

Approval to award a Contract to Cyber-Duck for the provision of specialist services to rebuild the Leeds City Council Web Estate on the Drupal platform to be hosted on AWS

Date: 27th July 2022

Report of: Project Manager – IDS Applications Portfolio Programme

Report to: Director Resources

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

- The purpose of this report is to document the procurement and tender evaluation processes that were undertaken in accordance with the Public Contract Regulations 2015 and the Council's Contracts Procedure Rules (CPR's) to identify the preferred contractor for the provision of their specialist services to rebuild the Leeds City Council Web Estate on the Drupal platform to be hosted on AWS.
- This is a significant operational decision and exempt from call - it is a direct consequence of key decision ref D55104
- This report seeks approval from the Director of Resources to award a Contract to Cyber-Duck.
- The Contract will support and contribute to the delivery of the following council policies and priorities:
 - Spending Money Wisely - making the best use of our resources which includes our people, money and digital capabilities
 - Continuous improvement and innovation

Recommendations

- a) The Director Resources is recommended to approve the award of a Call-off Contract following a mini-tender via the Crown Commercial Services (CCS) Digital Outcomes & Specialists 5 (DOS 5) Framework to Cyber-Duck for the provision of specialist services to rebuild the Leeds City Council Web Estate on the Drupal platform to be hosted on AWS for a period of up to 18 months to commence on 22nd August 2022.

- b) The estimated total spend over the life of the Contract will be approximately £900k, although it should be noted that the total spend will depend on the number days and services procured during the term of the agreement, so may vary up or down.

What is this report about?

- 1 The Council require support from a 3rd party supplier to upskill our technical colleagues at pace, improve our digital estate and work to ensure we review all our web content. The desire is to ensure that all content is relevant, consistent (from a content perspective), cohesive and complies with accessibility criteria.
- 2 Following approval given by the Director Resources on 25th March 2022, a competitive tender exercise was undertaken to identify a suitable provider for a period of up to 18 months. This was carried out utilising the CCS DOS 5 Framework via a mini competition which was published via YORtender on the 17th June 2022 with a deadline for receipt of applications by the 4th July 2022. Applications were received from 24 suppliers.
- 3 The full tender scoring breakdown for the assessment stages can be found in 'Confidential Appendix 1'.
- 4 The overall scoring process was on a consensus basis and managed by the Council's Integrated Digital Service (IDS) Strategic Sourcing Team. The evaluation panel comprised of:
 - Programme Manager - IDS Applications Portfolio Programme
 - Chief Technology Officer, IDS
 - Drupal Developer, IDS
 - Front End Developer/Designer, IDS
 - Solutions Architect, IDS
 - Technical Lead, IDS
- 5 Tenders were assessed on a 65% quality (50% technical competence and 15% cultural fit) and 35% price split and the points available for each method statement were related to how important that method statement was to the overall delivery of the products and services being contracted for. For this tender, the price calculation was based on the tenderer with the lowest total price achieving the highest score available for price and the other tenders a reduced score based on calculating the percentage difference between them and the lowest price and deducting this percentage from the maximum score available.
- 6 After an initial assessment 6 were shortlisted and 5 submitted a tender. Cyber-Duck were the highest scoring tenderer based on quality/price combination. A summary of the quality and price scores for both tenderers can be found in Confidential Appendix 1.

What impact will this proposal have?

- 7 No detrimental impact is anticipated from this service provision.
- 8 An Equality, Diversity, Cohesion and Integration screening report was considered for the service provision and a further Equality Impact Assessment is not required for this request.
- 9 Due to the scale of this work, the current progress in recruiting wrap-around support for modern technologies following staff restructures with the added pressure of Microsoft stopping support for SharePoint, which most of our web infrastructure is built upon, it is felt necessary to bring the relevant skillsets in by the Chief Digital and Information Officer, Chief Technology Officer, and the Project Manager for the programme to succeed.

10 This 'body shop' approach which is an IT-centric outsourcing model where staff who have skillsets required for the project are brought on board to support with delivery of the Programme mentioned above. In the interests of spending money wisely, the Council wish to award the Call-off Contract to one organisation which has our required specialists and skillsets to reduce risk and management overheads whilst also allowing flexible deployment to the various workstreams of this Programme.

11 Through the main body of this work, it will directly impact employees of the council due to a proposed re-design of the intranet/extranet to address the "digital divide" for non-office-based staff. It will directly impact to positively benefit our citizens by addressing sites that contain historic, out of date and/or sometimes contradictory information, may not be entirely accessible or are no longer part of the Best Council Strategy.

How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing

Inclusive Growth

Zero Carbon

12 Whilst this piece of work may not be seen to directly impact or support the Key Pillars, this work on the supporting infrastructure means that it will allow for those Pillars to be delivered and communicated to the public and within the authority.

What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?

Yes

No

13 Consultation and engagement has taken place within the Integrated Digital Service to address the necessary skill sets required to deliver this programme and where there are deficits in these roles internally (due to ELI, the end of fixed-term contracts or where posts have been reduced due to budgetary constraints).

14 Engagement has not been completed with the public as whilst the public will benefit from the movement to Drupal, the content (in the form of websites) is already existing and will just be updated and made more accessible through the course of this project.

What are the resource implications?

15 This will support the Council by commencing this Priority 1 Programme at pace, whilst also ensuring the necessary wrap-around infrastructure and resources are available once aspects of the work (e.g., sites within service areas) are concluded.

16 The "body shop" approach will allow for work to be delivered without putting pressures on internal resources except for those directly allocated to the project team.

17 The tender submitted by Cyber-Duck will deliver the outcomes required for this Programme and are considered to represent value for money.

What are the key risks and how are they being managed?

18 The Call-off Contract will be managed by an appointed Project/Contract Manager and a contract management plan will be put in place. Any risks which are highlighted through the term of the

agreement will be managed and mitigated through regular account management/supplier review meetings.

What are the legal implications?

- 19 The decision to award a Call-off Contract to Cyber-Duck at an estimated value of £900k is a direct consequence of Key Decision D55104 and therefore not subject to call in.
- 20 The procurement was conducted in accordance with the Councils Contract Procedure Rules (CPR's) and Public Contract Regulations 2015 (PCR's) and the procurement was advertised on the Council's tendering website YORtender via Contracts Finder.
- 21 In line with the Council's constitution the Director Resources is authorised to make the decision to award this Call-off Contract to Cyber-Duck.
- 22 The information contained in Confidential Appendix 1 is considered confidential as this includes a detailed breakdown of tenderers scores and prices.
- 23 In accordance with the Public Contract Regulations 2015, a standstill period will be observed before awarding the Call-off Contract.

Options, timescales and measuring success

What other options were considered?

- 24 Other options considered were to recruit staff into the organisation on fixed term contracts to deliver the project. Due to budgetary concerns including implications on recruitment costs and timescales which may delay the work further, it was felt this would not provide the best value for money.
- 25 A second option considered was to recruit contractors for each required resource role however the management overhead, the financial implication and the risk to the project deemed that this was also not an acceptable solution.

How will success be measured?

- 26 By bringing the websites in-house to the council as well as consolidating the content where appropriate, there will be a cost reduction in external spend on our 130 websites and subsites.
- 27 By removing any sites that do not comply with WCAG 2.1 accessibility standards. Currently 4 in 10 local council homepages fail basic accessibility tests so it is the intention of the Programme that 75% of the sites that are brought "in house" on the Drupal solution become compliant with accessibility legislation with fully developed plans for how to update the outstanding 25%.
- 28 The intended desire of the Project team is to have delivered the migration of Leeds.gov.uk to Drupal as well as a significant portion of the staff intranet. Where resources and financing allow, we would also hope that have started doing "pre-work" on the 130 websites included in the Leeds City Council web estate to support with the redevelopment, consolidation and/or decommissioning of this.
- 29 Considering the value of the contract, we also visualise success in terms of the reduced impact to resources within the authority. Utilising a service who is skilled in technical delivery, translating service requirements and working in an agile manner to effectively deliver will reduce the direct resource impact of required staff on workstreams such as website redevelopment, reducing "wasted" time whilst also serving to provide staff across the authority with agile working skills and methodologies.

30 Directly in support of this, we would measure success in the efficiency of the work being redeveloped such as the “external” web estate created by Directorates which provides value to cities, serves as an engagement mechanism and in some purposes supports our statutory functions.

What is the timetable and who will be responsible for implementation?

31 Mobilisation will commence from late August 2022.

Appendices

- Confidential Appendix 1 – Tender Award Summary - this document is exempt under Access to Information Procedure Rule 10.4 (3).

Background papers

- None.