

**Specification For**

**Developing a Data and Analytics Strategy**

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# Overview of project

## Ealing Council is a local authority in West London, responsible for delivering a range of key services and support for residents and business. Ealing Council has an ambitious vision for the borough while managing the challenges faced. The Council’s 2021-22 plan identifies the Council’s three priorities for the next year:

* Creating good jobs - returning good well-paid jobs to our borough and delivering the next generation of genuinely affordable homes.
* Tackling the climate crisis - cleaning our air and ensuring the borough we build is sustainable
* Fighting inequality **–** thatblights too many lives and disproportionately holds back all too many people from achieving their dreams and aspirations.

## Ealing Council sees data and analytics as vital tools to deliver these outcomes for our residents. The effective application of data as a strategic asset will be to drive efficiency and improve our services, with data supporting key stages of policy development and delivery. This will range from scoping to ongoing performance tracking, evaluation, and improvement. Ealing Council wishes to build on its existing Data Management strategy to realise the untapped potential that exists through better application of our data to inform decision making, building on recent success including our responses to the Covid-19 pandemic. Through this process, Ealing is looking to better understand how data, analysis and insight can be used and to enable effective decision making across all areas of the organisation. Ealing Council currently has a data management strategy that is due to be refreshed and a new centralised corporate service that contains the core data analytics capability of the organisation.

## Ealing Council is looking to engage a suitable supplier to quote for the development and delivery of an organisation wide data and data analytics strategy. These requirements can be summarised as.

# Identify organisational data and analytics needs.

# Agree on the data and analytics vision and overarching strategy for the organisation.

# Set out a business case for the implementation of the strategy including specific examples where efficiencies and/or improved outcome could be achieved.

# Identify gaps and set out a roadmap to get there with high-level recommendations on how to develop an overarching data strategy to provide a foundation for this work going forward.

## A summary of user needs and a data maturity assessment along with other discovery and research work will be required to ensure that we achieve this utilising existing resource; it will detail how to support the reduction of complexity and improve the quality of the data estate now and into the future. The research and recommendations will also need to take onboard the progress made to date within Ealing Council through the current Data management strategy and the likely future requirements from central government based on the 2020 National Data Strategy. We want analysis that can inform and shape the vision for the use of data and insights to turn our ambitions into a clear vision that recognises the size and scope of the issue which we're trying to address. This includes recommendations on how to get from where we are now to where we want to be.

# Service requirements

2.1 The outputs should include.

* Summary of Identified user needs across key areas of the organisation that identify gaps in data and associated processes to manage this data as well as the capability to apply and act on analytics and insight
* Evaluation of the Council current maturity in its application of data and data analytics as a strategic asset.
* A data and analytics strategy covering vision and overarching strategy for the organisation.
* A business case for the implementation of the data and analytics strategy including the identification of specific opportunities to improve efficiency and/or enhance service outcomes.
* A roadmap for the implementation of the strategy, considering the existing ICT estate of business, data and infrastructural architectures, systems, and implementations.

## Ealing Council expects the work to be undertaken with key stakeholders in the organisation to identify gaps in data, tools and capability and assess the Councils overall data maturity. The user needs analysis and maturity assessment will inform the development of the overarching data and analytics strategy, business case and roadmap, to drive the collective vision that will support Ealing Council to develop a data driven approach. We would look to for a range of key stakeholders to input to the strategy across a range of services, functions, and locations, as outlined in Appendix 1. Ealing Council will facilitate access to those key stakeholders by the supplier.

## **Quality:** The quality expectations for each output are set out below:

* **User needs Analysis**: Consult with stakeholders to identify user needs and, using these to highlight the gaps across key areas of the organisation in data as well as the capability to apply and act on analytics and insight. Themes can include for example, perceived needs; structures; awareness and culture, application (by decision makers); management; skills and capability; capacity and governance. This product should include recommendations on how these can be closed for consideration as part of the data and analytics strategy. This section would also need to capture any functionality that the organisation may be at risk of losing if a new approach is adopted.
* **Data Maturity Assessment –** Evaluate Ealing Council’s current maturity in its structure, management and application of data and data analytics as a strategic asset, using a pre-existing or bespoke maturity model (N.B. please provide methodology for any bespoke model). It should be structured to over core data and analytics themes such as awareness and culture, application (by decision makers); management; skills and capability; capacity, infrastructure, security, compliance, and governance. It would be expected that the findings from the user needs assessment would inform the evaluation and options for the Council to set its future ambitions and vision for the future.
* **Data Strategy:** The key aim of the data and analytics strategy will be to drive and inform the collective vision that will support Ealing Council’s aim to develop a data-driven approach. The strategy will be informed by.
* Consultation with key organisational stakeholders:
* Maturity assessment to determine where the organisation currently is in the application of data and analytics to inform decision making and where it should aim to be.

The data and analytics strategy should provide the pathway to align business, strategy, performance and intelligence and IT expectations for organisational data-related capabilities, considering those assets that ICT currently uses and owns. It needs to set out the high-level objectives for investing in analytics, to enable Ealing Council to gain an understanding of how to leverage data and what sorts of opportunities it could provide.

The strategy document will need to incorporate:

* + Key user requirements
  + Progress to date through current Data Management strategy
  + Opportunities that can be enabled by data and analytics
  + External drivers (e.g., National Data Strategy)
  + Organisational capability model / Data maturity
  + Data content, what data is held and where (including Core ICT architecture)
  + Data standards, quality, integrity and performance and opportunities to improve
  + Application of data analytics tools and techniques
  + Data integration
  + Security, privacy and GDPR, data reuse and licencing
  + Open data
  + Roles and responsibilities, ownership, and governance
  + Internal communication and development of the strategy
  + recommended target data management organisational structure for best practice

The strategy would also need to incorporate an approach to Ealing’s data infrastructure that addresses the management of growing volumes of structured and unstructured data across various systems at Ealing, linked to the business case and roadmap. It would also be useful to explore specific governance models for the application of data analytics tools and resources and set local definitions on terms such as self-service analytics.

* **Business Case:** The business case should set out the core benefits the organisation is likely to achieve by implementing the data and analytics strategy in terms of savings, opportunity costs, increased efficiencies, improved outcomes, increased capabilities, and mitigation of potential risks. This should include
* an assessment of existing infrastructure for data and analytics platforms including costs and guidance to make it more efficient, modern, future proof and cost effective.
* applicability of ML, AI, and Big Data to the Ealing landscape.
* extension or retention of existing resources that inform IT strategy and architecture functions that align It and business requirements.
* Whether it is possible to continue to gain ROTI for current platforms during the transition.

The business case should include case studies to highlight how similar organisations have benefitted from similar approaches. The business case must also include specific examples directly relevant to Ealing services where early implementation could deliver tangible benefits. The business case should set out a suite of metrics to monitor delivery of the identified benefits and when these befits are likely to be realised.

* **Roadmap**: The road map should outline how to implement the strategy’s key initiatives, setting out activities that will need to occur to implement the data strategy, as well as any timelines / key milestones and dependencies. This should also set out a timetable of when key benefits will be realised linked to the business case.

## **Performance**: The Performance standards should comply with those set out in section 7.

## **Price**: The value of the contract is up to £35,000, to be paid by invoice once the delivery of all the stipulated outputs set out in Section 2.

## **Location**: The work can be delivered from the contractors’ premises and from Perceval House, the Council’s HQ office as required.

## **Security**: Suppliers are expected to comply with GDPR and DPA 2018 requirements in accordance with the contract terms and conditions. All documentation which we supply shall remain our property and confidential to us. You may not use any information or material which we may make available to you, for your own purposes or disclose the documents or information or material to any other person (except as may be required by law) at any time without our written consent. The contract documents, information, outputs and material shall remain confidential to the Council

# contract transition and timings

## The supplier should mobilise by starting the engagement process with key stakeholders and evidence gathering as their initial steps as a first step.

## The suppler should work to deliver against the following timescales.

* + A draft of the user needs, and data maturity assessment outputs should be submitted to Ealing Council for comments by 17th December 2021. Feedback from Ealing Council will be returned by 10th January 2022.
  + The strategy, business case and road map to be submitted by 24th January 2022. Feedback from Ealing Council will be provided by 7th February 2022.
  + A finalised version of all outputs is to be submitted no later than 25thth February 2022

# Management information and governance

## There will be fortnightly progress updates between the Councils lead officer(s) and the supplier’s delivery team, on progress on delivering each of the require outputs to the deadlines set out in section 2.

## Each output should be provided as a report and a presentation slide pack. The final version of each output should be written in non-technical language and proofread. These should be detailed enough to inform an audience of policymakers, delivery staff and key external stakeholders as to outcome of the work. This should include the agreed data strategy and roadmap as standalone document as a final deliverable.

## We expect supplier project members to also attend up to 3 presentation and feedback sessions with Ealing Council

# Constraints and dependencies

The following factors may act as constraints on the contract being procured:

### Access to key stakeholders within the timescales set out in section 3.

### Availability and continuity of Ealing roles or personnel who will be involved with managing the contract.

### Constraints on time and capacity for senior stake holders to engage in process and review outputs.

### Access to data (including financial information) and ICT systems needed to inform the business case, data strategy and roadmap.

# Premises and assets

## The contractor may access and use the Ealing council’s, Perceval house offices for meetings if required for the purpose of the project.

# Performance and measurement

## Successful completion of the contract requirements will be measured against the.

### Delivery of the outputs listed in section 2 and meeting the quality expectations set out.

### Reasonable and best efforts to adhere to the timescales listed in section 3 for each output.

### Delivery of the outputs in the formats specified in section 4.

### Engagement with the council as specified in sections 4.

## Any concerns over failure to meet the quality and performance requirements will be raised through the fortnightly progress review meetings or directly by the Council’s lead officer. If not addressed this may lead to withholding of payment in accordance with the contract terms and conditions.

# Appendix 1: Stakeholder List

Stakeholders from the following services / forums will be identified for engagement.

* Executive Leadership Team
* IT
* Strategy, Performance, and Intelligence
* Communication
* Project Management Office
* Customer Services
* Finance