Request for Information

Department for Work & Pensions Management Consultancy Framework

Project Code (25446)

December 2022



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# The Customer – The Department for Work and Pensions

1.1 The Department for Work and Pensions (DWP) DWP is responsible for welfare, pensions and child maintenance policy. As the UK’s biggest public service department, it administers a broad range of benefits for retirement, job seekers, working age support, disability and ill health benefits to over 22 million claimants and customers.

1.2 DWP has an ongoing requirement for external support in the provision of business and management consultancy. The size, frequency and duration will alter over time and is influenced by external factors such as government policy and economic circumstances. Over preceding years, recognising the fluctuations created by Covid-19, DWP has spent between £7m and £10m on a range of requirements.

1.3 The current route to market for consultancy support is via Crown Commercial Service (CCS) Management Consultancy Framework 3 (MCF3) and running lot based mini competitions. The lead time for the consultancy support can often be at short notice and with the current route to market and governance controls makes fulfilment of the requirement difficult.

# Disclaimer

2.1 In no way does this RFI commit the DWP to undertaking any formal procurement activity. This RFI is merely a means through which DWP can test their current approach to the market. Participation, or non-participation, in this RFI will not favour, disadvantage or preclude any parties who receive the RFI.

2.2 The information contained in this RFI may change prior to any future market competition. DWP reserves the right to cancel or amend any future requirement or commercial competition opportunity

# Description of the Opportunity

3.1 DWP is proposing to establish, through a Find a Tender Service (FATS) competition, a framework with four lots. A detailed breakdown of the four lots is detailed in Appendix A, a high-level view of the four lots is:

* Lot 1: Change and Transformation
* Lot 2: Organisational Design
* Lot 3: Strategy
* Lot 4: Procurement

3.2 Current thinking is that each lot will consist of 5 suppliers, 2 of whom will be SMEs. With the changing nature of requirements, it is envisaged that the framework would be for a two-year term with the potential to extend for a further 12 months. It is anticipated that the annual expenditure will not exceed £9 million, the anticipated level of spend is expected to apply for both years of the original term and any extension period.

3.3 Call-offs under the framework would operate on a rotational basis, with suppliers being appointed work in turn under the relevant lots as the requirements evolved. Where a supplier who is next in turn for work allocation but is unable to meet the requirement will be offered the subsequent opportunity with the original opportunity being offered to the next placed supplier.

3.4 This framework is a non-mandatory route to market and the expenditure is discretionary. Cognisant of the previous DWP expenditure and the central government controls process it is intended that the framework will have a call-off limit of £600k inclusive of VAT.

3.5 DWP recognises that the total agreement value is not significant; however, this Framework provides suppliers the opportunity to build stronger ties with the Department. Closer working relationship will help suppliers gain a better understanding of the environment which, in turn, will provide insightful when bidding for larger work through MCF3 mini competitions.

# Information & Feedback

4.1 Appendix B contains the key information that DWP is keen to receive feedback on. Suppliers are kindly requested to review the elements and add comments in the fields.

# Future Activities

5.1 Once DWP have received responses to the RFI it is envisaged that the information will be included in the Commercial Strategy that will be finalised throughout the remainder of December. Subject to validation of the business case and internal approvals any future competition is likely to occur in early 2023.

5.2 To aid the development of a broad value chain DWP retain the right to hold SME supplier briefings, subject to demand, in December 2022.

# Response and Response Dates

6.1 This RFI is available from 7th December 2022 and respondents are kindly requested to provide their responses, via e-mail to [professional.services@dwp.gov.uk](mailto:professional.services@dwp.gov.uk) by 2pm (UK local time) on 21st December 2022.

Appendices:

1. Breakdown of Lots
2. Information Requested and Response Template

## Appendix A – Breakdown of Lots

**Lot 1 – Change & Transformation:** To facilitate the execution of project/ programme-based activity in support of DWP change and transformation activities.

* Change management execution / Transformation
* Customer experience
* Project management
* Programme management
* Portfolio management
* Operational planning, including short-term forecasting
* Risk management
* Business process re-engineering/ optimisation
  + Process mapping
  + Complex process review and re-design
  + Productivity assessment improvement

**Lot 2 – Organisational Design:** To enable DWP to undertake organisational review and restructuring activities key to the construct of the Department.

* Organisational review and design
* Workforce planning, including capacity review/ building/improvement
* Restructuring
* Operating model design
* Operating model implementation
* Capability development
* Capability based pay
* Diversity and inclusion
* Project specific Upskilling and Knowledge Transfer

**Lot 3 – Strategy:** To assist DWP in developing strategy and strategic capability.

* Business case development
* Policy
* Strategic forecasting (supporting long-term strategy development)
* Regulatory advice
* Strategy development

**Lot 4 – Procurement:** To provide DWP with the ability to execute procurement activity, including strategic process design and capability in addition to tendering activities.

* Outsourced procurement service
  + Sourcing
  + Tender development and analysis
* Category management
* Commercial review, including Commercial Finance support
* Procurement digitisation
* Contract management
* Cost reduction
* Procurement process
* Supplier Relationship Management

## Appendix B- Information Requested and Response Template

|  |  |
| --- | --- |
| Supplier Company Name |  |
| SME | YES/ NO (Delete as applicable) |
| Supplier Contact |  |
| Supplier e-mail |  |
| Supplier Telephone Number |  |
| Supplier Web Address |  |

|  |  |  |
| --- | --- | --- |
| # | Category | Question |
| 1 | Route to Market | Current thinking is that the Management Consultancy Framework will be delivered through a formal FATS: Open Procedure.  **Please provide your comments about the use of this approach.**  Maximum 1000-word response. |
| Response | *Enter your response here* |

|  |  |  |
| --- | --- | --- |
| # | Category | Question |
| 2 | Terms & Conditions | In the event that DWP progress to a procurement activity, the proposed terms and agreements will be the standard central government format (i.e. akin to those used by CCS).  **Please provide your comments about the use of the proposed terms and conditions.**  Maximum 1000-word response. |
| Response | *Enter your response here* |

|  |  |  |
| --- | --- | --- |
| # | Category | Question |
| 3 | Appeal | The proposed spend under the agreement will be £9million per annum. Work allocation will be undertaken using a rotation process. Work allocations will not exceed £600k (inclusive of VAT).  **Please provide your comments about the commercial appeal of the proposed format**  Maximum 1000-word response. |
| Response | *Enter your response here* |

|  |  |  |
| --- | --- | --- |
| # | Category | Question |
| 4 | Rate Card | DWP has extensive experience of acquiring management consultancy services through existing frameworks. DWP is seeking competitive rates and will, in the competition, look to set a maximum rate. Additionally, DWP has previously used a maximum blended rate calculation to accommodate a spread of grades on rate cards; we recognise that this provides challenges, especially mindful of the difference in the grades that could be deployed across different lots. Recognising the current challenging economic situation DWP is looking to set a fair annual inflationary escalation.  **Please provide your comments about rate card pricing and inflationary escalation.**  Maximum 1000-word response. |
| Response | *Enter your response here* |