DIGITAL SERVICES RM1043ii CUSTOMER REQUIREMENTS DS02-033 SFA

CONTENTS

WHATS INCLUDED

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               – Call-Off Contract (Part C) (Standard Terms and Conditions)

OVERVIEW

CCS Project Lead:	Emilia Cedeno
Customer:	Skills Funding Agency
Delivery Location:	Coventry
Phase(s):	Beta
Project:	DS02-033
Required Capabilities:	Include ☒ Software engineering and On-going Support ☒ Agile Product Design & Delivery ☒ Front-End Design and Interaction design ☒ Content Design, Editorial and Strategy ☐ System Administrations and Web Operations ☒ User Research (UX Design) ☐ Embedding Agile
Subcontracting Permitted?	☐ Yes ☒ No
Supplier Partnering Permitted?	☐ Yes ☒ No
Contract Charging Mechanism (Beta Phase):	Time and Materials
Contract Charging Mechanism (Live Phase):	Time and Materials
Tender Publish Date:	21/09/2015
Tender Submission Deadline:	06/10/2015
Proposed length of phase:	████████████████
Proposed Commencement Date of Project:	16/11/2015

LOTTING STRUCTURE

The Customer has structured this procurement as follows:

Lot 1	Software Engineering and Ongoing Support Agile Product Design and Delivery
Lot 2	Front-end Design and Interaction Design Content Design, Editorial and Strategy
Lot 3	User Research (UX Design)

TIMESCALES

The Customer or CCS may change this timetable at any time. The Potential Provider will be informed by email if there are any changes to this timetable.

It is the Potential Provider's responsibility to monitor the online messaging facility (e-Sourcing).

TIMESCALES		
DATE	**WHO**	**ACTIVITY**
21/09/2015	CCS	**Publish requirements to Potential Providers:** Clarification period starts
23/09/2015	CCS, Customer & Potential Providers	**Clarification Webinar 14:00:** Invite to webinar will be issued via the CCS eSourcing Suite. All questions and responses will be published via eSourcing Suite.
28/09/2015	Potential Providers	**Clarification Question period closes** Please submit all clarification questions by 23:59hrs Please note that we aim to publish all response to Q&A within 24hrs
06/10/2015	Potential Providers	**Submission Deadline** Potential Provider must upload submission to the eSourcing suite by 12:00noon
20-26 /10/2015	Potential Providers & Customer	**Demonstration and Scrutiny (45 min presentation, followed by 15 minutes Q&A)**
02/11/2015	CCS	**Award Notification** Publish Successful and un-successful Potential Providers.
16/11/2015	Customer	**Expected "Commencement Date" for Call-Off Contract/s**

KEY DELIVERY DATES

PROJECT PHASES	START DATE	COMPLETION DATE
Beta Development to Private Beta	16/11/2015	30/03/2016
Private Beta to full go-live	01/04/2016	▆▆▆▆

CURRENT SITUATION / BACKGROUND INFORMATION

1. Introduction

The Secretary of State for Business Innovation and Skills, acting through the Skills Funding Agency (SFA) is looking to procure the services of a specialist cloud services technology partner to support the development of the Employer Routed Funding (ERF) service using an agile approach to software development.   The SFA is looking to source the supplier through the CCS Digital Services RM1043ii commercial vehicle

2. Background

Organisation background

The Secretary of State for Business Innovation and Skills, acting through the Skills Funding Agency (SFA) is looking to procure the services of a specialist services technology partner to support the development of the Employer Routed Funding (ERF) service using an agile approach to software development.   The SFA is looking to source the supplier through the CCS Digital Services RM1043ii commercial vehicle

The Skills Funding Agency supports, funds and co-ordinates the delivery of Apprenticeships throughout England and receives funding from the Department for Education (DfE) and the Department for Business Innovation and Skills (BIS). It also provides the audit and quality assessment functions as well as managing the relationships with training providers for the Apprenticeship programme. In addition to delivering direct services to customers, the Apprenticeships Division works in partnership with employers and other key stakeholders to drive the development and delivery of an expanded, high quality, Apprenticeship programme in England.

The Apprenticeships team of the Skills Funding Agency, using NAS as its external brand, directly delivers a range of services to employers. While the business delivery model has changed over the years, the team continues to provide direct support to employers of all sizes who want to start or grow their Apprenticeship programme as well as to individuals seeking an Apprenticeship.

The Apprenticeship programme today:
- An apprenticeship is a real (paid) job with training
- Funding for apprenticeship training is currently routed via colleges and private training providers
- Providers receive an indicative annual allocation of funding, which is then drawn down as training is delivered. Funding rates are set by Government
- A budget cap is de facto in place – we can control the volume and the budget through our grant arrangement with employers
- Employers are expected to contribute 50% of the framework rate of the costs of training for adult apprentices (aged 19+)
- Incentives in the current system for employers to demand high-quality, best-cost relevant training are therefore relatively weak.

Background to ERF

In 2012, the Richard Review was tasked with advising Ministers on how apprenticeships in England could better meet the needs of the economy

In line with the review's recommendations, we are now reforming apprenticeships to make them more genuinely employer-led which includes:
- Enable employers to determine the 'standard' of competence in a given occupation and select the appropriate training for their apprentice.
- Encourage employers to become more demanding customers by requiring them to co-invest transparently in the cost of external training.
- Price of training to be set by the market rather than by Government.
- Incentivise providers to respond to business needs by making the employer the customer, with direct control over the government funding.

In March 2014 Ministers announced the digital apprenticeship voucher for employers. In effect, Government funding for apprenticeships will from Sept 2017 be routed through a digital apprenticeship voucher.

This system provides the Government contribution to the apprenticeship as a percentage discount on the provider charge. The employer will pay their contribution to the provider who in turn will claim back the value of the discount from Government.

This system delivers against the Richard principles, as it delivers:
- Employer 'control' of apprenticeship funding
- Employer cash co-investment
- Simplicity for the employer (a single system; a single contract)
- Employers are incentivised to negotiate on price
- Provider payment at the point at which employers have made their contribution (and training has been delivered)

In 2015, the Government announced its intention to grow apprentices to 3 million across this Parliament.

Employer Routed Funding will give employers control of Government funding for Apprenticeships. This purchasing power positions the employer as the customer, giving providers impetus to better respond to employer needs. The policy intent is to drive up the quality and, later, the quantity of Apprenticeships by increasing employer ownership.

The ERF programme will aim to deliver a solution where the digital channel is the primary channel, in order to comply with the Cabinet Office's vision for government services.

The overall scope of the ERF Service is to deliver a digital service that will:

"Be state-of-the-art, agile and flexible. The transaction will be supported by clear information to inspire and advise users so that they can self-serve, leading to minimal additional support being required."

The ERF programme has completed the discovery stage and is expected to complete alpha on 15 September 2015. The services being procured under this document are expected to commence work on the beta for small and medium enterprise employers (SME Beta) on 01 October 2015. The services being procured are also expected to support further work on alphas and betas for the large employer segment of the ERF service, and to support ongoing development ███████████████████████████████ (current full service go-live date).

The beta will commence with an 'Inception' sprint, during which we will share all of the outputs of the discovery and alpha phases and agree the beta sprint plan. We expect this 'Inception' to be led by the successful supplier. The outputs from discovery and alpha that will be made available to the successful supplier on contract award and are expected to include:

- Insight outputs e.g. Outline personas, Usage data from current services website, user satisfaction surveys
- Service design outputs e.g. initial end-to-end journey maps for the user groups the beta will address, a prioritised list of user needs in the form of an initial product backlog (in user story form), an initial set of hypotheses to test or areas for exploration in beta
- A high-level Target Operating Model for the service

We expect to work with the supplier to interrogate and challenge those outputs in 'Inception'

Scope of the SME beta stage of ERF

The Employer Routed Funding programme will deliver a key part of the end-to-end employer digital service. The Government announced in July 2015 its intention to impose a levy to large employers to fund the cost of apprenticeship training in England. A levy discovery will be undertaken to define the requirements to accommodate the levy and its impact on large employers. In the meantime, the ERF programme will commence beta work on the service for the small to medium enterprise (SME) segment. It is expected that the ERF programme will launch a further alpha and beta development stage for the large employer segment of the service after the levy discovery phase is completed.

The scope of the SME Beta will include the building of the employer facing systems to underpin the service. We require a team who will be capable of rapidly iterating solutions. The system will be designed to meet users' needs. The system will also require integration with other existing Agency services, primarily funding and contracting systems in order to make payments. The scope includes:

- gain greater understanding of the service
- build and test the efficacy of different design approaches
- test technologies
- form the organisation's digital delivery team and capability
- develop the service at a coding and integrations level
- understand what or who we will need to deliver a service
- develop the service's assisted digital support
- integration with existing Agency services

The roles are required to be based at Customer site (Coventry)

CURRENT ROLES AND RESPONSIBILITIES OF THE CUSTOMER

Role	Responsibilities
SRO	Overall responsibility for the outcomes of the programme against the business case. Owns the business case.
Programme Manager	Overall responsibility for management and coordination of the delivery of the programme and its portfolio of projects
Product Owner	Owns and maintains the Product Vision, and manages and prioritises the Product Backlog
Lead Architect	Responsible for the overall design, integrity and robustness of the ERF IT solution
Employer Digital Services – Service Manager	Owns and manages the end-to-end employer facing digital services, including ERF
User Experience	Responsible for delivering an engaging customer experience/journey

CURRENT TECHNOLOGIES AND LANGUAGES

The ERF Technical solution is essentially an integration programme with approximately 60% of the solution already in existence within the SFA estate. The key legacy estate includes:

- **The provider hub**, which is used by Learning Providers for the provision of information returns including the ILR. Currently the provider hub is based on the Microsoft SharePoint 2010 platform. The ERF system will not need to integrate directly with the provider hub.
- **The Data Collection Service (DCS)** – this is a set of services that are used to collect and validate the provider data and ensure that it is made available within the agency is a format which is useful. Currently DCS is based on the Microsoft technology stack combining Dynamics CRM, SharePoint and SQL Server. The ERF system will need to integration directly with DCFS in order to provide data validation information for each Provider. This will be achieved via a RESTFul web service developed within the programme.
- **The Finance and Contracting Services (FCS)** – these are a set of services that are used to contract with and calculate the payments to learning providers, based on the services that they have provided. The services have been developed in-house using the Microsoft Technology stack, particularly Microsoft Dynamics CRM, Microsoft SharePoint, Microsoft .Net Framework 4.5. The ERF system will not need to integrate directly with FCS system.
- **The Payments Service** – this is a service which is used to pay providers based on a payment calculation for a particular period. This is black box solution supplied to the agency. The ERF system will not need to integrate directly with the payments service.
- **The Course Directory Service** – this is a service provided to the agency by Tribal Software. As a service it provides marketing and course information entered by providers into the ERF system. This is a black box

system. The ERF system will need to integrate directly with the Course Directory Service. It is perceived that this will be achieved by means of a RESTful API developed within the programme in conjunction with the Tribal Development team.

- **Management Information (PD&P)** – this is an existing service within the agency. Technologically, this service is based on SQL Server and BIRST. It will be necessary for the ERF system to integrate directly with MI in order to retrieve key reports for all ERF Roles. It is envisaged that this will be achieved using the existing integration channels.
- **FE Choices** – this is an existing service within the agency which amongst other functions provides feedback on Learning Providers. This is a service based on SQL Server and Microsoft SharePoint. It will be necessary for the ERF system to integrate directly with FE Choice in order to retrieve feedback metrics for Providers. It is envisage that this will be via the existing API.
- **Employer Org Service (EDRS)** – this is an existing service within the agency which provides employer information into the agency. Technologically this is a black box service. It will be necessary for the ERF system to integrate directly with EDRS. This will be achieved using a façade organisation service. This will be a RESTful service developed within the agency.
- **PIMS** – this is an existing service within the agency which provides provider information into the agency. Technologically this is based on Microsoft .Net 3.5 and SQL Server 2008. It will be necessary for the ERF system to integrate directly with PIMS. This will be achieved using a façade organisation service. This will be a RESTful service developed within the agency.
- **Provider and Staff IDAMS** – these are existing services within the agency which providers employer verification. These are services based on IBM Tivoli and Office 365 technology respectively. It will be necessary for the ERF system to integrate with both systems. This will be achieved using existing integration channels.

REQUIRED OUTCOMES

OVERVIEW OF REQUIREMENT

The objective of the procurement is to engage a partner that can help build digital capability within the SFA at the same time working with the SFA to deliver working digital services.   It is expected that the SFA will commission a number of Work Packages from the successful supplier in order to support delivery of the full service in 2017.

The scope of the first work package, the ERF SME Beta phase, is to build a sustainable and supportable digital service focused on the SME segment of employers as defined during the alpha:

- Employer facing portal
- Integration with existing Agency services and systems
- Build the assisted digital capability
- Deliver a Minimum Viable Service (MVS) for the start of the pilot in April 2016

The SME beta should research, test and build service solutions that:

- increase user satisfaction
- maximise successful completion of transactions
- create simpler systems and processes
- minimise the risk of fraud
- ensure low transaction costs for the service
- develop in-house digital capability

The ERF Service will be designed and built to meet the UK Government 'Digital by Default' Service Standards. It will employ technology and methods that are compatible with the Service Standards. We are seeking a partner that has the experience and capability to support the SFA in developing the Digital Service approach and embedding the use of agile ways of working over the course of the engagement.

We are looking for a delivery partner who can demonstrate the following:

- Availability to deliver services at SFA location and timescales
- An excellent understanding of user centered design and integrating user research and user testing continuously throughout the development of a digital service;
- Expertise in using agile delivery methodologies to deliver digital services and back-office integration;
- An excellent understanding of service design best practice as described in the Government Service Design Manual and practical experience in applying it;
- Ability and commitment to support mixed supplier / client teams, including changes in the mix and rapid induction / handover where a client member replaces a supplier team member;
- Develop supportable services and achieve effective knowledge transfer.

Ideally the partner will also demonstrate experience of working with large organisations.

This service will be delivered in an iterative way, building early prototypes which we can test and improve with users and using engaging and intuitive design. Additionally, we need to deliver back-end integration, as our services will need to interact with our key parts of our existing technology estate.

Likely team skills required over the period of the engagement will include:

- Delivery management
- User research & testing
- Business analysis
- Development and testing
- Visual design
- Content design and development

The Agency expect to need to commission additional work packages in future under this contract. We are currently delivering a Discovery phase focusing on understanding the requirements of large employers as they arise from the apprenticeship levy that was announced in July 2015. In order to deliver those requirements, the programme may need to initiate additional Alpha and Beta projects to support ███████████████████████████. Additionally, the service will need to consume an employer identity assurance (IDA) solution for which support may be required from the successful supplier. Additional work packages will be defined and agreed with the supplier to commission the work.

Please note that the bidder must be able to demonstrate that all proposed team members have been subject to Baseline Personnel Security Standards checks as set out in the SFA Baseline Security Policy 2014.

TEST & DEVELOPMENT REQUIREMENTS

Our requirements are based on the concept of continuous integration and test-driven development. They include:
- Good coverage of at least 70% for unit testing
- Full integration test rig
- Gated check-ins based on unit test coverage, integration tests and static code analysis
- We require fully scripted builds for environments including:
  - Dev
  - Test
  - SIT
  - UAT
- Automated scripted builds based on TFS/Microsoft continuous integration technology stack

REQUIRED CAPABILITIES AND OUTCOMES OF THE SUPPLIER

Required Capabilities and Outcomes of the Supplier	
Capabilities	**Outcomes**
Software Engineering and Ongoing Support	Skills: Front End Development skills: must be capable of transforming agile driven UX prototypes and turn into code based prototypes driven from Mocked Back End Services. Key Skills: - HTML5 - CSS / LASS - RAZOR - JavaScript framework : - AngularJS/jQuery General .Net Development skills needs to include full-stack development skills, and a strong awareness of Agile, TDD and Continuous delivery. The lifecycle is centered on User Needs and will involve an iterative approach involving rapid interactive prototyping utilising IOC and Mocking techniques. A good understanding of SOLID principles is required to provide a clean interface driven design decoupling the integration layers, which may be developed at a different rate. Key Skills: - MVC 5 - C# - IOC and Dependency Injection (Using Castle Windsor) - Mocking using nSubstitute (Moq or other experience would be acceptable) - SQL Server Preferably with ORM experience such as Entity Framework / nHibernate - TDD – Unit Tests, Cucumber, Selenium (UI Testing) Integration Testing – Linked to Acceptance Criteria. - Azure for development (Virtualisation of Development machines) and deployment to Azure WebSites / Services **Nice To Have experience in:** - Platform as a Service (PaaS) - Software as a service (SaaS) - SharePoint (Possibility) - Office365 (High Possibility) - Integration techniques The integration development expert must be capable of integrating the front end with existing Agency services with experience in the following: - Soap - Web services integration - ATOM - Service bus development - Integration rig development Testing capability must include:

	• Working with the Configuration and Build Manager to develop automated build and integration scripts • Test UI using UI test tools • Run MI reports from test tools such as TFS • Understanding architectures and ability to work with a lead architect Deployment configuration and build expertise capable of scripting software and infrastructure (environments) deployments and must also be able to work with standard tools such as Octopus and TFS.
Agile Product Design & Delivery	Skills The business analysts will work with the Product Owner to realise the product vision and apply business analysis techniques to write user stories based on user need and the operating model that deliver the digital service. They will be expected to support the Product Owner with prioritisation and backlog grooming based on user and business requirements. The required capabilities include; • Significant experience in requirements engineering in an Agile/Scrum environment. • Experience of process modelling, including process model standards such as BPMN, IDEF0 or the IBM Notation • Experience in developing product visions and roadmaps • Experience in developing and working with Target Operating Models • Experience in designing services as part of an overall end-to-end service
Front-end Design and Interaction Design	The Visual Designer will work closely with the User Researcher to design, based on personas, user journeys and high-level screen designs (sketches/wireframes) ready for development. The ability to understand client needs and rapidly develop and propose practical yet innovative solutions governed by GDS standards. Key Skills: Be led by Users' needs. Have experience of Responsive design. Have experience of GDS Standards and able to challenge if Users need requires Needs to implement design style patterns as per the GDS Digital by Default service standards Produce Wireframe designs or interactive rapid prototypes Hand-coded HTML and CSS
Content Design, Editorial and Strategy	The UX Designer will work closely with the User Researcher to design, based on personas, user journeys and high-level screen designs (sketches/wireframes) ready for development. Key Skills: • Be led by Users' needs. • Have experience of Responsive design. • Have experience of GDS Standards and able to challenge if Users need requires. • Produce Wireframe designs or interactive rapid prototypes HTML5
System Administration and Web Operations	N/A
User Research (UX Design)	The User Researcher will be responsible for developing products that adhere to user needs driven out by personas from relevant target audiences. Responsible for user testing, conducting interviews, interpreting user feedback, designing and

	conducting surveys, and working closely with the Product Owner to prioritise the Product Backlog based on user research.
Embedding Agile	N/A

THE METHODOLOGY

This project is expect to be delivered under an agile methodology

GOVERNANCE

The successful supplier would be expected to arrange and conduct typical Agile ceremonies, such as daily stand-ups, sprint planning and end-of-sprint reviews and retrospectives. These are required to manage the delivery of the project(s).

In terms of governing the relationship with the Agency, the following governance meetings are expected:
- Weekly Progress Check-point Meetings between the Agency Project/Programme Manager and the supplier Project Lead to discuss and manage progress and risks on the project, to escalate and resolve delivery issues, and to manage the ongoing resourcing of the supplier team
- Monthly Account Management meetings between the Agency Programme Manager and the Account Lead from the supplier to discuss and manage supplier team performance, review forecast costs to complete, and to address any contractual issues, questions or risks.
- If any role is needed to travel to different customer locations, expenses must be approved by Programme Manager and they must be compliant under SFA T&S

TERMS AND CONDITIONS

Please note that Customer specific Terms and Conditions apply to this agreement. Please refer to the Call-Off Contract Part A, for further information. Please note that these terms will supersede the standard terms within Call-Off Contract Part C Call-Off Terms and Conditions

EVALUATION STAGES, MINIMUM PASS MARKS & PRICE EVALUATION

Evaluation will follow the approach below:
- Technical & Cultural evaluation
- Demonstration, Testing and Scrutiny
- Pricing evaluation

MINIMUM PASS MARKS:

In order for Potential Providers to progress they must achieve or exceed the Minimum Pass Mark, as defined in the Award Questionnaire.

Stage 1: Technical & Cultural evaluation	All Potential Providers who achieve the required Minimum Pass Mark for a Lot will be added to the Short List, and will be eligible to continue in the Further Competition.
Stage 2: Practical Demonstration, and Scrutiny of the resources proposed by the supplier	Suppliers who meet the Minimum Pass Marks specified for Part A Supplier Confirmation, and Part B1 Written Submission; will be required to complete Part B2 Practical Demonstration of a particular skill (specified within the Award Questionnaire) in order to evidence capability.
	Supplier resources will be required to respond to the Scrutiny questions stipulated within the Award Questionnaire. Each shortlisted Supplier must achieve the

	Minimum Pass Marks identified in the Award Questionnaire to continue in the Further Competition.
Stage 3: Pricing evaluation	For each Further Competition the Customer has a choice as to how they wish the pricing to be evaluated.
	In this instance the Customer has specified Combined Evaluation with averages as their chosen price evaluation method. For more information please see the Evaluation Guidance document held on the e-Sourcing suite.
	Please note that pricing will only be evaluated for those shortlisted suppliers that have met the Minimum Pass Marks for the preceding evaluation stages