**Request for Proposal (RFP)**

DS01-233

Home Office Digital Services at the Border Programme

CUSTOMER REQUIREMENTS

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# WHATS INCLUDED WITHIN THIS RFP

Appendix A – Customer Requirements (this document)

Appendix B – Pricing Matrix (template to be completed)

Appendix C – Award Questionnaire (template to be completed)

Appendix D – Order Form and Call-Off Contract (Customer specific)

# OVERVIEW

|  |  |
| --- | --- |
| CCS Project Lead: | Amy Retallack |
| Customer: | Home Office |
| Delivery Location: | London 8-10 Great George Street, Westminster, London with potential to relocate to Croydon |
| Phase(s): | All phases |
| Project: | DS01- 233 |
| Required Capabilities: | Include: Agile Delivery Management |
| Contract Charging Mechanism: SOW for the first 10 Delivery Manager roles | Time and Materials |
| Contract Charging Mechanism: All other phases / subsequent SOWs | Time and Materials or Capped Time and Materials or Fixed Price |
| RFP Start Date: | 01/05/2015 |
| RFP Response Deadline | 18/05/2015 |
| Proposed Commencement Date of Project: | 15/06/2015 |

# LOTTING STRUCTURE

The Home Office Digital Services at the Border (DSAB) programme is looking for agile capability partners (suppliers) to provide specific types of skilled resources to work on a staggered pipeline of workstreams. We are looking to purchase capability and roles as shown below. DSAB will want to be able to flex the number of skilled resources on the Programme over time to meet business and development needs. Each workstream will start with a Discovery phase to define user needs and development backlogs. Please refer to **Annex 1 – Summary of Resource Requirements.**

This RFP seeks to procure capability from one supplier in the area of Agile Delivery Management under the Digital Services framework prescribed headings below.

|  |  |
| --- | --- |
| **Lot 1** | Agile Delivery Management – Delivery Manager |

We are looking to use supplier resources for Agile Delivery Management and the role of Agile Delivery Manager to manage delivery across multiple agile Scrum teams to manage a pipeline of DSAB service delivery work streams as illustrated below. Other roles within each Scrum or delivery team (e.g. Product Owners, Technical Architects) will be filled by in-house Home Office resources or other suppliers. This means that a Scrum or delivery team could comprise a number of resources from different suppliers, or from the same supplier. In all cases the team will include client-side resources.

The initial anticipated period of supplier engagement under each contract is until **end of April 2017** and managed through individual statements of work to cover specific deliverables, development phases and/or period of time. Please see below for project timescales.

# KEY DELIVERY DATES

Apr 15

Apr 16

Apr 17

Apr 18

*Backlog Development Team*

*Work Streams*

*Work stream 1*

*Work stream 2*

*Work stream 3*

*Work stream 4*

*Work stream 5*

*Environments And Tools*

In-flight

From May

Starts in April

New service – starts in June

New service – starts in July

Starts in May

In-flight

# 

# RFP 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).



## CURRENT SITUATION / BACKGROUND INFORMATION

**Scope**

The Programme has an immediate need for Agile Delivery Managers to support in-flight and upcoming work streams.

For the initial Statement of Work (SoW) the intention is to have senior agile delivery management capability aligned with the Resource Profile set out in Annex 1 to this document. The initial SoW will run up to September 2015 as shown in the profile. The pricing evaluation will be based on the profile up to this point.

Ongoing Delivery Manager requirements are likely to result in further SoWs aligned to the agile delivery phases and will be informed by team size and number as a consequence of Discovery phases, although the profiles outlined in Annex 1 are indicative for how other work streams may evolve.

The timelines are indicative and intended to provide suppliers with a current view of the expected demand for Agile Delivery Managers, but is subject to change. Should any of the above timelines change or should the Programme identify additional need for Agile Delivery Manager resource e.g. to support the development of the project management capability within the Programme, then the DSAB programme will look to the supplier to respond with resource availability and with appropriate Agile Delivery Manager skills and experience responding to such requests as soon as practically possible and no later than one week from the written request.

The Programme launched in February 2014 to deliver a new generation of Border Security Systems including replacing existing systems. The primary benefits of delivering Digital Services at the Border (DSAB) are to: enhance the security of the UK; gather and act on data from those people and entities crossing the border, both inbound and out; and provide timely and accurate data to those who need to access/use it.

The Programme is high priority due to being Critical National Infrastructure. It is an enabler for transformation and facilitates the end of two large IT contracts.

TheProgramme is delivering an in house built digitally-driven Border Security IT system and associated new processes that will support Border Force, Visas and Immigration, Immigration Enforcement, HMRC, Police and the Security and Intelligence Agencies.

These objectives support the wider Home Office Improvement Plan to achieve:

* 2015 – Consistent Competence
* 2017 – Consistent Excellence
* 2020 – Consistent Public Trust

And deliver real Business benefits:

* Improved customer experience
* A complete view of our customer
* Improved decision making
* Effective and flexible IT
* Digital processes with less paper

The DSAB programme is a complex IT and Business Change programme, and the transformation will be managed by the Home Office. Development will be delivered using an agile methodology, in line with Government IT policy.

The DSAB programme is seeking to derive greater value for money and to improve on the reliability of IT delivery compared with the use of traditional procurement and delivery methodologies. As a consequence, the Programme will appoint Suppliers to support control frameworks such as Architecture, Security, and Environment Management. Suppliers bidding for this RFP will be required to work within the constraints of such control frameworks to ensure that solutions are compliant with, and complementary to, Home Office IT strategy.

The DSAB Programme anticipates that its requirements will be developed with Suppliers during a Discovery phase based on understanding user needs. The Discovery phase is expected to deliver amongst other things initial prioritised product backlog, a subset of which will be alpha scope that will meet a set of alpha objectives.

Suppliers will be required to abide by DSAB security policies. All supplier staff working on the DSAB programme will be required to be security cleared to at least SC level. Further details can be found in the Security Aspects Letter (SAL).

**Business Overview**

The programme needs to establish the key building blocks required to deliver the business solution. The DSAB programme backlog team has been working to identify business needs and will continue to refine the backlog.

This will be used to complete an integration approach Proof of Concept. The overall aim of which is to refine the integration approach and validate that the subsequent MVP can be realised. This will focus on the validation of the following key objectives.

* + - Proving that it is technically feasible to enhance and separate the existing component from the legacy system.
    - Proving that enhanced orchestration can support the DSAB non functional requirements.
    - Proving that it is technically feasible to replace the current search technologies with a new strategic search service.
    - Proving that we can successfully integrate a new Digital solution with the existing orchestration.

The lessons learnt from the PoC will be used to build the Integration Minimum Viable Product (IMVP). This will reduce ongoing incremental change to existing technology; provide risk mitigation to Border Force; deliver early benefits to the operation; reduce dependencies; and implement a strategic technology platform which will form part of the long term DSAB architectural blueprint.

Workstreams will then run in parallel and where possible, deliver incrementally. Each workstream will require a mobilisation and discovery phase before work can begin in order to ensure that they are appropriately resourced and the delivery scope is understood.

# REQUIREMENTS

**Principles**

Delivery of the solution must adhere to the following:

* The system must be built using the Government Digital Service Design Principles (<https://www.gov.uk/design-principles>).
* The system should be developed, where applicable, according to the Digital by Default Service Standard (<https://www.gov.uk/service-manual/digital-by-default>)

# TERMS AND CONDITIONS

All Agile Delivery Managers will be required to complete SC clearance.

Please note that Customer specific Terms and Conditions apply to this agreement. Please refer to the Call-Off Agreement for further information.

# CAPABILITIES AND ROLES

The DSAB programme is seeking a mix of junior and senior Agile Delivery Manager resources to fulfil agile project management activities. Resources put forward for roles should be able to articulate their core strength and their supporting skills.

For most of the services within work streams we anticipate working with a Discovery, Alpha, Beta, Live model as defined in Government Service Design Manual (www.gov.uk/service-manual). On-boarding of Agile Delivery Managers will vary depending upon the programme’s current resource profile. Where possible, on-boarding is planned prior to workstream Mobilisation so that they can manage the workstream from this phase onwards through to Live with the remainder of the team to be brought on in a staggered fashion in line with the workstream pipeline timescales, and skillsets identified during the Discovery phase.

The DSAB Programme require complete flexibility and reserves the right to increase as well as decrease the number of roles or duration required throughout the term of the engagement. They may also choose to reassign individuals based on the skills demonstrated once in post.

Proposed individuals who are non British/EEA nationals must either be in possession of leave to remain with no restrictions on their time to live/work in the UK or their leave to remain must be valid for the duration of this award and permit work in this capacity.

# ROLES SOUGHT UNDER THIS RFP

Potential providers are required to propose junior and senior Agile Delivery Manager resources to manage the delivery of workstreams previously defined within scope that will encompass the following activities;

* Managing delivery across multiple Scrum teams
* Actively managing internal and external dependencies
* Active risk and issue management
* Status reporting at all levels, ideally through a the digital toolset ensuring that there is a single version of the ‘project truth’
* Tracking actions, assumptions and decisions
* Budget tracking and management
* Change management
* Planning and progress tracking, including production and ownership of a work stream roadmap aligned to the DSAB plan on a page, with sprint level detail held separately.
* Resource planning, tracking and management
* Maintenance of a complete and accurate digital project backlog
* Appropriate displays of progress and showcases of working software
* Appropriate removal or escalation of blockers

The required outcome is for a number of Scrum teams to be managed coherently in line with agile project management best practice. The core capabilities for the Agile Delivery roles are set out below with a suggested split between junior and senior roles.

# CURRENT ROLES AND RESPONSIBILITIES OF THE CUSTOMER

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| * Agile Delivery Managers | | Some Home Office | * Business Analysts | | Some Home Office |
| * Product Owners | | Home Office | * Business Change | | Home Office |
| * Solution Architects | | Some Home Office | * Test Managers | | Some Home Office |
| * Subject Matter Experts | | Home Office | * PMO | | Home Office |
| * Rules developers | | Some Home Office | * Developers | | Supplier |
| * User researcher | | Some Home Office | * Dev ops | | Supplier |
| Required Capabilities and Outcomes of the Supplier | | | | | | | |
| **Capabilities** | **Customer’s Required Outcomes** | | | | |
| **Agile Delivery Management** | **Junior Agile Delivery Manager**   * Support the Delivery teams, ensuring the adherence of the agile governance model across the programme. * Maintain the Kanban/Scrum Board and project backlog both in a visual display on site and in the digital tool set. * Actively track project risks and issues. * Track actual and forecast spend. * Manage change control, raising and driving through RFCs (request for change). * Plan and report on resource actual and forecast. * Status and progress reporting. * Skills transfer to Home Office staff. * Highlight issues, concerns or opportunities for improvements to Delivery Managers, and others, that you identify n the course of your work. | | | **Senior Agile Delivery Manager**   * Work effectively as a team alongside DSAB, Government Digital Service (GDS), and possibly other agencies/departments and suppliers. * Lead an Agile software delivery project, across one or many Scrum team(s). * Own and manage project planning and dependencies including detailed planning for go-live cutover. * Actively manage risks and issues pertinent to the project. * Drive the mitigation and resolution of wider programme risks and issues as agreed. * Identify and manage internal and external dependencies at programme level. * Be responsible for and manage the delivery of tasks within their team including tasks that other teams / programmes are dependent upon. * Manage the status, impact and support where needed, of dependencies upon which the project is reliant. * Be accountable for the commercial profile for the project, tracking and managing actual costs against agreed budgets. * Produce regular formal progress reports supporting the Programme governance and reporting processes. * Manage internal communications in the team and support communications as required at the programme level. * Skills Transfer to Home Office staff. * Use of the programme’s preferred digital toolset. | |
| **Agile Delivery Management** | **Junior Agile Delivery Manager – JIRA specialist**   * Establish best practice ways of using JIRA and Confluence in an Agile environment across the Programme. * Share expertise in the tools, coaching project teams, to ensure full potential achieved by the project and support teams. * Update confluence, linking to JIRA as required. * Administering JIRA, setting permissions and adding/ removing users as required. * Creating dashboards, view and reporting formats to support the needs of the programme and other reporting bodies. * Own and manage the JIRA set up including reporting and tracking across multiple projects/workstreams, internal and external dependency, risk and issue management responding to programme needs as required. * Oversee the administration of the tools ensuring quality standards are maintained. * Drive improvements with knowledge of plug-ins etc. available. * Skills Transfer to Home Office staff | | | | |

## 

# EVALUATION STAGES, MINIMUM PASS MARKS & PRICE EVALUATION

## Evaluation Stages:

## This RFP will be evaluated in the following approach:

## Technical & Cultural evaluation

## Pricing evaluation

## Minimum Pass Marks:

The following paragraph applies if a short-listing first stage is used:

## In order for Potential Providers to progress beyond the Short List stage of the process, they must achieve or exceed the Minimum Pass Mark, as defined in the Award Questionnaire, in the evaluation of the first stage.

|  |  |
| --- | --- |
| 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 to Stage 2. |
| Stage 2: Pricing evaluation | Detailed below within the ‘Price Evaluation’ |

## Price Evaluation:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| The Potential Provider’s price mark for each Lot will be evaluated by comparing the Total Price offered against all other total prices submitted by other Potential Providers.The Potential Provider who offers the lowest Total Price for a Lot will achieve the maximum score for that Lot. Every Potential Provider will, for each Lot, be awarded a percentage of the maximum score on a reducing basis based on the following formula:  |  |  | | --- | --- | | **Lowest Price Submitted Per Lot** | **x 100** | | **Potential Provider’s Price Per Lot** | | **= % of the maximum score, rounded to 2 (two) decimal places.** | |  The pricing score, following the price evaluation; will be added to the scores already recorded for Sections A and B of the Award Questionnaire (Appendix C) to arrive at a final total scoreFor the avoidance of doubt, depending on the results of the evaluation, the outcome of this procurement could consist of a single Potential Provider being awarded all Lots, or each individual Potential Providers each being awarded one of the Lots. |

**Annex 1 – Summary of Resource Requirements (based on 5 day week, please note Bank Holidays and other public holidays have not been factored in)**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Item #** | **Area of work** | **Phase** | **No. of Senior Agile Delivery Manager Role** | **No. of Junior Agile Delivery Manager Role** | **Start Date 2015** | **Initial SoW number of days** | **Potential number of subsequent days** |
| **1** | **Tools (JIRA specialist)** | **N/A** |  | **1** | **May** | **110** | **415** |
| **2** | **Backlog team** | **In-flight** | **1** |  | **June** | **90** | **415** |
| **3** | **Non-workstream specific** | **In-flight** | **1** |  | **June** | **90** | **415** |
| **4** | **Non-workstream specific** | **In-flight** | **1** |  | **June** | **90** | **415** |
| **5** | **Workstream 2** | **In-flight** | **1** |  | **June** | **90** | **415** |
| **6** | **Workstream 4** | **Discovery** | **1** |  | **July** | **65** | **415** |
| **7** | **Workstream 3** | **Alpha** | **1** |  | **August** | **45** | **415** |
| **8** | **Workstream 2** | **In-flight** |  | **1** | **August** | **45** | **415** |
| **9** | **Workstream 5** | **Alpha** |  | **1** | **September** | **20** | **415** |
| **10** | **Workstream 1** | **Alpha** |  | **1** | **September** | **20** | **415** |
| **11** | **Workstream 3** | **Alpha** |  | **1** | **November** | **0** | **395** |
| **12** | **Workstream 4** | **Alpha** |  | **1** | **January** | **0** | **350** |

**Total number of resources required for initial SoW Total number of resources potentially subsequently**

**6 x Senior Agile Delivery Manager ie 470 days 2 x Junior Agile Delivery Manager ie 1,160 days**

**4 x Junior Agile Delivery Manager ie 195 days**