



Skills Funding
Agency

Supply Chain Transformation Programme

Prospectus

June 2013

Of interest to potential suppliers

Overview of the Skills Funding Agency

The Skills Funding Agency (the Agency) is a partner organisation of the Department for Business, Innovation and Skills (BIS), and directs and oversees the use of public funding to further education colleges and training organisations in England. This investment enables it to deliver the Government aspirations for a skilled nation through implementing the policies set out in '[Investing in Skills for Sustainable Growth](#)', (BIS, November 2010), '[New Challenges, New Chances](#)', (August 2011) and in '[Rigour and Responsiveness in Skills](#)' (BIS, 2013).

Our mission is to ensure that people and businesses can access the skills training they need to succeed in playing their part in society and in growing England's economy. We do this in the context of policy set by BIS and informed by the needs of businesses, communities and regions, and sector and industry bodies. The Agency invests about £3.5 billion of public funding annually to support over three million learners.

The Agency also delivers the National Apprenticeship Service (NAS) and the National Careers Service (NCS) supports, funds and co-ordinates the delivery of Apprenticeships throughout England working with employers, learners and providers. The National Careers Service provides information, advice and guidance to young people and adults on learning, training and work opportunities. In addition, we supply application support services to the Education Funding Agency (EFA).

The Agency employs around 1,300 staff across England.

Information Management (IM) Services

IM Services is a division of the Agency, providing information systems and services for use by the Agency (including the National Apprenticeship Service), the Education Funding Agency (EFA), and the wider education and skills sector. This function is based in and is accountable to the Agency and has overall responsibility for managing all IS/IT services for the Agency, thus providing expertise, technology and information to drive Information Communication and Technology (ICT) business change, innovation and improvements across the education and skills sector. The Learning Records Service (LRS) and the Data Service are part of IM Services and provide shared services to the wider education sector. The LRS provides an education identifier and an individual online achievement record for use across education in England, Wales and Northern Ireland. The Data Service collects information on further education in England and produces management information and statistics for use by a wide range of stakeholders.

IM Services deliver the services of ICT infrastructure operations, information systems support and information systems development and project management to the Agency, EFA and other customers.

Education Funding Agency

The Education Funding Agency (EFA) is the Department for Education's (DfE) delivery agency for funding and compliance. The EFA provides revenue and capital

funding for education for learners between the ages of 3 and 19, or the ages of 3 and 25 for those with learning difficulties and disabilities. It also supports the delivery of building and maintenance programmes for schools, academies, free schools and sixth-form colleges.

The EFA provides funding for education for learners to the value of £52 billion each year. IM Services support the EFA by providing ICT services including data collection, contracting, payment and funding systems.

Our Values

The Skills Funding Agency values are:

Honesty – Being truthful and open.

Excellence – Being the best in everything we do.

Responsiveness – Solving problems rapidly and creatively for our customers.

Objectivity – Basing advice and decisions on rigorous analysis of the evidence.

Respect – Valuing differences and acting together.

Integrity – Putting the obligations of public service above personal interest.

Impartiality – Acting solely according to the merits of the case.

‘Word from the top’

‘The Skills Funding Agency has a critical role in supporting skills development in England through funding a range of colleges and training providers. The Secretary of State for Business, Innovation and Skills recently confirmed his expectation that we use our funds efficiently and effectively and continue our focus on supporting young adults, those with low skills and those who are unemployed to acquire the specific skills needed for employment and progression.

The IM Services division of the Skills Funding Agency provide a range of critical ICT services to the Agency, the Education Funding Agency and the wider education and skills sector. In moving to new supply chain arrangements, we want to achieve greater alignment to the [Government ICT](#) and [Digital strategies](#) using cloud-based computing whilst looking for opportunities to improve user experience.

In re-competing our ICT supply chain, we are looking for suppliers who will work collaboratively with us and with other stakeholders in the transition period and beyond to provide an efficient and effective service to all our users. As part of the transition we are seeking to transform some of our existing systems and we will need your support to do this.’

A handwritten signature in black ink, appearing to read 'R. Field', written in a cursive style.

Richard Field
Chief Information Officer
Skills Funding Agency

A partner organisation of the Department
for Business, Innovation & Skills

Executive Summary

The IM Services division of the Agency provide all the ICT services for the Agency as well as business applications for the EFA and services to the wider education and skills sector. The supplier contracts that deliver these ICT services are coming to an end and the Agency will be procuring new supply arrangements that conform to the Government ICT strategy. This prospectus is aimed at informing potential new suppliers of the services to be procured.

The ICT services provided to the Agency range from end-user computing and infrastructure through to key business applications. The business applications include the core systems that enable the Agency and the EFA to contract with further education (FE) or academy (school) providers, collect data on FE provision and make funding payments. The systems handle payments of in excess of £55 billion each year to a range of providers (FE colleges, independent training providers and academies) across England.

The Agency provides the National Apprenticeship Service and the National Careers Service. The systems that support these services, such as the apprenticeship vacancy matching service and the National Careers Service CRM system for careers advisors, form part of this procurement. The NAS enables over 500,000 apprenticeship starts annually. The National Careers Service delivered over one million face-to-face and telephone advice sessions in 2012-13 and five million hits on its website. The systems supporting the Learning Records Service (LRS) provide the education system identifier, the Unique Learner Number, for 17 million learners along with individual achievement records and are used by 8,000 education providers across England, Wales and Northern Ireland.

Most of the ICT services are contracted through one main IT supplier with the Learner Records Service (LRS) using a different supply chain. As these contracts come to an end, the Agency will be moving to new supply chain arrangements that conform to the Government ICT strategy using cloud computing services and providing opportunities for SMEs.

The Agency will be splitting its ICT services into a number of procurement lots and procuring these in three tranches. Where it is sensible to do so, when assets are at the end of their life or no longer fit for purpose, the Agency will be looking to suppliers to provide transformed services such as in end-user computing. In other lots, the Agency will want to transition services with an expectation that the new supplier will work with the Agency on further transformation. In all cases, we will be looking for value for money and for suppliers that will work collaboratively with us and others in the supply arrangements.

The first tranche of procurement includes: Service Integration and Management (SIAM) and Systems Integration (SI) combined under the header of Systems and Services Integrator (SSI); Service Desk; End-User Computing and Network Services. Further information on these lots is provided later in this prospectus as well as an overview of the lots in the second and third tranches.

Contents and Introduction

This prospectus supports the procurement process. It sets out the scope of the new framework and outlines the business context within which the procurement will be undertaken.

Comprehensive information about the Agency's requirements will be provided to prospective bidders as part of each procurement competition.

The document covers the following three areas:

- 1. Part 1: Introduction to the programme:**
 - a) Background
 - b) Driving policies
 - c) Strategic vision
 - d) Strategic objectives
 - e) Programme objectives
 - f) Anticipated benefits
 - g) Mobilisation and transition
 - h) TUPE

- 2. Part 2: Introduction to the specific requirements:**
 - a) The Agency ICT Services
 - b) Target Operating Model and Service Towers
 - c) Delivery Tranches and Procurement Lots

- 3. Part 3: The procurement process:**
 - a) Indicative Timetable
 - b) Steps required
 - c) Find out more (contacts and next steps)
 - d) The Prospectus

Glossary

Part 1: Introduction to the programme:

- a) Background
- b) Driving policies
- c) Strategic vision
- d) Strategic objectives
- e) Programme objectives
- f) Anticipated benefits
- g) Mobilisation and transition
- h) TUPE

1a. Background

As an agency within the Department for Business, Innovation and Skills (BIS), the Agency needs to play its part in delivering the Government's commitments to reform the sector, as set out in *Skills for Sustainable Growth* and *Rigour and Responsiveness in Skills*. This is about providing colleges and training providers with greater freedom so that they can respond to the needs of employers and learners. The Agency's policy statement [*A New Streamlined Funding System for Adult Skills*](#), 26 March 2013, commits it to freeing the FE sector from unnecessary controls, regulations and bureaucratic burdens, in order that it can focus its resources and energy on delivering high-quality skills and learning provision.

Simplification of the funding system for adult skills training is part of the drive to ensure scarce resources can pass with minimum overhead costs to the front line, to give workers the skills they need to compete better in the labour market. The Department for Business, Innovation and Skills' policy statement, *New Challenges, New Chances* (December 2011), requires the policies of simplified funding to FE providers and the implementation of the concept of FE Loans (now known as '24+ Advanced Learning Loans') to be in place for the academic year 2013/14. The Secretary of State's *priorities and grant in aid funding for 2013-14 financial year* letter to the Agency's Chief Executive (dated 2 April 2013) reiterates that funding simplification and 24+ Advanced Learning Loans are both priorities for the Agency and contribute to the long-term strategy of BIS.

Within the overall policy context, the Agency has also undergone a reduction of some 30 per cent of its staffing levels. Its approach to technology is therefore very important in order to ensure that the same volume and an increased standard of work can be delivered. Specifically, the Agency's policy is to move its processes and technologies to arrangements that are standardised and configurable. This means that packages and configurable-off-the-shelf technology are now preferred, and it is moving away from previous highly individualised and bespoke technology solutions. This enables standardisation of platforms, which can then easily be re-used for other purposes, building internal shared services and gaining benefits in terms of servicing, support, skills and knowledge.

The Agency's Business Plan 2013-14 sets out supply chain transformation as a key activity.

1b. Driving Policies

The current contracts which provide most of the Skills Funding Agency ICT estate are due to expire in March 2014. It is therefore imperative that arrangements are in place to ensure the provision of services and minimal disruption to the operations of the Agency, EFA and the wider education sector.

The main drivers behind the need for the transformation are:

- to ensure **Business Continuity** beyond March 2014 which is when the existing contracts expire and to transition to a stable operation delivered by multiple suppliers
- to ensure the Agency aligns to the **Government ICT Strategy** ensuring it reduces waste (in capacity and redundant applications) and project failure, stimulates economic growth, creates a common ICT infrastructure and enables and delivers change. This includes the recently announced policy of G-Cloud first
- to ensure we drive **Value for Money** through reducing waste across the IT estate (for example, reducing software and hardware support for obsolete software/hardware)
- to ensure provision of **Fit-for-Purpose Technology** by updating software and hardware that is reaching obsolescence and supporting flexible working in addition to reducing software and hardware support
- to increase the **Capability to Deliver Projects** in support of the education sector and
- to provide provision for the **Changing Business Needs** within the Agency including: funding simplification, support for growth in Apprenticeships, delivery of 24+ Advanced Learning Loans and traineeships, and greater involvement of employers and Local Enterprise Partnerships in skills funding.

1c. Strategic vision

Our vision statement:

‘Transitioning to a multi-supplier technology environment, and transforming some of our services in the process, to deliver better value for money, make us ‘cloud-compatible’, and to enhance the service we will be able to provide to customers and users.’

The change imperative: why are we doing this?

Having the right technology in place is key to enabling the Agency to deliver on its vision of building the skills this country needs for economic recovery and future competitiveness. Over recent years this has involved partnering with several large service providers. We have also engaged with an 'ecosystem' of suppliers who have generally been subcontractors of our larger partners. However, government policy has since progressed, and the guidance now is to procure these technology services from multiple suppliers, providing opportunities for SMEs to participate. This increased competition will ensure the Agency gets better value for money for the technology services it procures.

In addition, the programme will also enable the Agency to move to a 'cloud-compliant environment' (that is, setting up technology services in such a way so that the hardware and/or software can be hosted externally, but the Agency can access it through the internet). This is again consistent with new government policy.

The intention is to start to move to a multi-supplier, cloud-compliant environment by spring 2014 and to meet these timescales the primary focus will be on transitioning our current technology services with minimal change.

However, where it makes sense, the Agency will also take this opportunity to transform how some of these services are delivered, creating real opportunities for capability development and for further enhancing the service we provide to citizens.

1d. Strategic objectives

We are keen to explore with potential delivery partners the creation of a commercial structure that will encourage all parties be collaborative, flexible and to seek best value at all times. This structure will provide a set of principles and processes that ensure rapid, effective agreement to change proposals throughout the life of the agreements, ensuring value for money and remaining flexible enough to accommodate potential developments. Our strategic objectives are:

a) Business continuity beyond March 2014 and alignment with the Government ICT Strategy

The Government ICT strategy has set a direction that promotes a greater use of cloud and utility-based services from multiple suppliers through government frameworks. A re-competition is required to replace expiring contracts. IM Services support the operations of both the Agency and the EFA, which together provide approximately £55bn each year funding to the wider education sector. The current contracts expire in March 2014 and contracts need to be replaced to ensure business continuity beyond this date.

Changes to this supply chain will involve the implementation of new commercial arrangements and a handover from incumbents to replacement contractors. This could introduce significant risks to the delivery of operational services and project work that straddle such transitions. New suppliers will therefore have to work collaboratively with the incumbents to deliver a smooth transition.

b) The need to move towards a cloud-compliant, utility-based service model

IM Services operate in a complex business and technical environment to deliver:

- programmes and projects - delivering on time, within budget and to quality standards
- business-critical services of high quality with minimal risk to agreed service levels
- core infrastructure support of high quality with minimal risk and to agreed service levels
- shared services for the education sector commissioned by BIS and DfE to support sector change and
- effective planning and strategy through the definition of strategies and architectures.

c) Flexible and effective supply chain

A flexible and effective supply chain is required in order to:

- deliver a wide and varied portfolio of ICT programmes and projects to time, quality and cost
- demonstrate that value for money has been delivered on every project and
- mobilise the diverse capabilities and resources needed to tackle challenging ICT projects.

The Agency currently owns a complex ICT infrastructure which it wants to transition incrementally to a more flexible 'Utility' model where the Agency 'rents' the ICT Infrastructure it consumes.

In line with the transition of the Young People's Learning Agency (YPLA) to the EFA, and other changes in the education sector, IM Services adapted rapidly to changing requirements and has delivered systems to support multi-billion pound funding streams. Whilst it is difficult to assess the impact of future policy changes, there is an expectation that IM Services will need to continue to be flexible and adaptable in order to meet the continually changing needs of the education sector.

This situation drives the need for:

d) Flexibility to absorb changes in the education sector

- Flexible commercial and technical arrangements that can absorb the changes to business requirements in the short, medium and long term.

e) Support the changing business needs within the Agency

In line with the Government 'End-User Device Management' strategy and supporting documentation, the Agency has conducted a high-level analysis of its applications and user base to inform its proposals for future provision of end-user devices. The key requirements are to:

- deliver significant improvements in the performance of the desktop environment
- provide a simpler and more reliable method of connecting to the corporate network through Agency-approved devices and
- deliver more effective collaboration within the Agency and partner organisations.

Furthermore, with the implementation of space metrics and people-to-desk ratios specified by the Government Property Unit through the Estates Management Programme, there is a greater need for the provision of mobile working solutions.

1e. Programme Objectives:

At a practical level we aim to:

- **re-procure from multiple suppliers**, in line with government policy and the Agency's strategic vision for future service delivery
- **minimise the impact** on day-to-day business operations during the transition period and beyond
- **deliver enabling technologies** to facilitate flexible ways of working, in line with Agency policy, and to allow mobile working to facilitate the planned provision of desks (as per BIS estate management policy of 10:7 desks ratio)
- **leverage user productivity gains** from collaboration with internal colleagues and key partners
- **improve user efficiency** by providing a stable IT platform and increasing application usability
- **simplify the IT operations** and enable fast deployment of future changes and upgrades by providing a robust and standardised desktop and application suite, in addition to simplified maintenance of line of business applications; and
- **enhance the capability to deliver projects and IT-led solutions**, which will allow the Agency and its partners in the wider education sector, to optimise service delivery, for example, the programme to improve the National Careers Services platform.
- **migrate services to a cloud-compliant environment** (in line with the Government ICT strategy). The programme will aim to deliver IT services that can be deployed through the cloud and provided by utility-based suppliers.

1f. Anticipated Benefits

We anticipate both quantitative and qualitative benefits which include:

- **continuity of IT services beyond March 2014** after existing contracts expire
- **reduced operational services costs** as well as costs of future projects through using a multi-supplier model
- **flexibility to meet the changing needs** of the Agency through the use of the G-Cloud framework
- **more flexible and collaborative working** through the replacement of end-user services
- **improved performance and stability** - the applications environment should be underpinned by resilient hardware and connectivity to ensure minimum productivity loss caused by system lag time and performance issues
- **simplification of IT operations** through deploying standardised operating systems and applications. As a consequence, the cost of future upgrades and migrations will be reduced and the IT operations should become more cost effective with reduced cost of failures. This will provide IM Services with agility and flexibility to respond to changing business needs.
- **optimised capacity usage and reduction of the number of applications** on the estate.

1g. Mobilisation and Transition

Mobilisation of the new contracts will involve a complex transition of end-to-end services from line-of-business contracts to the set of new Service Towers staged over a period of one year.

Owing to the criticality of services, business continuity will be a key priority for the Agency and accordingly, a programme of operational and commercial planning is already underway to ensure appropriate contractual cover during the procurement and transition process. This includes the execution of extension options for some existing contracts, and the re-competition of those contracts for which no legal extension options exist.

1h. TUPE

As part of the transition some individuals who currently provide services to the Agency, will have the opportunity to transfer their contract of employment across from existing suppliers to our new suppliers. The Agency has experience of this and anticipates supporting the transfer process. This is an important aspect of continuity and as a legal requirement, not optional for new suppliers (although it is optional for those individuals affected).

Key steps will include:

- a controlled withdrawal of staff
- the controlled introduction of new resources
- agreement of the principles of how people transfers are to be managed
- documenting a joint understanding of the process
- establishing a model of anticipated TUPE rights
- monitoring the actual situation against the model.

Part 2: Introduction to the specific requirements:

- a) The Agency ICT Services
- b) Target Operating Model and Service Towers
- c) Delivery Tranches and Procurement Lots

2a. The Agency ICT Services

The Agency provides for itself and its partners a number of Information Communication and Technology (ICT) Services to support the FE and Skills sector. These include but are not limited to:

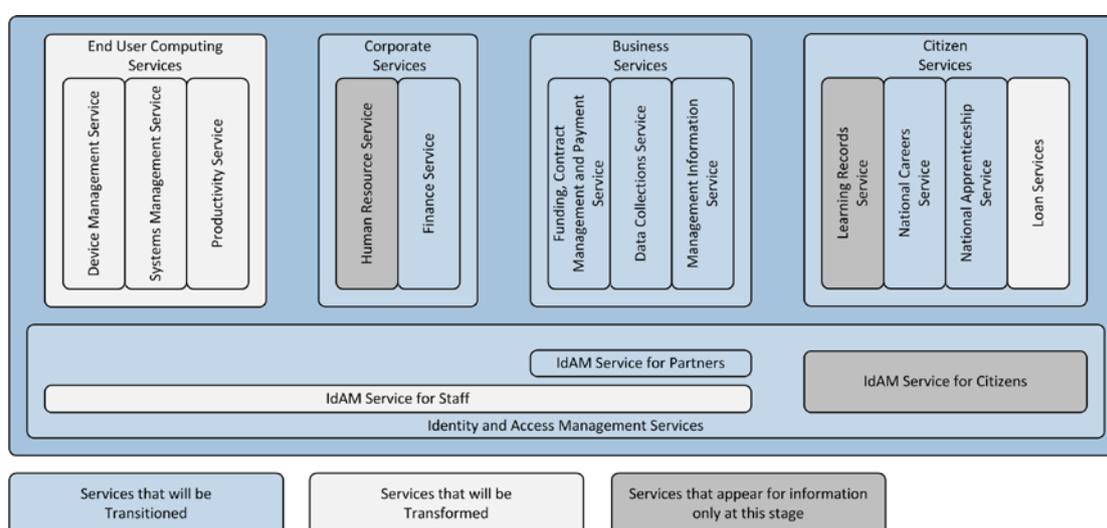


Fig 2a.1 - Agency Services

The diagram represents the following services which are further explained below:

- 1. Identity and Access Management (IdAM) Services**
 - i. IdAM Service for staff
 - ii. IdAM Service for partners
 - iii. IdAM Service for citizens
- 2. End-User Computing Service**
- 3. Network Services**
- 4. Corporate Services**
 - i. Human Resources Service
 - ii. Finance Service
- 5. Business Services**
 - i. Funding, Contract Management and Payment Service
 - ii. Data Collections Service
 - iii. Management Information Service
- 6. Citizen Services**
 - i. Learning Records Service
 - ii. National Careers Service
 - iii. National Apprenticeship Service
 - iv. Loan Services

The remainder of this section is intended to provide suppliers with a brief overview of the current services. This is not intended to be a comprehensive list of all the Agency's ICT services, there are other, smaller third-party services which will also be considered for transition.

Suppliers should also note that not all the services described here will be transitioned into the Target Operating Model. A number of services will be transformed in order to replace legacy technologies, improve user experience and/or drive down the Total Costs of Ownership (TCO) of running and managing these services.

1. Identity and Access Management (IdAM) Services

Our Identity and Access Management (IdAM) Services enable us to securely control access to the services, applications and resources that are required to undertake the business activities of the Agency and its partners. Using these services we can create and manage users and groups and assign them permissions which allow them access to the functionality they have permission to use.

IdAM Services have been grouped as follows:

- IdAM Service for staff
- IdAM Service for partners
- IdAM Service for citizens.

They include the following key capabilities.

- **Identity Life-cycle Management Service:** includes Provisioning, Self-Service Provisioning and Delegated Provisioning, Verification, Credentials Management and User Administration including Delegated User Administration.
- **Access Management Service:** includes Registration, Enrolment, Entitlements Management including permissions setting, Authentication and Authorisation at the point of access to control what users can access and Security Auditing.
- **Directory Services:** include Directory Federation and Directory Synchronisation services to enable business services to connect to the IdAM Service to support single sign-on across the services, applications and resources that a user has been granted access to use.

i. IdAM Service for staff

The Agency's IdAM Service for staff, enables Agency staff and contractors (approximately 1,300 end-users) to securely access services within the estate. The service is currently based on manual and semi-automated processes using a bespoke Microsoft .Net application, for the management of users, groups and permissions, which sits on top of Microsoft Active Directory and Microsoft Active Directory Federation Services.

The Agency is seeking to replace its current IdAM Service for staff. In its place we have a preference for a Software as a Service (SaaS) solution which provides the full capabilities of Identity Life-cycle Management, Access Management and Directory Services. This procurement will therefore also include the migration of existing Staff User Accounts and Access Permissions to the new solution.

ii. **IdAM Service for partners**

The Agency's IdAM Services for partners, enables key stakeholders including the Department for Business, Innovation and Skills (BIS), The Department for Education (DfE), Education Funding Agency (EFA, the Office for Standards in Education (OfSTED), awarding organisations, Higher Education Statistics Agency (HESA), Higher Education Funding Council for England (HEFCE), colleges and training providers, academies, employers, local authorities and local enterprise partnerships (LEP) ; to access Further Education (FE) and skills sector services. There are currently 20,000 individual accounts being managed in total, of which over 70 per cent are accessing services on a regular basis. The service is currently based on semi-automated processes, and bespoke customisation, for the management of users and groups, of IBM Tivoli Suite and Microsoft Active Directory Federation Services.

There are two options available for the Agency to consider. The first is to transition the existing service and the second is to extend the service provided for staff to meet the requirements for partners. Suppliers are invited to consider either option and work with us to develop this further.

iii. **IdAM Service for citizens**

The Agency's IdAM Services for citizens, the ID Assurance Service, provides online, validated and verified citizen identity credentials to the education sector. It was launched in February 2013 and is integrated with the National Careers Service to provide Level 2 access so that citizens can access their Lifelong Learning Account including their Personal Learning Record (PLR). This will then also enable citizens to access other education skills services data requiring Level 1 and Level 2 access.

The service has been designed and built as a Cloud-based service. It uses 'black-box' technologies, combined with Microsoft Active Directory Federation Services, Security Assertion Mark-up Language (SAML) and bespoke Microsoft .Net components. It is currently hosted in a traditional data centre.

This is for information only at this stage.

2. End-User Computing Services

Our End-User Computing (EUC) Services support Agency staff and contractors (approximately 1,300 end-users) with direct access to the services, applications and resources that they use to undertake the business activities of the Agency. Using these services our users can collaborate and interact with each other in the day-to-day activities they undertake.

Within an increasingly mobile workforce, managing an EUC Service is a complex activity. Our requirement is for an 'efficient mobile workforce', improving business

agility through enabling users to be productive regardless of where they are or what device they use. The Agency recognises that work is something you do as opposed to somewhere you go.

We want the service to be more intuitive to users and remove ICT barriers, to include new seamless connections between locations: our corporate network, public WiFi and home; therefore enabling seamless online/offline access wherever you are. We also want to deliver a technology suite that forms a set of well-defined and manageable services that reduce the Total Cost of Operating (TCO) of the EUC Service.

Given the complexity of the EUC Services the Agency recognises that it may need to procure this service from one or more suppliers including:

- **Device Management Service:** the supplier delivering the Device Management Service will be required to provide services such as device procurement, replacement, warranty, distribution, end-of-life destruction and onsite break-fix support.
- **Systems Management Service:** the supplier delivering the Systems Management Service will be required to provide services to support multiple end-user devices, including desktops, laptops, tablets and mobile devices. This will include OS image creation and deployment, application delivery, software updates and patches and provide remote administration and support.
- **Productivity Services:** the supplier delivering the Productivity Services must include Collaboration tools and software for: Email, Instant Messaging, Presence and Calendaring including a room booking facility; Conferencing including online, meetings, web conferences, ad-hoc video conferences and desk top sharing for remote administration.
- **EUC Supporting Services:** the supplier delivering the EUC Supporting Services must provide Directory Services for Agency staff, Federated Services; Certification Services, Address Services for name resolution, Smartcard and Secure Token Services to provide two factor authentication and File and Print Services.

Currently our EUC Service, consists of approximately 800 desktops and 1,400 laptops deployed with Windows XP, Microsoft Office 2003/2007/2010 applications and a number of niche desktop applications for on-site break-fix; there are also approximately 800 Blackberries in use and 15 tablet devices. Our email platform is an on-premise version of Microsoft Exchange 2007 and our collaboration platform is an on-premise version of Microsoft SharePoint 2007/2010.

The Agency is seeking a complete replacement of its current EUC Services. We are looking for a service provider to integrate a combination of 'as a Service' capabilities including, but not limited to - Device Management as a Service (DMaaS), Desktop as a Service (DaaS), Infrastructure as a Service (IaaS) and Software as a Service (SaaS) solutions that will provide the full capabilities of the EUC Service. This procurement will also include the migration of unstructured and semi-structured data such as documents, emails and team site content to the new service.

The procurement will also include the procurement of any hosting services required to support the EUC environment.

3. Network Services

Network Services provide functionality for members or users of the network to securely communicate with each other and are based on a defined service protocol such as TCP/IP.

Network Services provide functionality for members or users of the network to securely communicate with each other and are based on defined service protocols such as TCP/IP.

The Wide Area Network and Video conferencing will remain with our current Service Provider. The LAN and Wi-Fi services within data centres will be provided by data centre service providers themselves, not the Agency's LAN supplier. Similarly firewalls, load balancers and other localised networking hardware will be provided by data centre service providers within their own infrastructure.

The Agency require fully managed network services for Agency Branch Offices as follows; Local Area Network (LAN) and Wi-Fi for 'pass-thru' Agency staff access to Agency corporate systems plus Agency authenticated guest internet access. LAN and Wi-Fi services will interface with current Wide Area Network services.

4. Corporate Services

i. Human Resources Service

The Human Resource (HR) Service provides HR management for Agency staff and contractors (approximately 1,300 end-users).

The Agency's HR Service is an implementation of Oracle HR on-demand. The long term plan is to migrate this service to BIS, UK Shared Business Service (UKSBS); however the current plans for transition to UKSBS have the Agency planning to undertake this in 2015-16.

This is for information only at this stage.

ii. Finance Service

The Finance Service is used to manage the financial accounts of the Agency and to manage the payments made to colleges, employers and training providers for both the Agency and EFA. These have a value of £3.5 billion for the Agency, which is used to fund Adult 19+ FE and Skills provision and £52 billion for the EFA, which is used to fund 16-19 FE provision and academies.

The Agency's Finance Service is an on-premise implementation of Unit 4 CODA Financials. The long term plan is to migrate elements of this service to UKSBS, however the current plans for transition to UKSBS have the Agency planning to undertake this in 2015-16.

The Agency is seeking to retain this service until the transition to UKSBS has been completed, therefore at this point in time the Agency is seeking a service provider to take on the management of the service and provide Application Management and Support (AMS), until the scope and delivery of the transition is agreed and implemented.

5. Business Services

The FE and skills sector comprises more than 220 FE colleges, 900 independent training providers, and some 2,500 training organisations with which colleges and providers subcontract.

To support our work with these groups we provide the following services. This includes but is not limited to:

i. Funding, Contract Management and Payment Service

The Funding, Contract Management and Payment Service is a suite of applications used by the Agency and EFA to fund, contract and pay colleges and training providers and employers who deliver learning to citizens. They are critical systems that supports the core business of both agencies through managing the recording and funding of contracts.

The contracts and payments managed by the service have a value of £3.5 billion for the Agency, which is used to fund Adult 19+ FE and Skills provision and £52 billion for the EFA, which is used to fund 16-19 FE provision and academies.

A major component of this service is the Contract Management System (CCM), which is based on Upside Software's 'UpsideContract' and 'UpsideForms' applications. The application, which has been tailored for Agency and EFA usage, supports the Agency and EFA in enabling the agreement of contracts for training provision with providers, tracking and managing actual performance against those agreed contracts and processing regular payments to providers against those contracts.

This service also includes automated interfaces with the Agency's Financial System CODA to process the resulting payments against those contracts. The Upside technology sits on top of a Microsoft SQL Server and Microsoft Biztalk platform.

The applications within the service will be subject to a number of business as usual (BAU) changes during the financial year 2013-14 to support policy changes. In addition the service is investigating options for a transformation programme which is scheduled to complete by the end of the 2014-15 financial year. This will involve transforming the systems within the service over the next 12 to 18 months.

The Agency is seeking to transition the 'As-is' service, to be in line with the Government ICT Strategy, to a Cloud Service Provider. Any future transformation will be undertaken by the new supply chain once this is in place.

ii. Data Collections Service

The Data Collections Service is a collection of applications that enables the Agency and EFA to collect data from all stakeholders within the FE and skills sector. The service provides collections for all key stakeholders including: the Agency, BIS, DfE, EFA, OfSTED, HESA, HEFCE, colleges and training providers, academies, employers, local authorities and LEPs.

The service includes relationship management capabilities used by the Agency and EFA to manage the FE and skills sector relationships with all stakeholders. It also includes portal services that enable partners to engage online with the FE and skills systems. It can be used to enable partners to return data as part of a data collections process, view key information held in other business services such as funding and contract data and also provides a platform for the Agency and EFA to promote self-service functionality to reduce the bureaucracy across the sector.

A number of Reference Data Services are used to provide support to the education and skills sector. These include the Employer Data Registration Service (EDRS) which has 20,000 registered employers and the Learning Aims Reference Service (LARS), which has 90,000 funded and monitored learning aims.

This service is already undergoing a transformation and migration to Cloud and represents the Agency's first implementation of Cloud-based services. It provides a flexible and configurable platform to collect and process significant volumes of information from colleges and training providers and partners. The Data Collection Service's primary usage is to collect data from colleges and training providers in England.

It is based on a combination of Microsoft SharePoint 2010, Dynamics CRM 2011 and SQL Server 2012 technologies along with bespoke Microsoft .Net components and the Oracle Policy Automation (OPA) business rules engine.

Key elements of the service are already planned to be in the Cloud and do not required a significant transition to Cloud. The Agency is seeking a service provider to transition the applications that have not yet been transformed. As the service integrates with other services that are going to be transitioned to the Cloud, the service provider will need to ensure the service continues to operate during the transition.

iii. Management Information Service

The Management Information Service produces around 200 annual reports for a number of stakeholders including: the Agency, BIS, DfE, EFA, OfSTED, awarding organisations, HESA, HEFCE, colleges and training providers, academies, employers, local authorities and LEPs. It also produces 50 annual reports related to the Statistical First Release and also provides ad hoc reports to various stakeholders to support prime minister's questions (PMQs) and Requests for Information (RFI) under the Freedom of Information (FOI) Act.

This service processes the large volumes of data collected by the Agency and converts it into meaningful reports and information assets that are consumed by the Agency itself and other education sector partners such as the EFA. It operates under the sector-wide brand name of 'The Data Service'. It is primarily based on Microsoft SQL Server Database warehousing technologies.

The applications within the service will be subject to a number of BAU changes during 2013/14 to support policy changes. In addition the service will require a redevelopment to fully take advantage of the benefits of moving it to a Cloud computing environment. This activity is not currently planned and will be considered during the next financial year.

The Agency is seeking to transition the 'As-is' service, to be in line with the Government ICT Strategy, to a Cloud Service Provider. Any future transformation will be undertaken by the new supply chain once this is in place.

6. Citizen Services

The Agency is dedicated to fund and promote adult further education and skills training in England. It also hosts a number of citizen services. This includes but is not limited to:

i. Learning Records Service

The Learning Records Service (LRS) is at the heart of the learner experience and is designed to support learners at all levels to access, manage and use their own achievement information such as qualifications, awards or training received as they progress through education, training and lifelong learning.

The service has 17 million learners with unique learner numbers (and associated profiles) of which 12 million have a Personal Learning Record (PLR). It covers England, Wales and Northern Ireland. It supports 8,000 customer organisations, which include schools and further education providers, higher education institutions, awarding organisations and career services.

The LRS includes the following key functionality.

- **Manage Learners:** Education and skills providers use the LRS to create or retrieve a unique learner number (ULN). Management of learners starts with registering learners for a ULN and then continues with keeping the learner details up to date so as to ensure the learner record is maintained throughout their lifetime.
- **Verify Learner:** other sector organisations, such as awarding organisations (AOs), use the LRS to verify that learner data transferred by education and skills providers is correct. Once a learner has achieved an award (a qualification or credit) the AO will use the LRS Achievement Management capability to add the award to the learner's PLR.
- **Personal Learning Record:** the service stores achievement and participation data for learners. The Personal Learning Record (PLR) application offers access to verified participation and achievement records of individual learners and can be accessed by education and skills providers with the learner's permission. The academic and vocational records data is from 2009 onwards but does not typically cover education completed at university.

- **Learner Plan:** it offers a specific piece of functionality to support offender learning. This is known as the 'Learner Plan'. This is a plan that sets out goals, activities and tasks and can be used to support the progression of offenders even if they move from one custodial location to another.
- **The UK Register of Learning Providers (UKRLP):** is an internet portal which provides core identity data on education and training organisations in England, Northern Ireland, Scotland and Wales.
- **Learner Portal Service:** allows citizens to view their Personal Learning Record. They may also choose to share their data (or not) with education sector organisations. The PLR can also be accessed by learners registering for a Lifelong Learning account which is part of the National Careers Service.

The Agency's LRS, is currently based on Linux, IBM WebSphere and Oracle technologies but is in the progress of being migrated to a Microsoft Windows Server, Microsoft SharePoint and Microsoft SQL Server platform.

The LRS is a key strategic data exchange mechanism for the education sector. It has a full 'warm stand-by' disaster recovery capability.

This is for information only at this stage.

ii. National Careers Service

The National Careers Service offers citizens high-quality information, advice and guidance to help them make decisions on learning, training and work opportunities. It offers these options through a number of channels including a customer web portal, national contact centres and face-to-face advisers. The advice takes on many forms including job profiles, course / learning opportunities, interactive tools, phone based telephony and interviews with qualified face-to-face advisors.

The service has approximately 800,000 unique customers each year and receives approximately 35,000 visits each day. It has a national call centre and is supported by a network of 3,000 advisers of which there are 90,000 concurrent face-to-face advice sessions per month with a presence in 95 per cent of job centres and receives 25,000 calls to the adult line each month and one million website visits each month. There are 750,000 people with a Lifelong Learning Account (LLA) which is a significant milestone for the National Careers Service.

The National Careers Service includes the following key functionality and capabilities:

- **Customer Web Portal:** the website and digital offerings reference data including course information and FE choices quality data, job profiles, job market information and presentation through a highly usable website and mobile offerings.
- **Careers Tools:** the service provides a range of online tools which citizens can use to assess their own skills including Skills Diagnostic Tools, Course Search Tool, CV Builder, Action Plan and My Funding Information where they can keep track of any funding they have received, any money they have paid towards their education and any searches they have done to see if they can access funds.
- **Lifelong Learning Account:** the service also provides citizens with the ability to register for a Lifelong Learning Account which they can use to permanently store the results and records from all of tools available within the service including an online identification capability, action plans, skills diagnostic tools, CV builder and course search results. In addition it also enables the citizen to self-assert achievements in combination with the Personal Learning Record.
- **Customer Relationship Management (CRM) system:** Both the National Contract Centre and the face-to-face advisers record the outcomes from conversations and interviews in the National Careers Service Customer Relationship Management system to create a centralised record of all interactions with the citizen.

The National Careers Service systems are based on Microsoft SharePoint 2007, Microsoft Dynamics CRM 4.0, Microsoft SQL Server Reporting Services and bespoke Microsoft .Net components to support business requirements.

The applications within the service will be subject to a number of service improvements during 2013-14 to support policy changes including the move towards 'Digital by Default'. In addition the National Careers Service started a two-year transformation programme in April 2013 which is scheduled to complete by the end of 2014-15 financial year. This will involve transforming the outputs of customer service interactions with the CRM systems.

The Agency is seeking to transition the 'As-is' service, to be in line with the Government ICT Strategy, to a Cloud Service Provider. Any future transformation will be undertaken by the new supply chain once this is in place.

iii. National Apprenticeship Service

Apprenticeships exist to support business growth and give young people and adults the skills they need to succeed at work. The National Apprenticeships Service (NAS) exists to deliver the Government's and employers' ambitions for high-quality Apprenticeships in England. Up to 17,000 high quality Apprenticeship vacancies are available online at any one time at apprenticeships.org.uk. In 2012, over one million applications were made online – an average of ten applications for every Apprenticeship vacancy.

The NAS uses a number of systems to streamline the delivery of Apprenticeships through colleges, training providers and employers.

- **NAS Apprenticeship vacancies system:** allows colleges and training providers (and their subcontractors), working with employers, with whom they have a formal relationship, to publish vacancies for Apprenticeships which candidates can search and apply for.
- **NAS Customer Relationship Management System:** works with a sales paradigm to capture referrals (from training providers) and interest from prospective customers (employers) – leads - and help the service convert those to sales – a funded Apprenticeship place with a college or training provider and a start date.
- **NAS Management Information System:** provides ad-hoc/canned reports that summarise data to be used for performance management and feedback.

The NAS systems are based on Microsoft SharePoint 2007, Microsoft Dynamics CRM 4.0, Microsoft SQL Server Reporting Services and bespoke Microsoft .Net components to support business requirements.

The applications within the service will be subject to a number of BAU changes during 2013/14 to support policy changes. In addition the NAS service has started a two-year transformation programme which is scheduled to complete by the end of the 2014/15 financial year. This will involve transforming the systems within the service over the next 12 to 18 months.

The Agency is seeking to transition the 'As-is' service, to be in line with the Government ICT Strategy, to a Cloud Service Provider. Any future transformation will be undertaken by the new supply chain once this is in place.

iv. Loan Services

The Agency provides a loan scheme to assist learners into education. Notably – the Professional and Career Development Loan

A Professional and Career Development Loan is a bank loan set at a competitive interest rate that Learners aged 18 years or over can use to help pay for learning that leads to work or that will improve their chances of entering into employment. Learners can apply for loans between £300 and £10,000, which can be used to

support any full-time, part-time or distance learning courses for up to two years, as long as the course leads to a trade, occupation or profession.

Like any loan, learners must repay the money they borrow, but the Agency will pay the interest on the loan while the learner is in learning and for up to one month afterwards. The learner then repays the loan to the bank over an agreed period at a fixed rate of interest.

The Agency's Professional and Career Development application, is a bespoke application written in Microsoft .Net, Microsoft SQL Service 2000 and Microsoft Reporting Services.

The Agency is seeking, a Cloud Service Provider to completely redevelop this application during 2013-14.

2b. Target Operating Model

The Agency has defined its Target Operation Model (TOM) for ICT delivery in a manner that clearly differentiates between those functions which are to be retained by the Agency and those which are appropriate for outsourcing.

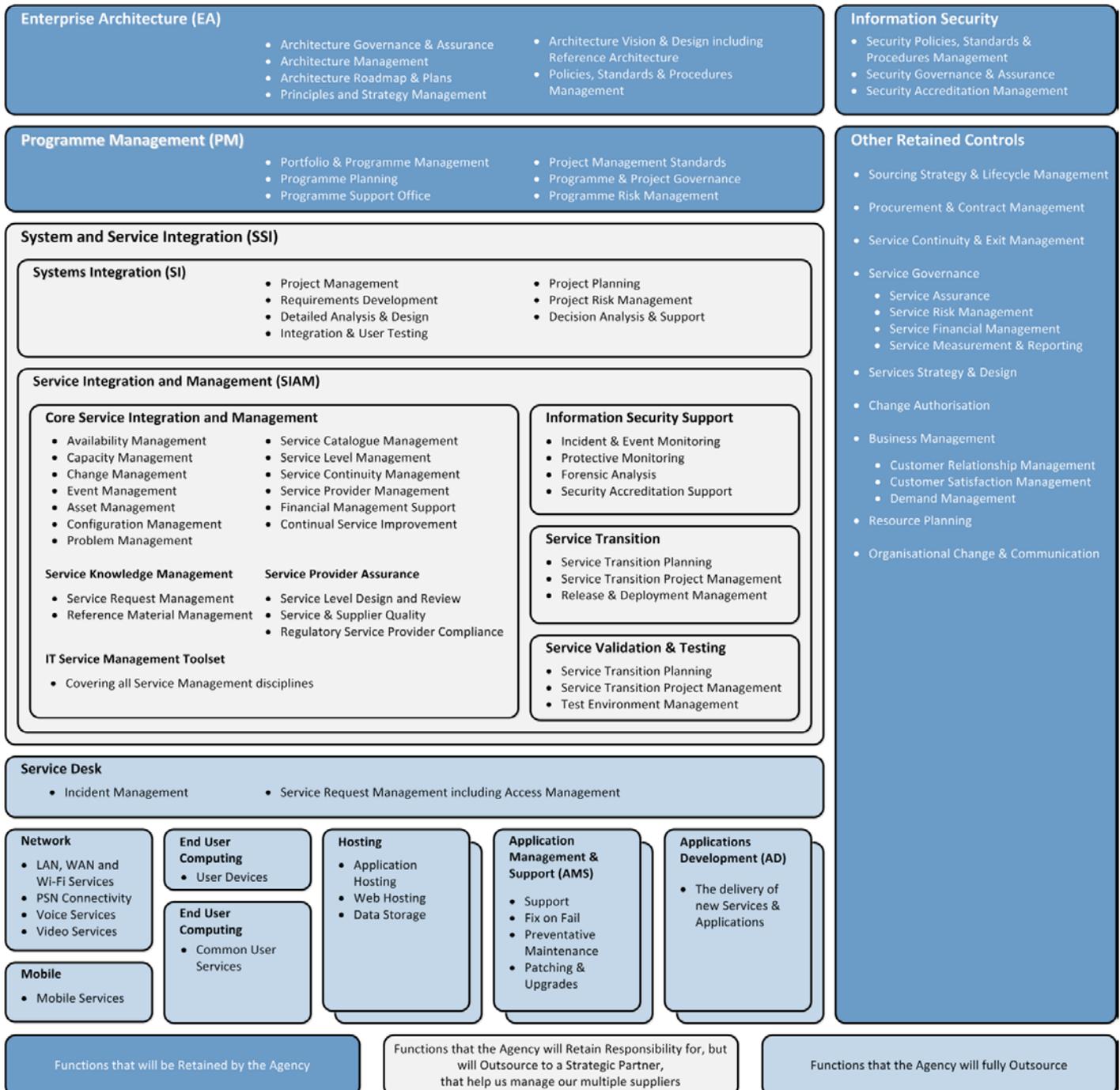


Fig 2b.1 – Target Operating Model

Functions to be retained by the Agency:

1. Enterprise Architecture

The Agency will continue to provide an Enterprise Architecture (EA) function. It shows how the building blocks of the enterprise fit together and identifies key dependencies and interface between them. In addition, it includes the management of EA, setting the architectural direction for any business change by developing a Reference Architecture, overseeing compliance with defined standards and guidelines and granting or denying exceptions, where necessary.

2. Information Security

The Agency will continue to manage Information Security with a comprehensive set of security policies, standards and procedure that ensures the confidentiality, integrity and availability of the Agency's assets, information, data and services. These security policies, standards and procedures govern and assure the information security of the services that are developed on behalf of the Agency and its partners.

3. Programme Management

The Agency will continue to provide a Programme Management function. This includes both service transition and service transformation initiatives, as well as associated project management of subsequent changes to the Agency.

4. Other Retained Controls

The other retained controls, which the Agency will continue to provide, are essential so that we can govern and manage all aspects of the contracts, supplier and service performance and the overall relationships. This includes meetings of the various governance committees including those defined in the agreements.

Functions that the Agency outsource

1. Systems and Service Integrator

The Agency will look to appoint a Systems and Services Integrator (SSI), as a strategic partner, which will include the provision of a Systems Integration (SI) function and a Service Integration and Management (SIAM) function. We have taken the recognised Cross-Government SIAM framework and combined it with a Systems Integration function to streamline and simplify the management of a complex multi-supplier landscape. We recognise the internal distinctions and characteristics within SI and SIAM as being discrete but closely associated.

As the Agency transitions from existing arrangements to multiple suppliers in line with Government ICT strategy, the number of suppliers engaged to deliver services will increase. The role of SSI is to engage with and manage multiple suppliers on behalf of and working in partnership with the Agency.

SSI Key Business drivers

- Single/central contact point for all Service Towers

- Responsible for E2E service delivery
- Manage the full Service Management lifecycle including the supporting information and information flows
- Lead, model and embed appropriate behaviours
- Manages Service Tower suppliers
- Delivers standard and consistent services
- Flexibility to adapt to changing contractual landscape
- Aligning the Agency and the EFA service delivery with Government ICT strategy
- Support transition from prime supplier to Service Towers and multi-sourced delivery model
- Driving down the cost of service delivery
- Aligning Service Validation Testing and Service Transition Management
- Speeding up the Agency's ability and flexibility to implement changes.

The new SSI partner will support construction and definition of the further procurement lots and the gradual transformation and transition of services over the next 12 months from the existing single supplier to a multiple supplier landscape.

The SI delivery approach is one of managing business continuity risk through a phased implementation of business service change rather than 'Big Bang' to ensure continuity of service for the Agency and a smooth transition to our new and innovative landscape.

The SIAM operational approach is to define and implement end-to-end governance and standards at the outset to enable an effective and consistent approach to service and information management for all parties.

The SI function will:

- undertake detailed design and build, in accordance with the defined Reference Architecture, for delivery into service as commissioned by programmes and projects
- provide overall management, direction, support and coordination for multiple internal and external suppliers required for the successful delivery of a solution
- manage delivery of supplier performance against milestones and obligations, identifying and advising on deviations to plan.

The SIAM function will:

- co-ordinate and consolidate the management of individual services from suppliers, to deliver end-to-end business services, ensuring they provide services consistently to meet business objectives and requirements for performance, quality and cost
- proactively measure, monitor and manage performance against supplier obligations for the delivery of operational services
- provide leadership and support to manage the new multiple suppliers governed by an ITIL Service Management Framework.

- be responsible for delivering their service obligations to this framework. The SIAM partner will be responsible for the service management aspects across all service suppliers ensuring end-to-end coordination and delivery on behalf of the Agency.
- include the provision of integrated IT Service Management (ITSM) tooling, including an interface specification that facilitates Service Provider data feeds into a central location to enable the SIAM Service to manage the end-to-end business services in real time. The ITSM tool will be delivered as a Software as a Service (SaaS) solution defined and procured by the SSI partner in collaboration with the Agency.

2. Service Desk Service

The Agency currently has a number of service desks provided by internal and external parties. They provide information technology support for Agency personnel and partners, and extensive support to citizens and others in the form of information requests related to learners and learning. The Agency wishes to transform the service desk function providing a Single Point of Contact (SPoC) to meet the needs of both users and IT providers. The service desk tool will interface to the ITSM toolset provided by the SSI partner.

The ITIL approach considers the Service Desk to be the central point of contact between Service Providers and users/customers on a day-to-day basis. It is also a focal point for reporting incidents, disruptions or potential disruptions in service availability or quality and for users making service requests.

A service desk typically handles incidents and service requests, as well as providing an interface to users for other ITSM activities such as:

- | | |
|-----------------------------|-----------------------------------|
| 1. Problem Management | 7. Availability Management |
| 2. Configuration Management | 8. Capacity Management |
| 3. Change Management | 9. Financial Management |
| 4. Release Management | 10. Service Continuity Management |
| 5. Service-level Management | 11. User Management |
| 6. Asset Management | 12. Security Management |

The Service Desk Service will be required to provide first-line support and call handling facilities including services for incident and service request including access management.

A consolidation of known and common issues and problems will feed into the Knowledge Management function of SIAM. The Service Desk will work closely with the Agency's Service Providers, who will be responsible for providing second and third-line support for services they run and manage. The Agency will directly provide second-line resolution for business enquiries.

The Service Desk will monitor incident resolution by suppliers, based on the SLAs set up between the Agency and the relevant supplier. To add to this, the Service Desk will provide the required metrics into the SSI, to enable the Agency to manage

effectively across its supplier base. As such, the Service Desk Service will work closely with the SSI to ensure a consistent and good quality service is provided by suppliers to meet the Agency's business objectives.

3. Network

Network Services provide functionality for members or users of the network to securely communicate with each other and are based on defined service protocols such as TCP/IP.

The Agency has a contract for provision of its WAN and fixed line telephony through the GPS MTCF framework.

The Agency has a contract for the provision of its Local Area Network (LAN) and Wireless Network (WiFi) within its Offices. The Agency requires a fully-managed network services for Agency Offices as follows; Local Area Network (LAN) and Wi-Fi for 'pass-thru' Agency staff access to Agency corporate systems plus Agency-authenticated guest internet access. The LAN and Wi-Fi services will also be required to interface with current WAN services.

The LAN services within the Hosting Service will be provided by data centre Service Providers themselves, not the Agency's LAN supplier. Similarly; firewalls, load balancers and other localised networking hardware will be provided by data centre Service Providers within their own infrastructure.

All new networks should be provisioned in accordance with the requirements for connection to the Public Sector Network (PSN).

4. Mobile

The Agency has in place a contract with a major telecommunication supplier for the provision of Mobile Voice and Mobile Data services. This contract will remain in place, however a level of integration will be required with the End-User Computing Service Provider for email and SMS integration.

5. End-User Computing

There are **two main components** that would be in scope for an EUC Contractor.

The first component is 'Infrastructure and Devices' where the primary responsibility of the EUC contractor is to supply, manage and maintain the End-User Environment. These responsibilities include, but are not limited to, the provision, management and maintenance of desktops, laptops, local IT hosting environments and the associated common workplace productivity applications (for example, word processing) to agreed standards, the packaging and provision of business application elements required on these devices, the management of business peripherals (including printers and scanners), the provision, management and maintenance of appropriate storage and access to electronic data, the management of Local Area Networks (LANs) and the management and maintenance of the Agency's site-specific team rooms. The Agency will retain the GPS framework contract for multiple function devices (printers/scanners).

The second component is 'Common Services'. The scope of this is to provide certain Common Services that are required by other contractors, such as

authentication (identification of people and systems), directory services (information about people, systems and the rights they have), productivity and collaboration services and messaging facilities (including email and calendar services).

6. Hosting

The hosting environments provide secure provision and management of application hosting, application operations, storage, bulk outputs and sorting and external data feeds and interfaces.

The Hosting Service Provider will be required to deliver centralised IT hosting environments that are capable of delivering the Agency's business applications and services to the agreed standards and security requirements.

They will be responsible for the management, maintenance and running of these environments including hardware/software maintenance and batch management.

This involves ensuring that there is sufficient computing power and data storage to deliver the business applications to the agreed warranty and quality criteria, and that the business applications and data can be recovered to the agreed recovery points.

7. Application Management and Support

Application Management and Support (AMS) provides a comprehensive application lifecycle management service that include maintenance of, adding new functionality to and providing support for existing applications including fix on fail, preventative maintenance, patching and upgrades.

The AMS Service Provider(s) is/are intended to be responsible for the management and support of the application layer of the in-scope business applications that are delivered from the Agency's hosting environments.

They would act as a support function, ensuring that the business applications perform to the agreed criteria and standards. This involves:

- delivering production support life cycle processes, tools and procedures required to repair application faults and issues,
- maintaining software at agreed versions and
- proactive monitoring, to ensure that preventable operational errors, such as database and file space issues, do not cause service disruption/outage.

8. Application Development

Application development (AD) describes the process of conceiving, designing, coding, testing and deploying computer software programs. There are several formal development methodologies available including agile, extreme and rapid 'RAD'.

The AD Service Provider(s) will be responsible for new development programmes or projects for the delivery of new or replacement business functionality (including interfaces and integrations with existing applications) to the in-scope business applications in response to business initiated IT change. In addition the AD Service Provider(s) are intended to be responsible for the delivery of large-scale work

packages (including major releases) and delivering business driven change for existing business applications.

2c. Delivery Tranches and Procurement Lots

Delivery Tranches

The Agency has divided the SCT Programme into three delivery tranches grouping services that have common characteristics as follows:

- Tranche 1 – End-User Computing
- Tranche 2 - Citizen Services
- Tranche 3 - Corporate and Business Services

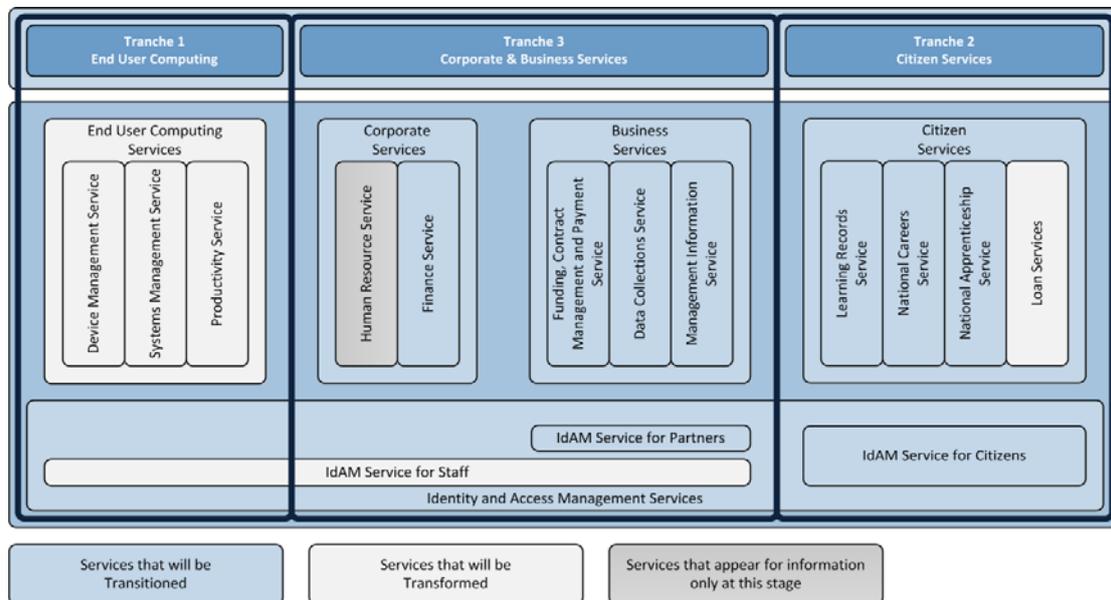


Fig 2c.1 – Delivery Tranches

The following section describes the three tranches and associated lots. Note that the Tranche ordering in diagram 2c.1 is intended to highlight that the IdAM Service for Staff crosses over Tranches 1 and 3. The Tranches will run sequentially, as shown in later diagrams.

Tranche 1 Procurement Lots

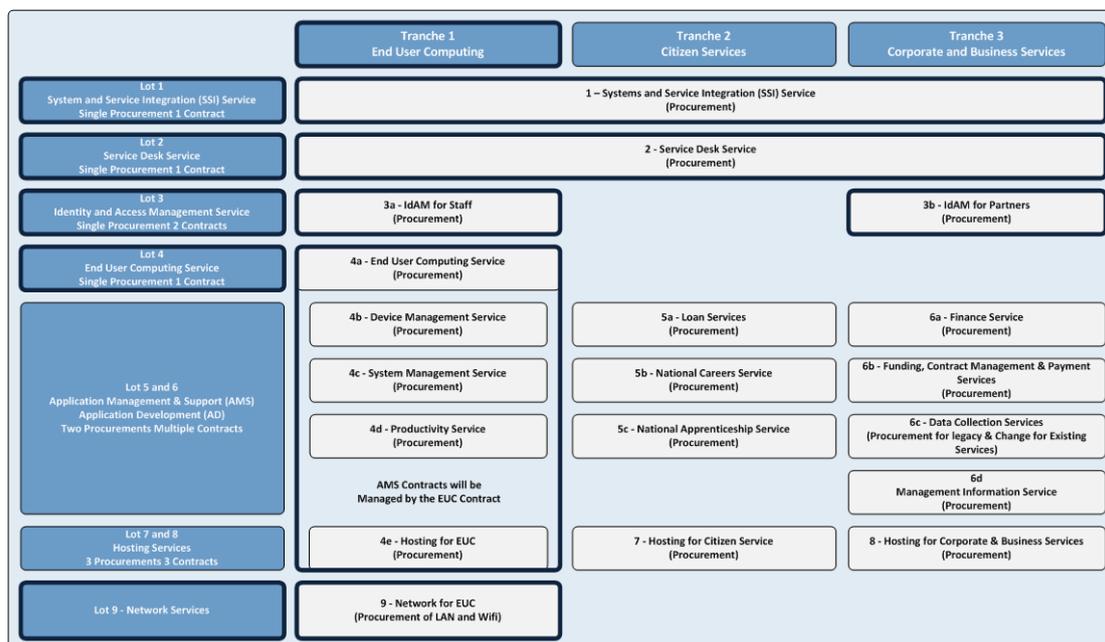


Fig 2c.2 – Tranche 1 End-User Computing Lots

Tranche 1 essentially comprises hosting, network services, application maintenance and support and application development of the Agency EUC Services.

The procurement activity in Tranche 1 is as follows:

- **Lot 1 - System and Service Integration (SSI) Service**

Lot 1 is a single procurement with one contract being awarded.

- **Lot 2 - Service Desk Service**

Lot 2 is a single procurement with one contract being awarded, with a phased rollout aligned to the delivery tranches.

- **Lot 3 - Identity and Access Management Service (IdAM)**

- 3a - IdAM for Staff
- 3b - IdAM for Partners

Lot 3 is a single procurement with one to two contracts being awarded. In Tranche 1 the contract will be let for IdAM for staff and subject to supplier responses. It may also include IdAM for partners.

- **Lot 4 – End-User Computing (EUC) Service**

- 4a - AD for EUC
- 4b-d - Application Management and Support (AMS)
 - 4b – AMS for Device Management Service
 - 4c – AMS for Systems Management Service

- 4d – AMS for Productivity Service
- 4e - Hosting Services for EUC

Lot 4 is a single procurement with one contract being awarded for AD to design and build the new EUC environment using commodity services. It will therefore also include AMS contracts for the commodity services which will be managed by the EUC contract.

It will also include the provision of any hosting required to support the EUC environment.

- **Lot 9 – Network Services**

Lot 9 includes the LAN and WiFi Network Services for the 15 Agency offices across England.

Tranche 2 Procurement Lots

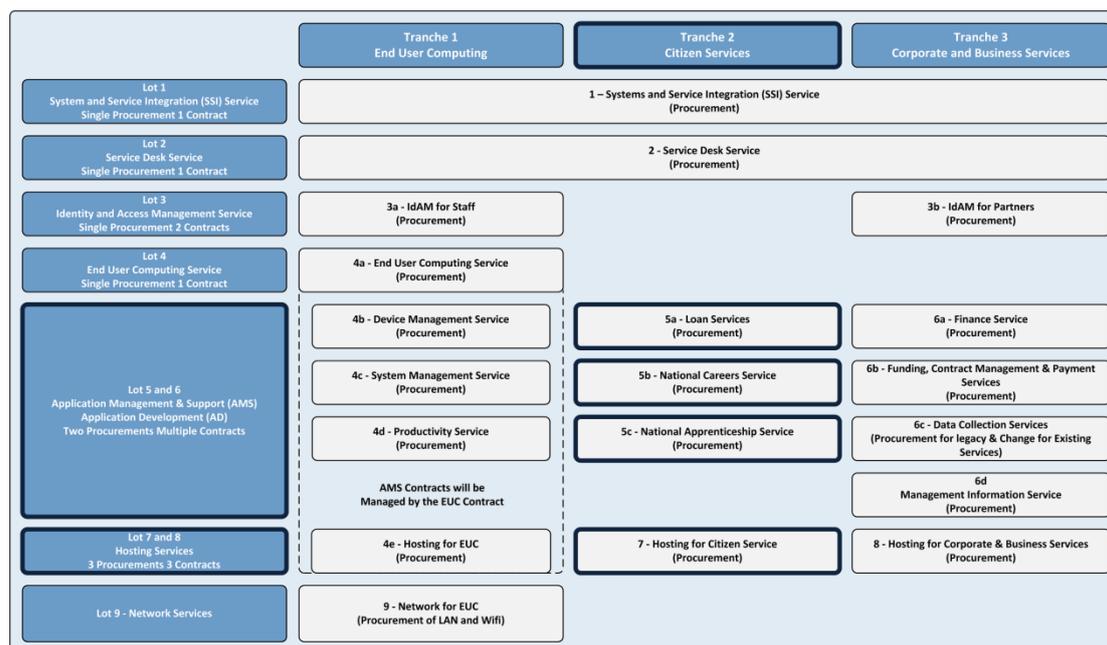


Fig 2c.2 – Tranche 2 Citizen Services Lots

Tranche 2 essentially comprises application maintenance and support and application development of all the Agency's Citizen-facing services including the Learning Records Service, the National Careers Service, the National Apprenticeship Service and the Agency's Loan Services.

The procurement activity in Tranche 2 is as follows:

- **Lot 5 - Application Management and Support (AMS) and Application Development (AD) for Citizen Services**
 - 5a – AMS and AD for National Careers Service
 - 5b – AMS and AD for National Apprenticeship Service
 - 5c – AMS and AD for Loan Services

Lot 5 is a single procurement with one to three contracts being awarded.

- **Lot 7 - Hosting Services for Citizen Services**

Lot 7 is a single procurement with one contract being awarded.

Citizen-facing services have been grouped together because they have similar service characteristics in terms of availability, scalability, disaster recovery and support. Essentially these services require high availability with 'warm' standby recovery capabilities and need to be accessible by citizens 365 days each year with limited overnight outages being allowable.

Tranche 3 Procurement Lots

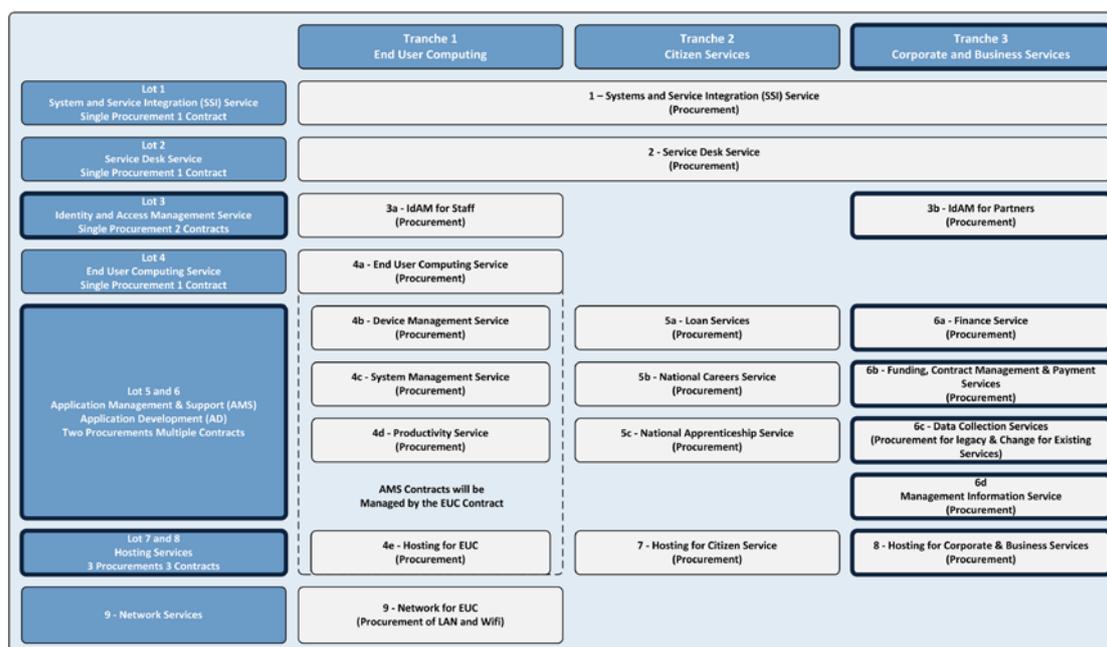


Fig 2c.3 – Tranche 3 Lots

Tranche 3 essentially comprises application management and support and application development of all the services used by the Agency and its partners in support of the FE and skills sector funding, including the Human Resources Service, Finance Service, Funding, Contract Management and Payment Service, Data Collections Service and the Management Information Service.

The procurement activity in Tranche 3 is as follows:

- **Lot 3 - Identity and Access Management Service (IdAM)**

- 3b - IdAM for Partners

Lot 3 is a single procurement with one to two contracts being awarded. In Tranche 1 the contract will be awarded for IdAM for Staff and subject to supplier response in Tranche 2 a contract may also be awarded for IdAM for Partners (if not awarded previously to the same supplier as Tranche 1).

- **Lot 6 - Application Management and Support (AMS) and Application Development (AD) for Corporate and Business Services**

- 6a – AMS and AD for Finance Service
- 6b – AMS and AD for Funding, Contract Management and Payment Services
- 6c – AMS and AD for Data Collections Service
- 6d – AMS and AD for Management Information Service

Lot 6 is a single procurement with one to four contracts being awarded.

- **Lot 8 - Hosting Services for Corporate and Business Services**

Lot 8 is a single procurement with one contract being awarded.

Corporate and Business-facing services have been grouped together because they have similar service characteristics in terms of availability, scalability, disaster recovery and support. The services will be expected to be available for use during extended office hours (for example, 8:00 – 20:00, Monday to Friday excluding bank holidays and support light usage during weekends).

Part 3: The procurement process

- a) Indicative Timetable
- b) Steps required
- c) Find out more (contacts and next steps)
- d) The Prospectus

3a. Indicative Timetable:

This table gives an indication of when the procurement activities are anticipated. It is subject to validation and change.

Tranche	LOT Number	LOT Description	Activity					
			RFP Issued to Shortlist	Bid Submission Deadline	Preferred Supplier Appointed	Trial end (indicative)	Contract Award	Go Live
1	1	System and Service Integration Service (SSI)	early July 13	mid July 13	end July 13	n/a	mid Aug 13	tbd
1	2	Service Desk Service	mid July 13	early Aug 13	mid Aug 13	mid Oct 13	mid Oct 13	tbd
1	3a	Identity & Access Management Service (Staff)	mid July 13	early Aug 13	mid Aug 13	mid Sep 13	mid Sep 13	tbd
1	4	End User Computing	mid July 13	early Aug 13	mid Aug 13	mid Oct 13	mid Oct 13	tbd
1	9	Network Services	mid July 13	early Aug 13	mid Aug 13	mid Oct 13	mid Oct 13	tbd
2	3c	Identity & Access Management (Citizen)	mid Sep 13	early Oct 13	end Oct 13	mid Nov 13	mid Nov 13	tbd
2	7	Hosting Services for Citizen Services	mid Sep 13	early Oct 13	end Oct 13	mid Nov 13	mid Nov 13	tbd
2	5	AMS & AD for Citizen Services	mid Sep 13	early Oct 13	mid Oct 13	n/a	early Nov 13	tbd
3	8	Hosting for Corporate & Business Services	mid Nov 13	end Nov 13	end Dec 13	end Jan 14	end Jan 14	tbd
3	6	AMS & AD for Corporate & Business Services	mid Nov 13	end Nov 13	end Dec 13	end Jan 14	end Jan 14	tbd
3	3b	Identity & Access Management (Partner)	mid Nov 13	end Nov 13	end Dec 13	end Jan 14	end Jan 14	tbd

Legend	
Qtr 2 2013	Qtr 1 2014
Qtr 3 2013	Qtr 2 2014
Qtr 4 2013	Qtr 3 2014

Fig.3a.1 Indicative Timetable.

3b. Steps required

We will procure through the G-Cloud unless this is not viable. We will follow the G-Cloud process as outlined below. For further information, please refer to the Government Procurement Service website: <http://gps.cabinetoffice.gov.uk/>

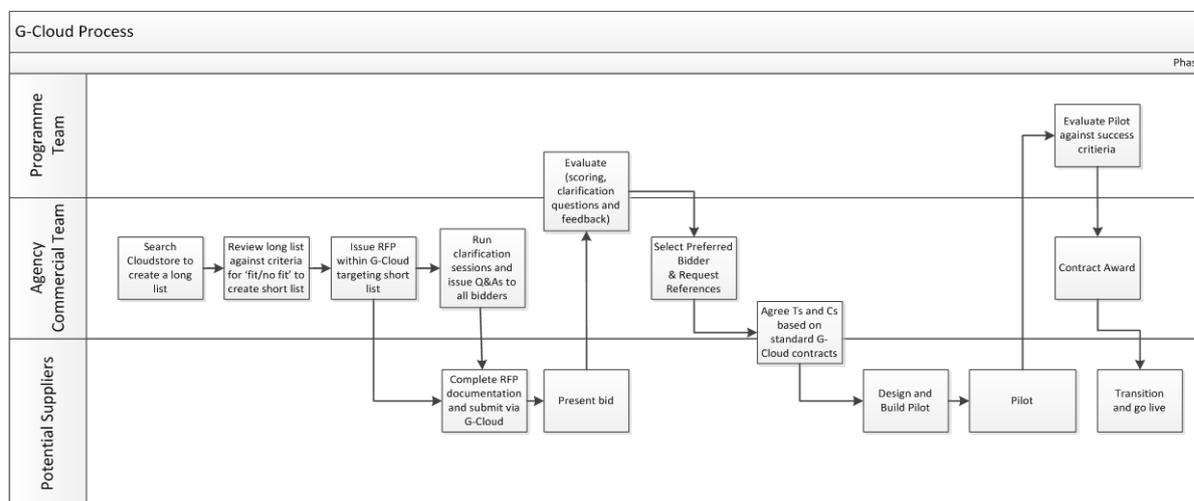


Fig 3b.1 The G-Cloud Process

The G-Cloud Simplified (10 steps)

Step 1: Supplier will need to have signed up to the Government Procurement Service (GPS) G-Cloud Framework agreement and their Service Definition Documents be published on the Cloud Store.

Step 2: We will search the Cloud Store for suppliers who appear to be able to provide similar service to those required. This will create a long list. We will then evaluate against a set of criteria using the information available in the Cloud Store for fit/no-fit and create a short list of potential suppliers.

We may conduct a 'Capability Assessment' with potential suppliers for our more complex requirements, to help us create a shortlist.

Step 3: An Evaluation Questionnaire will be published to the shortlisted potential suppliers who will be invited to submit a response.

Step 4: Clarification sessions will be held and questions and answers posted for all suppliers' information.

Step 5: Response submission and, where appropriate, we may request presentations to support the evaluation.

Step 6: Evaluation against 'Most Economically Advantageous' (MEAT) criteria, scoring and feedback.

Step 7: Preferred Supplier selection and references.

Step 8: Agreement of terms and conditions based on the G-Cloud framework terms and conditions.

Step 9: (Lot dependent – not required for all lots) Design and run a trial for defined period.

Step 10: Contract award following successful trial and start transition

MEAT Process

The Most Economically Advantageous (MEAT) process is an assessment of quality and cost over the lifetime of the contract and will take into account the following mandatory criteria:

- Price
- Quality
- Aesthetic and functional features
- Efficiency
- After-sales service
- Technical assistance
- Date of delivery
- Environmental performance
- Lifecycle cost, and so on.

The framework defines that MEAT criteria against which offerings can be assessed should be divided into four areas described in the table below.

Criteria Number	Criteria
1	Whole life cost effectiveness; price and running costs
2	Technical merit and functional fit; coverage, network capacity and performance as specified in relevant service levels
3	After-sales service management; help desk; account management function and assurance of supply of a range of devices and good value accessories
4	Non-functional characteristics

Table 3b.1

3c. Where to find out more

The Programme has established a procurement co-ordination team to deal with all enquiries from interested companies. All communication from potential suppliers must be done through this team.

- All materials relating to these lots will be available publicly moving forwards at: <http://skillsfundingagency.bis.gov.uk/>
- GPS I am a supplier – Industry Day web page background information can be found at: <http://gps.cabinetoffice.gov.uk/i-am-supplier/supplier-industry-days>
- We welcome feedback by email to the following address but please note that we are not inviting questions at this stage – as questions will be invited later once the procurement process begins formally:
supplychaincoordinator@imservices.org.uk email.

Next steps:

- We will begin our search using the Cloud store and G-Cloud framework.

3d. The Prospectus

- i. The information contained in this Prospectus and all supporting documentation has been prepared in good faith. It is designed to provide Suppliers with information regarding the implementation of the Supply Chain Transformation programme. This is a preliminary document, subject to change following market testing, as necessary.
- ii. Suppliers should particularly be aware that, at this stage in the programme, the service requirements are indicative only. The Skills Funding Agency reserves the right to make changes to, and further develop, service requirements during the course of the programme.
- iii. Suppliers are solely responsible for obtaining the information which they consider necessary in order to make decisions regarding the content of their responses to the evaluation questionnaire. Suppliers must form their own opinions, making such investigations and taking such advice as is appropriate, without reliance upon any opinion or other information provided by the Skills Funding Agency.
- iv. The Prospectus and any further information provided to any supplier as part of the evaluation process is not intended to form the basis of any investment decision, and should not be considered as an investment recommendation made by the Skills Funding Agency or any of its advisors.
- v. While every effort has been made to ensure the consistency of the information provided in the event of any inconsistency, perceived inconsistency or conflict between the Evaluation Questionnaire and this Prospectus, the Evaluation Questionnaire shall take precedence.
- vi. Neither the Skills Funding Agency nor any of its advisors accepts any responsibility in relation to the accuracy or completeness of the information contained in this Prospectus [or on which the Prospectus was based] and any supporting documentation. Any liability [including for actions in misrepresentation, breach of warranty or negligent mis-statement] in relation to such information is, therefore, expressly disclaimed.

Glossary

Abbreviation	Description
aaS	as a Service
AD	Application Development
AD/AMS	Applications Development, Application Maintenance and Support
Agency	Skills Funding Agency
AMS	Application Management and Support
BAU	Business As Usual
BIS	Department for Business, Innovation and Skills
CCM	Contract Management System
Coda	Financial System (not an acronym)
DFE	Department for Education
EDRS	Employer Data Registration Service
EFA	Education Funding Agency
EUC	End-User Computing
FE	Further Education
FOI	Freedom of Information Act
G-Cloud	Government procurement process
GPG	Good Practice Guide
HEFCE	Higher Education Funding Council for England
HESA	Higher Education Statistics Agency
HMG	Her Majesty's Government
ICT	Information and Communications Technology;
IL	Impact Level
IM Services	Information Management Services
IS	Information Systems
IT	Information Technology
ITHC	IT Health Check
ITIL	IT Infrastructure Library
ITN	Invitation to Negotiate
ITSM	Information Technology Service Management
LAN	Local Area Network
LARS	Learning Aims Reference Service
LEP	Local Enterprise Partnership
LLA	Lifelong Learning Account
LRS	Learning Records Service
MEAT	Most Economically Advantageous (procurement evaluation criteria)
NAS	National Apprenticeship Service
OFSTED	Office for Standards in Education (Children's Services and Skills)
OJEU	Official Journal of the European Union
PC	Personal Computer

PDF	Portable Document Format
PIN	Prior Indicative Notice
PLR	Personal Learning Record
PPMS	Portfolio & Programmes Managed Service
PQQ	Pre-Qualification Questionnaire
PSN	Public Services Network
PSTN	Public Switched Telephone Network;
SIAM	Service Integration & Management
SI	Service Integrator/Integration
SR	Spending Review
SSI	System and Service Integrator/Integration
TOC	Total Operating Costs
TOGAF	<u>The Open Group Architecture Framework</u>
TOM	Target Operating Model
UK	the United Kingdom
UKRLP	UK Register of Learning Providers
UKSBS	UK Shared Business Services
ULN	Unique Learner Number
VC	Video Conferencing
VFM	Value For Money
VIP	Very Important Person
VPN	Virtual Private Network
WAN	Wide Area Network



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