- Pollution Response
- Renewables
- DAS

15. Geographic location of cases

Identified within the scoping workshop was the requirement to visualise the locations of seabed disturbance licence applications on a basic map. Importantly these locations should be shown in relation to the location of MPAs.

This mapping system should also provide a service to the casework management system in identifying if a new case, at the point it is entered on to the system, is in or near an MPA or not.

It is proposed that the JNCC in-house development resource would develop this basic mapping application and provide this as a service to the new system to call and identify if a case is within an MPA. This map system could also be integrated into specific pages with any new casework management system by the external provider.

16. Technical delivery options

Now the requirements of the system have been captured and technical elements identified, the DDS team have been investigating the appropriate technology to deliver these requirements.

The results are that there are three main technical approaches to delivering this project:

Option 1

Custom build – given the majority of the requirements of the system are for components that are core features of many off the shelf systems, we are ruling out a bespoke custom build as an approach for the delivery of this project.

Option 2

Out-of-the-box system – we would be interested to hear from providers of Out-of-the-box systems who feel their product has the ability to meet the majority of the requirements of our system with only the need for minimal custom coding.

Option 3

Microsoft dynamics - the DDS team have assessed a number of case management systems using the criteria of what percentage of the functionality could be delivered out of the box and then how much would need to be custom built on top or require significant configuration.

Microsoft Dynamics 365 seems to able to deliver a very high percentage of the system functionality out of the box and only requires basic config changes to deliver the remainder. This would enable a quicker implementation of an initial operational system compared to a custom development approach.

A system such as Microsoft Dynamics 365 also has the advantage of significantly lower initial set up cost compared to a custom-built system. However, we appreciate access to the system would be charged on a per user licence on a month by month basis. However, given the numbers of people involved in the OIA system are quite small (5 advanced users and 10 admin users) this cost would still be viable.

A Microsoft Dynamics 365 solution would build on the existing JNCC Microsoft Office 365 infrastructure and the JNCC IT team have been involved the specification of this new system and support this technical delivery option.

As part of the implementation of an OIA case management system there would be a basic implementation of a Customer Relationship Management (CRM) system. The work to implement this CRM could form the initial phase of a JNCC-wide stakeholder management system.

Summary

Our preferred option for the delivery of this system would be through the implementation of Microsoft Dynamics 365 and we would welcome proposals from Microsoft Dynamics partners. However, we are also interested to receive proposals from organisations who have an out-of-the-box system which they feel would meet the majority of our requirements.

17. Training

A key part of the system implementation will be training of the OIA team, both basic and advanced power users, to ensure they feel they fully own and are in control of their system.

Training of in-house staff to administer configuration changes is important, as the system would be owned and managed by us within our Office 365 instance.

18. Support and ongoing costs

Any system going forward would need reliable hosting, regular updates, maintenance and support. With Microsoft Dynamics 365 this is in some way covered through the per user licence, however we are looking for a delivery partner to who can step in where required to provide top level support when issues arise or new developments are planned.

An advantage of the 365 framework is Microsoft’s commitment to its ongoing development, as new features are rolled out on a regular basis and some may be of benefit to future phases of development. We are also looking for a delivery partner who will be able to advise of any new relevant features that would benefit or impact on our system.

Ongoing support may require an element of support from JNCC IT staff and we need to understand, as part of this project’s implementation, what form that support would take.

19. Outputs

The key outputs from this project will be:

- A fully trained OIA team who feel ownership and can manage their system with minimum technical support
- A fully tested and operational system in an appropriate state of development to replace the current system

- Ongoing support in place as appropriate, though in-house IT resource and an external provider.

20. Timescale

Provisional dates for delivery of the contact outputs are set out below. Exact dates are to be agreed at start-up meeting based on Contractor and JNCC staff availability.

Table 2

Milestones	**Provisional dates**
Project discovery	Throughout October 2020
System implementation and configuration	November 2020 – February 2020
System testing	Throughout February 2021
System training	Throughout March 2021
System sign off	31st March 2021

21. Health and safety

The Contractor is expected to follow appropriate Health & Safety procedures and undertake appropriate risk assessments, evidence of which should be supplied to JNCC. (NB under no circumstances should any work or service commence prior to the receipt of written approval of the risk assessment by JNCC H&S advisor).

Any incidents occurring within the contract should be immediately reported to JNCC.

22. Product appearance

The final system design must adhere as close as possible to the JNCC report template and house style guidance unless stated otherwise.

Related document for further information: ***NewDesign_JNCC.pdf***

23. Project management

The Contractor shall nominate a project manager, who shall be responsible for ensuring the project is completed satisfactorily and who shall be the main contact point for JNCC.

JNCC's main contact points will be:

Jon Parsons
Technical Delivery Manager
Joint Nature Conservation Committee
Email: jon.parsons@jncc.gov.uk
Tel: 01733 562626
Direct Dial: 01733 866827

OR

Doug Stewart
Offshore Industries Advice Manager
Joint Nature Conservation Committee, Aberdeen
Email: Doug.Stewart@jncc.gov.uk
Tel: 01224 266563

24. Instructions for tender submission

The tender submission should include the following:

- A brief summary of the potential Contractor's experience in relation to the requirements of this contract;
- A proposed approach for achieving the objectives of the contract (and delivering the detailed tasks identified within each objective). This should be sufficiently detailed to allow assessment against the evaluation criteria (Section 25);
- A detailed project plan (including Gantt chart), including the proposed work programme and an estimate of time required to achieve each objective;
- Details of the Contractor's own internal Quality Management System;
- Details of the Project Team, including their roles and experience, an estimate of their time input into each task, and CVs of all personnel involved in the contract;
- Availability of the Project Team for an online start-up meeting in the first week of October 2020.
- Overall quote for the contract, to include:
    - Daily rates for all members of the Project Team;
    - Rates for attending start-up, interim and final meetings;
    - Costs and time allocation should be clearly allocated to specific tasks within this contract; and
    - VAT if applicable. The contractor is to specify whether VAT at the prevailing rate would be applicable to this project and to provide their company's VAT registration number.
- The following documentation:
    - Copies of health and safety policy statements where available or a note regarding such items as lone working, emergency procedures and accident reporting;
    - Copies of current public and employer liability insurance certificates; and
    - Copies of any appropriate risk assessments.
    - Copies of any environmental policies should you have them.

In addition, note that the tender submission should provide enough information to allow assessment against the criteria outlined in Section 25.

For information on how we handle personal data please see our Privacy Notice at http://jncc.defra.gov.uk/privacypolicy

25. Evaluation Criteria

JNCC are not bound to accept the lowest priced or any tender. Having the technical expertise and experience to complete the work to a high standard, and being able to complete it within the timescale, are of the essence for this contract.

The tender evaluation will be undertaken by a panel of JNCC staff members.

Tenders will be evaluated using the following criteria:

Table 3

Evaluation criteria	**Max score**	**Score**
1. Quality of proposal, (50% of the total for the three assessment categories)		
Clarity of proposal (particularly work plan and deliverables).	10	
Understanding of, and relevance to, the requirements (in particular, the needs of the individual users).	15	
Soundness and logicality of methods.	5	
Realism and measurability of milestones.	5	
Identification and proposed solutions to potential problems/risks.	5	
Serious weaknesses which threaten success.	5	
Probability of success.	5	
Sub totals	**50**	
2. Details of Contractor (20% of the three assessment categories)		
Expertise, experience and balance of team	9	
Risks if important team members drop out	5	
Adequacy of subcontractors (if any)	6	
Sub totals	**20**	
3. Cost (30% of the total for the three assessment categories)		
Transparency and correctness of presentation	10	
Fairness/reasonableness for the level of work and expertise required	6	
Appropriateness of ratio of senior to junior staff time	6	

Clarity of each team member's contribution and value added	8	
Sub totals	**30**	
Total score	**100**	

26. Payment

Payment will be made on completion of the MVP requirements, following the submission of an invoice(s); and based on satisfactory undertaking of the contractual elements to the agreed standard of the JNCC Project Officer.

27. Additional Contractor requirements

All tenderers are requested to carefully read the Terms and Conditions applying to this contract. Payment will only be made upon delivery of key milestones.