**INVITATION TO TENDER (ITT) Managing and overseeing the implementation and rollout of LEAP’s Data Integration Platform**

By the second half of 2020, Lambeth Early Action Partnership (LEAP) plans to have a fully operational Data Integration Platform that receives data from our many service providers and links this data so we can better understand the programme’s overall impact.

Over the past year, we have laid the foundations for the Data Integration Platform including tendering for and appointing an organisation to build the platform.

LEAP would now like to commission an organisation to oversee and manage the implementation and rollout phase of the Data Integration Platform, to take place over the first half of 2020.

The total budget available for this contract is £115,000 inclusive of VAT.

|  |  |
| --- | --- |
| ***Named procurement officer*** | David Wood |
| ***Email address*** | dwood@ncb.org.uk |
| ***Name of contracting organisation*** | National Children’s Bureau |
| ***Postal address*** | National Children’s Bureau, 23 Mentmore Terrace, London, E8 3PN. |
| ***Deadline for receipt of tenders*** | 10am on Friday 22 November 2019 |

Suppliers should submit all their ITT tender documents to [LEAPadmin@ncb.org.uk](mailto:LEAPadmin@ncb.org.uk) by 10am on Friday 22 November 2019, with “Managing and overseeing the implementation and rollout of LEAP’s Data Integration Platform” followed by organisation name in the subject line.

**1. Overview of LEAP**

***The LEAP Programme*** Set up in 2015, LEAP is made up of parents, early years practitioners, nurseries, children’s centres, the National Children’s Bureau, Lambeth Council, NHS trusts, community organisations, and several local charities.

Our primary aims are to:

* Give thousands of children aged 0-3 a better start in Coldharbour, Stockwell, Tulse Hill, and Vassall.
* Use LEAP’s learning and evidence to positively influence early years services across Lambeth and beyond.

LEAP aims to do this by demonstrating how children’s life chances can be improved through a combination of enhanced early years investment and from knitting services together through a multi-agency partnership.

In our target wards, LEAP fund, continuously improve, and evaluate over 20 services. These fall into two groups:

* Services that work directly with children to help them reach their developmental milestones.
* Services that support children indirectly, by working with parents, early years practitioners, and the wider community, so they are better equipped to provide the responsive relationships and positive experiences that children need.

*Whilst the LEAP Partnership operates with a high level of autonomy, it is still accountable to the National Children’s Bureau as this is the National Lottery Community Fund’s (LEAP’s funder) nominated lead, falling under a single charity number (National Children’s Bureau 258825), a single registered company limited by guarantee (National Children’s Bureau 952717), and a single Board of Directors/Trustees.*

***LEAP and Data Integration*** The operationalising of LEAP’s data integration system will be a major step forward.

Currently, reporting systems for LEAP interventions are in silos. Individual providers send anonymised and aggregated data to LEAP on a quarterly basis. This data cannot be linked across LEAP’s services.

This creates several challenges. First, it prevents LEAP from building a full understanding of who accesses LEAP services and their patterns of engagement. Second, it inhibits our ability to evaluate the impact of LEAP across the programme. Third, it does not enable accurate reporting on unique beneficiaries to the funder.

In response, we have designed and commissioned a single platform that receives and combines data from the disparate services, matches individual beneficiaries across the services, and makes available pseudonymised data to enable monitoring and evaluation.

The final platform will use both pseudonymisation and anonymisation techniques to render Personal Identifiable Information (PII) unrecognisable. It will accept data files pseudonymised by LEAP service providers before sending and it will pseudonymise data received directly by service providers. Data files uploaded onto the platform must pass data validation checks before they are accepted. Also, the data platform will be implemented in a Microsoft Azure cloud.

As you would expect, a considerable amount of work has been undertaken to get us to this stage. This has included obtaining a better understanding of our data flows, identifying a method for linking data, and agreeing a minimum LEAP dataset for all service providers. It has also encompassed deciding on the shape and required functionality of the platform, tendering for and recruiting a partner to build the platform, and working with all service providers including NHS trusts to confirm the legal basis for data sharing.

We have included (as Appendices to this ITT) a detailed outline of our Data Integration Platform and a copy of last year’s LEAP Annual Report.

**2. Specification**

LEAP now wants to commission an organisation to oversee and manage the Implementation and rollout phase of the Data Integration Platform.

This will involve overseeing the operationalisation of the technical platform, agreeing pseudonymisation mechanisms with the NHS trusts, leading service onboarding, and ensuring the platform benefits from an effective programme of user testing. This work needs to be completed by the end of June 2020 and needs to start at the beginning of December 2019 (December 2019 to June 2020).

All the tasks below are interrelated, but we have presented them in four themes to make it as easy as possible to understand.

***Managing and overseeing the Data Integration Platform’s development as services are onboarded*** LEAP has appointed a delivery partner to build our Data Integration Platform and this work is currently underway. We now need an organisation to manage and oversee the platform’s development as services are onboarded, acting as a client-side advisor.

This will involve working closely alongside the team responsible for the platform build. Specifically, it will involve:

* Understanding the technical process and likely challenges of developing a platform of this kind and acting as LEAP’s representative to ensure the platform development progresses as expected and the final platform meets our needs;
* Monitoring key milestones and ensuring plans are in place to avoid delays;
* Acting as the link between LEAP and the technical build team and between LEAP’s range of service providers and the technical build team.

***Engagement with NHS partners***

All three local NHS trusts (Guys and St Thomas’ NHS Foundation Trust, Kings College NHS Foundation Trust, and South London and Maudsley NHS Foundation Trust) would like service data to be pseudonymised at source (i.e. within the NHS) and then to be securely sent to the LEAP Data Integration Platform.

We need an organisation to oversee and manage LEAP’s engagement with NHS partners to agree the IT software and approach to pseudonymisation that will be used when sharing data (previous phases of the project focused on the legal basis for data sharing with Information Governance leads). It is key that we achieve alignment in the approach to pseudonymisation across LEAP and the three NHS trusts.

This task will involve liaison with IT and data architecture teams at all three NHS trusts and acting as a link back to the technical build team. It will also involve working through any challenges with NHS IT leads and working with our technical build team to find solutions regarding an aligned pseudonymisation mechanism that is acceptable to all parties.

***Service onboarding*** The successful organisation will need to oversee and manage the onboarding of all LEAP services onto the Integrated Data Platform. We believe it would be best to onboard services in three tranches.

This will involve introducing the data platform to each service provider, ensuring they are collecting our mandatory data fields, and working with them to make any changes necessary for a successful onboarding onto the new platform.

We also envisage this will involve the production of an easy-to-use reference guide for all service providers and perhaps other interactive step-by-step materials (presuming low levels of IT literacy on the part of service personnel). Some demonstration sessions would be useful and training materials (so that LEAP employees can train new service personnel in the case of staff turnover) will need to be developed.

In your application, we would like to see a plan for how you would support all LEAP services to successfully onboard onto the new platform.

***User testing of the Data Integration Platform*** Whereas technical testing of the Integrated Data Platform will be carried out by the technical build team, we also need to carry out a programme of user testing.

This will need to happen simultaneously with the onboarding process, pre-empting the functionality that will be required by service providers to use the system effectively and efficiently and working with the technical build team to ensure they deliver this functionality.

Finally, we need an organisation to carry out a series of checks on the almost completed platform to ensure it works as expected and meets user requirements.

***Specification response*** In your response, we would like you to clearly map out a plan for how you would approach these interrelated tasks, deliver on this specification as one integrated project, and ultimately ensure the smooth implementation and rollout of the LEAP Data Integration Platform.

You should highlight key tasks and milestones, days and time expected to be committed to the project, and methods for liaising with the build team, LEAP service providers, and the LEAP core team. You should also include a breakdown of who will lead on each task area and their experience doing similar work.

**3. Key background and further information**

**3.1** Further relevant background information is provided to potential suppliers in our Appendices.

**Appendix 1** - LEAP’s latest Annual Report (to provide an overview of the Lambeth Early Action Partnership).

**Appendix 2** - An outline of our Data Integration Platform (to provide an overview of the platform).

**4. Timescales**

**4.1** Subject to any changes notified to potential suppliers by NCB in accordance with the Tender Conditions, the following timescales shall apply to this Procurement Process:

| **Activity** | **Date [need to adjust to final timetable]** |
| --- | --- |
| ***Invitation to Tender opens*** | Thursday 7 November 2019 |
| ***Last date for questions about the process*** | 5pm on Tuesday 12 November 2019 |
| ***Briefing for potential bidders at Max Roach One O’clock Club, Max Roach Park, Wiltshire Road, SW9 7NE*** | 10am on Thursday 14 November 2019 |
| ***FAQ responses to be shared with all suppliers*** | Friday 15 November 2019 2019 |
| ***Deadline for receipt of bids*** | 10am on Friday 22 November 2019 |
| ***Internal panel meeting*** | 25 November 2019 |
| ***Notification of the outcome of the Stage Two of the process, subject to Board agreement*** | 26 November 2019 |

**5. Instructions for responding**

**5.1** Suppliers should submit all their ITT tender documents to [LEAPadmin@ncb.org.uk](mailto:LEAPadmin@ncb.org.uk) by 10am on Friday 22 November 2019, with “Managing and overseeing the implementation and rollout of LEAP’s Data Integration Platform” followed by organisation name in the subject line.

**5.2** The following requirements should be complied with when summiting your response to this ITT:

* Please ensure that you send your submission in good time to prevent issues with technology - late tender responses may be rejected by NCB.
* Please ensure that information provided as part of your response is of sufficient quality and detail that an informed assessment of it can be made by NCB.
* Do not submit any additional supporting documentation with your ITT response except where specifically requested to do so as part of this ITT. PDF, JPG, PPT, Word and Excel formats can be used for any additional supporting documentation (other formats should not be used without the prior written approval of NCB).
* All attachments/supporting documentation should be provided separately to your main tender response and clearly labelled to make it clear as to which part of your tender response it relates.
* If you submit a generic policy/document you must indicate the page and paragraph reference that is relevant to a particular part of your tender response.
* Unless otherwise stated as part of this ITT or its Annex, all tender responses should be in the format of the relevant NCBs requirement with your response to that requirement inserted underneath.
* Where supporting evidence is requested as ‘or equivalent’ – you must demonstrate such equivalence as part of your tender response.
* Any deliberate alteration of NCB requirements as part of your tender response will invalidate your tender response to that requirement and for evaluation purposes you shall be deemed not to have responded to that particular requirement.
* Responses should be concise, unambiguous, and should directly address the requirement stated.
* Your tender responses to the tender requirements and pricing will be incorporated into the Contract, as appropriate.

**6. Clarification questions**

**6.1** All clarification questions should be submitted no later than 5pm on Tuesday 12 November 2019 to [LEAPAdmin@ncb.org.uk](mailto:LEAPAdmin@ncb.org.uk), as set out in the Timescales section of this ITT. NCB is under no obligation to respond to clarification requests received after the Clarification Deadline.

**6.2** Any clarification requests should clearly reference the appropriate paragraph in the ITT documentation and, to the extent possible, should be aggregated rather than sent individually.

**6.3** NCB reserves the right to issue any clarification request made by you, and the response, to all potential suppliers unless you expressly require it to be kept confidential at the time the request is made. If NCB considers the contents of the request not to be confidential, it will inform you and you will have the opportunity to withdraw the clarification query prior to NCB responding to all potential suppliers.

**6.4** NCB may at any time request further information from potential suppliers to verify or clarify any aspects of their tender response or other information they may have provided. Should you not provide supplementary information or clarifications to NCB by any deadline notified to you, your tender response may be rejected in full and you may be disqualified from this Procurement Process.

**7. Evaluation criteria**

**7.1** You will have your tender response evaluated as set out below:

**Stage 1:** Tender responses will be checked to ensure that they have been completed correctly and all necessary information has been provided. Tender responses correctly completed with all relevant information being provided will proceed to **Stage 2** of this ITT procedure. Any tender responses not correctly completed in accordance with the requirements of this ITT and/or containing omissions may be rejected at this point. Where a tender response is rejected at this point it will automatically be disqualified and will not be further evaluated.

**Stage 2:** If a bidder succeeds in passing Stage 1 of the evaluation, then it will have its detailed tender response to the NCB requirements evaluated in accordance with the evaluation methodology set out below.

**7.2** Moderation and application of weightings – The evaluation panel appointed for this procurement will meet to agree and moderate scores for each award criteria. Final scores in terms of a percentage of the overall tender score will be obtained by applying the relevant weighting factors set out as part of the award criteria table above. The percentage scores for each award criteria will be amalgamated to give a percentage score out of 100.

| **Requirement** | **Weighting** | **Requirement** |
| --- | --- | --- |
| ***Requirement 1*** | **30 per cent** | *Experience of helping place-based projects to meet their data challenges* |
| ***Requirement 2*** | **15 per cent** | *Ability to start and deliver this work within the specified timescales* |
| ***Requirement 3*** | **25 per cent** | *A work plan of high technical quality that will meet our objectives* |
| ***Requirement 4*** | **15 per cent** | *Organisational and project management skills* |
| ***Requirement 5*** | **15 per cent** | *Value for money* |

**7.2b**Scoring Model – Tender responses will be subject to an initial review at the start of Stage 2 of the evaluation process. Any tender responses not meeting mandatory requirements or constraints (if any) will be rejected in full at this point and will not be assessed or scored further. Tender responses not so rejected will be scored by an evaluation panel appointed by NCB for all criteria other than commercial using the following scoring model:

**Score of 5:** A score here will demonstrate a deep understanding of the specification. All solutions offered are linked directly to project requirements and show how they will be delivered and the impact that they will have on other areas/stakeholders. Proposals will contain ideas related to the specification that are realistic and would enhance the service provision.

**Score of 4:** Evidence will have been provided to show not only what will be provided but will give some detail on how this will be achieved. Organisations should make clear how their proposals relate directly to the aims of the project and be specific, rather than general, in the way proposed solutions will deliver the desired outcomes.

**Score of 3:** A score of 3 will again address the key area but will lack some clarity or detail in how the proposed solutions will be achieved. Evidence provided while giving generic or general statements is not specifically directed toward the aims/objectives of this specification. Any significant omission of key information as identified under each criteria heading will point towards a score of 3.

**Score of 2:** A score of 2 will reflect that the organisation has not provided evidence to suggest how they will address the key area. Tenders will in parts be sketchy with little or no detail given on how they will meet specific requirements. Evidence provided is considered weak or inappropriate and it is unclear how this relates to desired outcomes.

**Score of 1:** A score of 1 will reflect that there are major weaknesses or gaps in the information provided. The organisation displays poor understanding and there are major doubts about fitness for purpose.

**Score of 0:** A score of 0 will result if no response is given and/or if the response is not acceptable and/or does not cover the required criteria.

**8. General tender conditions (“Tender Conditions”)**

**8.1** Application of these Tender Conditions - In participating in this Procurement Process and/or by submitting a tender response it will be implied that you accept and will be bound by all the provisions of this ITT and its Annex. Accordingly, tender responses should be on the basis of and strictly in accordance with the requirements of this ITT.

**8.2** Third party verifications - Your tender response is submitted on the basis that you consent to NCB carrying out all necessary actions to verify the information that you have provided, and the analysis of your tender response being undertaken by one or more third parties commissioned by NCB for such purposes.

**8.3** Information provided to potential suppliers - Information that is supplied to potential suppliers as part of this Procurement Process is supplied in good faith. The information contained in the ITT and the supporting documents and in any related written or oral communication is believed to be correct at the time of issue but NCB will not accept any liability for its accuracy, adequacy or completeness and no warranty is given as such. This exclusion does not extend to any fraudulent misrepresentation made by or on behalf of the NCB.

**8.4**Potential suppliers to make their own enquires - You are responsible for analysing and reviewing all information provided to you as part of this Procurement Process and for forming your own opinions and seeking advice as you consider appropriate. You should notify NCB promptly of any perceived ambiguity, inconsistency or omission in this ITT and/or any in of its associated documents and/or in any information provided to you as part of this Procurement Process.

**8.5** Amendments to the ITT - At any time prior to the Tender Response Deadline, NCB may amend the ITT. Any such amendment shall be issued to all potential suppliers, and if appropriate to ensure potential suppliers have reasonable time in which to take such amendment into account, the Tender Response Deadline shall, at the discretion of NCB, be extended.

**8.6** Compliance of tender response submission - Any goods and/or services offered should be on the basis of and strictly in accordance with the ITT (including, without limitation, any specification of NCB requirements, these Tender Conditions and the Contract) and all other documents and any clarifications or updates issued by NCB as part of this Procurement Process.

**8.7** Format of tender response submission – Tender responses must comprise the relevant documents specified by NCB completed in all areas and in the format as detailed by NCB in Annex 1. Any documents requested by NCB must be completed in full. It is, therefore, important that you read the ITT carefully before completing and submitting your tender response.

**8.8** Modifications to tender response documents once submitted – You may modify your tender response prior to the Tender Response Deadline by giving written notice to NCB. Any modification should be clear and submitted as a complete new tender response in accordance with Annex 1 and these Tender Conditions.

**8.9** Rejection of tender responses or other documents - A tender response or any other document requested by NCB may be rejected which:

* contains gaps, omissions, misrepresentations, errors, uncompleted sections, or changes to the format of the tender documentation provided;
* contains hand written amendments which have not been initialled by the authorised signatory;
* does not reflect and confirm full and unconditional compliance with all of the documents issued by the NCB forming part of the ITT;
* contains any caveats or any other statements or assumptions qualifying the tender response that are not capable of evaluation in accordance with the evaluation model or requiring changes to any documents issued by NCB in any way;
* is not submitted in a manner consistent with the provisions set out in this ITT;
* contains information which is inconsistent with answers already given in the pre-qualification questionnaire completed as part of this Procurement Process or;
* is received after the Tender Response Deadline.

**8.10** Disqualification - If you breach these Tender Conditions, if there are any errors, omissions or material adverse changes relating to any information supplied by you at any stage in this Procurement Process, if any other circumstances set out in this ITT, and/or in any supporting documents, entitling NCB to reject a tender response apply and/or if you or your appointed advisers attempt:

1. to inappropriately influence this Procurement Process;
2. to fix or set the price for goods or services;
3. to enter into an arrangement with any other party that such party shall refrain from submitting a tender response;
4. to enter into any arrangement with any other party (other than another party that forms part of your consortium bid or is your proposed sub-contractor) as to the prices submitted;
5. to collude in any other way;
6. to engage in direct or indirect bribery or canvassing by you or your appointed advisers in relation to this Procurement Process; or
7. to obtain information from any of the employees, agents or advisors of NCB concerning this Procurement Process (other than as set out in these Tender Conditions) or from another potential supplier or another tender response,

**8.11** NCB shall be entitled to reject your tender response in full and to disqualify you from this Procurement Process. Subject to the “Liability” Tender Condition below, by participating in this Procurement Process you accept that NCB shall have no liability to a disqualified potential supplier in these circumstances.

**8.12** Tender costs – You are responsible for obtaining all information necessary for preparation of your tender response and for all costs and expenses incurred in preparation of the tender response. Subject to the “Liability” Tender Condition below, you accept by your participation in this procurement, including without limitation the submission of a tender response, that you will not be entitled to claim from NCB any costs, expenses or liabilities that you may incur in tendering for this procurement irrespective of whether or not your tender response is successful.

**8.13** Rights to cancel or vary this Procurement Process - By issuing this ITT, entering into clarification communications with potential suppliers or by having any other form of communication with potential suppliers, NCB is not bound in any way to enter into any contractual or other arrangement with you or any other potential supplier. It is intended that the remainder of this Procurement Process will take place in accordance with the provisions of this ITT but NCB reserves the right to terminate, suspend, amend or vary (to include, without limitation, in relation to any timescales or deadlines) this Procurement Process by notice to all potential supplier in writing. Subject to the “Liability” Tender Condition below, NCB will have no liability for any losses, costs or expenses caused to you as a result of such termination, suspension, amendment or variation.

**8.14** Consortium Members and sub-contractors – Bids from consortia organisations will be considered as well as independent suppliers. If a consortia bid is being put forward the role and share of the business that each member will have should be explained. The lead bidder should put forward its own details in relation to contact information, address and only its own financial documents will be required. It is the supplier’s responsibility to ensure that any staff, consortium members, sub-contractors and advisers abide by these Tender Conditions and the requirements of this ITT.

**8.15** Liability – Nothing in these Tender Conditions is intended to exclude or limit the liability of NCB in relation to fraud or in other circumstances where NCB liability may not be limited under any applicable law.

**9. Confidentiality and Information Governance**

**9.1** All information supplied to you by NCB, including this ITT and all other documents relating to this Procurement Process, either in writing or orally, must be treated in confidence and not disclosed to any third party (save to your professional advisers, consortium members and/or sub-contractors strictly for the purposes only of helping you to participate in this Procurement Process and/or prepare your tender response) unless the information is already in the public domain or is required to be disclosed under any applicable laws.

**9.2** You shall not disclose, copy or reproduce any of the information supplied to you as part of this Procurement Process other than for the purposes of preparing and submitting a tender response. There must be no publicity by you regarding the Procurement Process or the future award of any contract unless NCB has given express written consent to the relevant communication.

**9.3**  This ITT and its accompanying documents shall remain the property of NCB and must be returned on demand.

**9.4** NCB reserves the right to disclose all documents relating to this Procurement Process, including without limitation your tender response, to any employee, third party agent, adviser or other third party involved in the procurement in support of, and/or in collaboration with NCB. NCB further reserves the right to publish the Contract once awarded and/or disclose information in connection with supplier performance under the Contract in accordance with any public sector transparency policies (as referred to below). By participating in this Procurement Process, you agree to such disclosure and/or publication by NCB in accordance with such rights reserved by it under this paragraph.

**9.5** The Freedom of Information Act 2000 (“FOIA”), the Environmental Information Regulations 2004 (“EIR”), and public sector transparency policies, including the placing of contract award notices on the Contracts Finder database, apply to NCB (together the “Disclosure Obligations”).

**9.6** You should be aware of NCB obligations and responsibilities under the Disclosure Obligations to disclose information held by NCB. Information provided by you in connection with this Procurement Process, or with any contract that may be awarded as a result of this exercise, may therefore have to be disclosed by NCB under the Disclosure Obligations, unless NCB decides that one of the statutory exemptions under the FOIA or the EIR applies.

**9.7** If you wish to designate information supplied as part of your tender response or otherwise in connection with this tender exercise as confidential, using any template and/or further guidance provided Annex 1, you must provide clear and specific detail as to:

* the precise elements which are considered confidential and/or commercially sensitive;
* why you consider an exemption under the FOIA or EIR would apply; and
* the estimated length of time during which the exemption will apply.

**9.8** The use of blanket protective markings of whole documents such as “commercial in confidence” will not be sufficient. By participating in this Procurement Process you agree that NCB should not and will not be bound by any such markings.

**9.9** In addition, marking any material as “confidential” or “commercially sensitive” or equivalent should not be taken to mean that NCB accepts any duty of confidentiality by virtue of such marking. You accept that the decision as to which information will be disclosed is reserved to NCB, notwithstanding any consultation with you or any designation of information as confidential or commercially sensitive or equivalent you may have made. You agree, by participating further in this Procurement Process and/or submitting your tender response, which all information is provided to NCB on the basis that it may be disclosed under the Disclosure Obligations if NCB considers that it is required to do so and/or may be used by NCB in accordance with the provisions provision of this ITT.

**9.10** Tender responses are also submitted on the condition that the appointed supplier will only process personal data (as may be defined under any relevant data protection laws) that it gains access to in performance of this Contract in accordance with the NCBs instructions and will not use such personal data for any other purpose. The contracted supplier will undertake to process any personal data on NCB behalf in accordance with the relevant provisions of any relevant data protection laws and to ensure all consents required under such laws are obtained.

**10. Tender Validity**

**10.1** Your tender response must remain open for acceptance by NCB for a period up to 2 months from the Tender Response Deadline. A tender response not valid for this period may be rejected by NCB.

**Templates**

Please complete all of these templates as part of your application.

Template 1: Suppliers Response

Template 2: References