

## **ITT for Digital Strategy Development**

### **1.0 Introduction**

#### **1.1 The National Archives (TNA)**

TNA is the official archive and publisher for the UK government for England and Wales. It is the guardian of some of the most iconic national documents, dating back over 1000 years, and continues to accession the records (both paper and increasingly digital) of modern day government. TNA also has leadership responsibility for archives across England. This leadership mostly takes the form of providing guidance, accreditation and funding opportunities, but also extends to the direct provision of online services such as a unified online catalogue to which archives across the UK can submit reference information.

#### **1.2 Background and Context**

TNA has, and plans to maintain, a strong physical presence in Kew, West London where the public can directly access historical records. However, digital services – and the technology that underpins them – have been growing in importance for a decade or more, with the emergence of digital archive catalogues, sophisticated online search functionality and major projects to digitise large paper record sets for presentation online. In providing access to records via our ‘Discovery’ service, and in other digitally-enabled areas (such as education, public engagement and web continuity) we are already established leaders in the use of digital technology in archives.

The growing importance of digital is now being compounded by the first large scale accessions of digitally-originated archives, and the requirement to preserve and provide access to born-digital records. User expectations of digital services continue to rise, and new technologies are emerging. We are keen to embrace new opportunities in order to maintain our reputation for innovation and high levels of user satisfaction with our digital offer.

A new business strategy for TNA as a whole was developed in early 2015 and puts significant emphasis on ‘digital’ being at the heart of the strategy and a vital component of our ability to serve all of TNA’s audiences. The delivery of the strategy with limited resources and budgetary constraints is the challenge now under consideration.

#### **1.3 The ‘Tech Reboot’ Project**

A review of the current state of our technology capability in late 2014 highlighted risks associated with the existing services, systems and infrastructure and suggested a number of changes required to strengthen the digital and IT functions. A summary of the changes implemented during

Phase 1 of the 'Tech Reboot' project (up to March 2015) is included in Attachment 1.

The former 'Technology' department within TNA included more than 100 staff working across the following areas:

- End user support and service management
- Infrastructure design, implementation and support
- Web and software development
- Web content development and management
- Digital preservation and archiving
- Web continuity
- Contract management

At the end of March 2015 a restructure of TNA directorates split the former 'Technology' department in two. The team dealing with IT Operations moved to report into the Chief Operating Officer whilst the functions considered to be Digital moved to a new Commercial and Digital Directorate.

Over the last quarter (since March) the Tech Reboot project has focused on:

- Skills Assessment – compiling the data from the assessment process and providing feedback to staff
- Agile – resourcing and encouraging teams across the organisation to embrace more agile approaches
- KPIs and Metrics – agreeing a consistent and effective approach
- Documentation – of existing architecture(s) and standards
- Recruitment – of a new Head of IT Operations to report in to the Chief Operating Officer (from mid August 2015) and of resources to support the transformation project
- Apprentices – finding a way to recruit one or more apprentices to our digital and IT teams

We now wish to embark on the next major stage of the transformation programme, with support from a strategic partner.

## **2.0 Phase 2 of the Tech Reboot Project**

### **2.1 Digital Strategy Development**

The business strategy for TNA that was developed and agreed in early 2015 can be found in Attachment 2. While the business strategy paints a comprehensive picture of the ambitions of the organisation as a whole, and puts a strong emphasis on 'digital', further work is required to develop a business-aligned Digital Strategy. The new Digital Strategy will need to reflect the 4-5 year time-horizon of the business strategy and forthcoming Comprehensive Spending Review.

The Digital Strategy should include:

- objectives (flowing from the business strategy), together with appropriate expressions of vision and mission for the Digital team
- an assessment of the external technology trends and other drivers and how they are likely to impact on The National Archives
- capabilities required to meet the business drivers
- a capability maturity assessment, i.e. where is the capability currently and how does that align to the requirements
- a roadmap of strategic initiatives required to support transition from the current state to the required state including indicative timeframes for implementation and identification of quick win, mid range and longer term opportunities
- an investment profile

The Strategy should align where appropriate with current Open Government and Digital Strategy initiatives.

## **2.2 IT Strategy Development**

Having developed our digital strategy, we will develop the enabling IT strategy required to support our digital ambitions. The IT Strategy will need to reflect the 4-5 year time-horizon of the business strategy and forthcoming Comprehensive Spending Review.

The IT Strategy should include:

- objectives together with appropriate expressions of vision and mission for the IT Operations team
- an assessment of the external technology trends and other drivers and how they are likely to impact on The National Archives
- capabilities required in the IT Operations function to meet the business drivers
- a capability maturity assessment, i.e. where is the capability currently and how does that align to the requirements
- a roadmap of strategic initiatives required to support transition from the current state to the required state including indicative timeframes for implementation and identification of quick win, mid range and longer term opportunities
- an investment profile

The IT Strategy should be aligned where appropriate with current government technology initiatives such as cloud first, COTS software etc.

## **2.3 Definition of Target Architecture**

The current architecture for TNA comprises multiple separate environments with a wide range of technical solutions and standards. The infrastructure and business applications include a number of project-specific solutions that have been designed, developed and deployed to meet specific requirements, and there has been little attempt to use an overarching strategy or reference architecture for this work. There are some areas of the TNA technology

landscape where there are defined technical standards and reference architectures. The degree to which these are documented varies between different parts of the environment and there is no overarching architecture that aligns them all.

We need to define and document a single reference architecture and to establish a set of controls to govern on-going design and delivery against that architecture. The Target Architecture will provide a 'blue print' defining standards, design principles and guidelines against which all solutions and IT / Digital services will be delivered. Together with a well-defined governance process this will enable responsive, business focused decision making in relation to Digital and IT solution and service design, delivery and operation.

It is anticipated that the Target Architecture will incorporate any existing standards that are confirmed to be in alignment with the strategic direction for TNA and will address how business requirements will be met across the four different areas of the overall architecture:

- business architecture – business strategy and processes
- data architecture – structure of logical and physical data assets
- application architecture – individual applications to be deployed, their interactions with other applications and their relationships with core business process
- technology architecture – logical hardware and software capabilities required to support business, data and application services

Across each of these areas the architecture should describe the baseline position, target state and the building blocks that are required based on the business strategy for TNA. The Target Architecture should also include an architecture roadmap identifying the initiatives required to transition from the current to target state.

## **2.4 Development of Target Operating Model**

The current range of activities carried out by the Digital and IT Operations teams are not, in many cases, formally documented, with roles, processes and governance all having evolved over time. As a result it can be difficult to determine whether resources are being deployed effectively in order to deliver the strategic priorities, to plan projects accurately and to track success.

We need to define a target operating model to describe how organisation should operate across process, people and technology to achieve its functions, and a roadmap to transition from the current state towards the target. The target operating model should include:

- details of the proposed organisation structure, roles and responsibilities and a description of how the organisation aligns with business strategy, business drivers and stakeholders
- functional capabilities that the organisation must have, to deliver Digital and IT services and solutions that will meet the business drivers

- assessment of current capabilities and functional gaps
- which existing or new Digital and IT capabilities could be externally sourced in future
- a delivery and sourcing strategy describing how capabilities will be delivered
- the governance framework that defines the standards and processes by which the organisation will be managed, how priorities will be set and how decisions will be made at different levels in the organisation
- processes detailing how work will be executed and how different parts of the organisation will work together to design, build and operate Digital and IT services
- recommended tools to enable us to plan and manage projects effectively
- measures that demonstrate how the organisation is performing and whether business expectations are being met

### **3.0 Requirements Specification**

#### **3.1 Strategic partner support**

TNA are looking to appoint one or more strategic partner(s) to lead in the development of new Digital and IT Strategies, Target Architecture and a Target Operating Model as the fundamental components of the next major stage of the transformation programme.

We are looking to appoint a partner that can offer the blend of skills and experience required to deliver across all of the identified areas of scope. The successful partner will have experience in assisting other organisations in meeting similar requirements and will need a good understanding of TNA both from a business and a technology perspective. The partner will engage with key stakeholders, including Directors, Management Board members and members of the senior leadership team at TNA. They will be expected to offer insight into external trends and indicative costs, benefits and risks associated with different approaches.

In addition to the core project deliverables as described above and in 3.2 below, potential partners should consider how they might provide support for implementation as set out in 3.3.

The partner will be ultimately accountable to the Commercial and Digital Director and the Chief Operating Officer. They will work on a day to day basis with the Chief Transformation Officer and his team.

We have a preference for working with a single partner across the entire scope of work set out in this document, however we are aware that some potential partners may be better positioned to develop the digital strategy element of the scope of work, while others may be better positioned to develop the enabling components. We have therefore split the scope into two discrete packages as described in 3.2 below.

Bidders may bid for either Work Package 1, or Work Package 2, or a combined proposal for both Work Packages, depending on where they believe they can provide the strongest response to TNA's requirements.

### **3.2 Project Deliverables**

The Partner will be expected as a minimum to deliver:

#### **For Work Package 1:**

##### ***Digital Strategy*** (see 2.1 above)

- Presentation to TNA senior leadership (Executive Team or Management Board t.b.c.)
- Documentation / presentation materials suitable for use with in house team and for presentation to different external audiences e.g. Government Digital Service, key sector partners.

##### ***Knowledge Transfer*** (see 3.3 iii below)

- Throughout the project

#### **For Work Package 2:**

##### ***IT Strategy*** (see 2.2 above)

- Presentation to TNA senior leadership (Executive Team or Management Board t.b.c.)
- Documentation / presentation materials suitable for use with in house team

##### ***Target Architecture*** (see 2.3 above)

- Detailed documentation / presentation materials suitable for use with in house teams

##### ***Target Operating Model*** (see 2.4 above)

- Detailed documentation / presentation materials suitable for use with in house teams

##### ***Additional activities*** (see 3.3 below)

- Throughout the project

### **3.3 Additional activities in support of ongoing change programme activity**

#### **i) ITIL Processes**

Work is underway to develop and embed ITIL processes for support of IT services within TNA. This work will continue through the transformation programme with the focus on developing maturity in already implemented processes and developing new processes to address remaining gaps. Work to develop and improve processes will need to be aligned with the target operating model initiative. Existing processes and any newly developed processes will be reviewed based on the Target Operating Model that will be developed. In particular DevOps needs to be considered to ensure a join-up between Service Management and Development capability.

We would expect our strategic partner to provide input into process development and improvement based on insight from external and industry best practice. The Partner should facilitate alignment between process improvement and development initiatives and the target operating model development.

#### **ii) Strategy and Architecture Governance Support**

An independent review of strategy and architecture governance at TNA identified a number of gaps in relation to strategy and architecture governance along with opportunities to reduce risk and drive strategic alignment through the implementation of process and controls around strategy and architecture decision-making.

Governance and controls established around strategy and architecture will need to be aligned to the Target Operating Model. We would expect our strategic partner to provide input into the evolving governance framework based on insight from external and industry best practice. The Partner should facilitate alignment between the strategy and architecture governance controls and the development of the Target Operating Model.

#### **iii) Knowledge Transfer**

We would expect our strategic partner(s) to share expertise with the TNA team throughout the project, to enable them to contribute fully to the Strategy development, and definition of the Target Architecture and Target Operating Model. The success of the project will be determined, to a large extent, by the confidence of the TNA team to take the recommendations forward into implementation.

### **3.4 Project Timetable**

We expect to start the Digital Strategy work in September 2015. We expect bidders to propose a timetable for the delivery of the work for discussion with TNA.

### **3.5 TNA resources to support Tech Reboot Phase 2**

TNA have employed a Chief Transformation Officer to lead Phase 2 of the Tech Reboot - he has been working in the organisation since March. Additional support will come from two senior level staff working specifically on the project, one Subject Matter Expert (with technology expertise) and one Business Analyst. Other members of staff, for example the Heads of Department from the Digital and IT Operations teams will be available on an as required basis.

## **4.0 ITT Timetable and responses**

### **4.1 Timetable**

Members of the TNA team will be available for 'Pre-ITT meetings' with prospective bidders in the first week of August (3 - 7<sup>th</sup>). These meetings will enable bidders to ask any questions that they may have about TNA, our expectations of the project, or about the process.

All tender responses for consideration should be provided to TNA by noon on the 21<sup>st</sup> August.

A shortlist of bidders will be invited to present their proposals to TNA in the first week of September (1<sup>st</sup> – 4<sup>th</sup>), with award of the tender to follow soon after.

### **4.2 Responses**

Bidders are requested to provide a detailed description of the approach, methodology, timeline and effort associated with delivery of each element of the ITT in line with requirements described above. Responses should include detail on how the internal team will be engaged and how activities will be integrated into the on-going transformation programme. Bidders are required to demonstrate how TNA in-house expertise and knowledge will be blended with insight into external best practice to deliver a model that will position TNA as a leading digital government service. Responses should include detail of any assumptions or dependencies on TNA that are critical for the successful delivery of the work.

Bidders should submit separate pricing schedules for Work Package 1, Work Package 2 and a combination of Work Packages 1 and 2, depending on which elements of the scope they would propose to carry out.

## **Appendix 1 – Tech Reboot Phase 1**

Key changes implemented during the first phase of the 'Tech Reboot project:

### *Quick Wins*

- Launching an iPad pilot scheme
- Improving accessibility around the building through enhanced WiFi coverage
- Establishing a preferred supplier list for recruitment

### *Service Management Implementation*

- Establishing basic IT Service Management (ITSM) practice
- Driving a culture change to adopt a 'log everything' approach
- Defining the top 20 services and communicating them through the service catalogue
- Implementing 8 core ITIL processes and establishing monthly metrics to assess performance and maturity
- Establishing an SLA for core services

### *Strategy & Architecture*

- Obtaining an independent view of what to Hold/Invest/Retire across both our Infrastructure and Applications
- Identification of unknown Risks across the estate
- Review of Technical Design Authority and strategy and architecture controls

### *Joint Development Approach*

- Adoption of a Joint Development Approach across the three teams doing 'development' at TNA.
- Agile coaching to promote the new approach out across the Tech team and ensure KPI & metrics underpin
- Recruitment of new Agile Delivery Managers to build on existing capability

### *Communications*

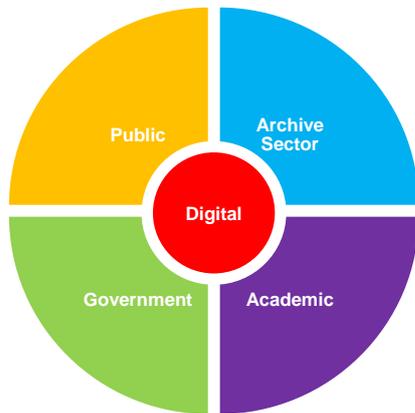
- Increasing visibility and accessibility of IT & Digital services through 'Tech Bar' sessions around the organisation
- Recruiting volunteers to act as Technology change champions
- Establishing regular communications to engage Tech staff (100+)
- Tech Week event (March 2015) and Tech Blog (updated regularly) to share progress across the business

### *Leadership and skills development*

- Focus on non-technical skills in the Senior Leadership Team with talent development, succession planning and external mentoring
- Skills assessment exercise based on the GDS, GKIM, SFIA and Civil Service Competencies

## Attachment 2 – Business Strategy

### Four audiences and a major challenge



- It's our plan
- It isn't about playing it safe
- It gives us the flexibility we need
- It builds on our strengths and achievements

## We will inspire the public with new ways of using and experiencing our collection

Public

The National Archives is a window on more than 1,000 years of the nation's history and our collection at Kew is open to everyone, for free. Our users come from many different backgrounds and have a wide range of interests. We have built a strong reputation for our expert advice, the efficiency of our services and our work to bring the record to life.

Many of our users tell us that visiting The National Archives is a life changing experience. We want to give even more people the chance to have that same feeling, whether they set foot on our site at Kew or encounter us online. To make this happen we will reshape the services we offer and we will devise fresh and exciting ways to reach out to and involve our users, both old and new.

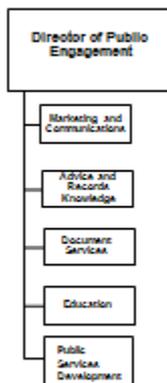
Over the next four years we will change the way you think about archives.

OFFICIAL - SENSITIVE

 The National Archives

## We will inspire the public with new ways of using and experiencing our collection

Public



We will:

- Grow our audience by connecting with new users
- Provide a joined-up on site and online experience and use technology to make our routine services more efficient
- Develop new and exciting public programmes and services that rival those of other pre-eminent institutions
- Inspire curiosity about The National Archives and the hidden gems in our collection
- Re-imagine our Kew site as a vibrant and welcoming learning environment

OFFICIAL - SENSITIVE

 The National Archives

## We will provide expert advice and scrutiny to government, ensuring the record survives and thrives

Government

The National Archives is both the custodian of the public record and the Government's expert in the management, preservation and use of information. We are uniquely placed, by virtue of our history, responsibilities and expertise to provide trusted and independent advice and services across government and the wider public sector.

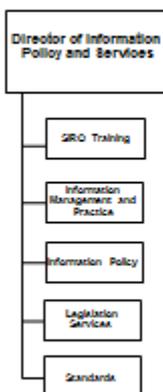
Over the next four years we will foster increased cooperation between departments, ensuring that innovation, experience and expertise is more widely shared. We will encourage and facilitate greater government transparency and public scrutiny and we will provide government and legislative bodies with the tools to work more efficiently and effectively than ever before.

OFFICIAL - SENSITIVE

 The National Archives

## We will provide expert advice and scrutiny to government, ensuring the record survives and thrives

Government



We will:

- Explore shared service innovations and good practice in information management, piloting solutions for the transfer of digital records
- Provide a government network for knowledge and information management leaders, to enhance capability
- Hold government departments to account for their record handling, to keep the transition to the 20-year rule on track
- Enable greater government transparency, an increasingly open record and innovation in the use, re-use and sharing of data
- Shape and deliver outstanding legislative platforms and services that underpin the responsibilities of the UK Parliaments and Assemblies

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 The National Archives

## We will be an effective leader and partner for the archive sector, to sustain and develop the nation's collection

Archive Sector

The nation's collection is made up of thousands of archives, each with its own unique history. The richness of our archives is the result of generations of careful stewardship by countless individuals and institutions, including local authorities, families, businesses, religious groups and charities. We lead the wider archive sector in England and perform the Historical Manuscripts Commission's functions in relation to records in private ownership.

We sit at the heart of a diverse network of archives and our approach to leading and supporting this network will reflect that diversity. Over the next four years we will actively support archives of all kinds to secure the best possible long-term future for their collections. We will help them to identify new funding opportunities and better ways of working.

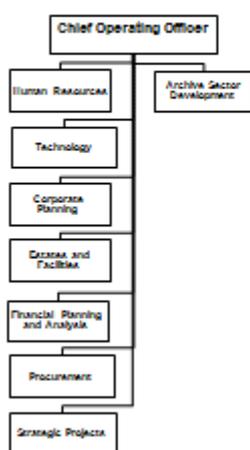
Together we will make the case for archives as a vital part of the nation's heritage.

OFFICIAL - SENSITIVE

 The National Archives

## We will be an effective leader and partner for the archive sector, to sustain and develop the nation's collection

Archive Sector



We will:

- Influence the future through a new strategic approach that actively promotes the archival health of the nation
- Be a strong advocate for the sector to raise awareness of the importance and potential of archives
- Engage and collaborate with other archives to sustain vibrant collections and services
- Develop the funding and investment capacity and opportunities of the sector to increase its financial sustainability
- Encourage creativity, good practice and knowledge sharing through programmes, surveys, tools and guidance

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 The National Archives

## We will advance knowledge through exemplary academic liaison and outstanding interdisciplinary research

Academic

The National Archives is one of the world's most valuable resources for academic research. We have strong links with the academic sector and we have set ourselves clear research priorities centred on the challenges we face. Our staff are engaged in collaborative projects on the cutting edge of physical and digital record preservation, historical research and data science. But we believe we can and should do more.

Over the next four years we will reinvigorate our approach. We will invest in our capacity and skills. We will make our Kew site a recognised hub for archival research. We will pursue new partnerships and collaborations. We will ensure that in every serious discussion about researching and solving the toughest problems facing the archival sector, we are leading the conversation.

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 The National Archives

## We will advance knowledge through exemplary academic liaison and outstanding interdisciplinary research

Academic



We will:

- Expand our national and international reputation for pioneering research in line with our status as an Independent Research Organisation
- Leverage our current research reputation to develop funding success
- Shape a programme of world-class digital research
- Establish a renowned research centre to coordinate and galvanise our long-term research programme
- Respond to the changing needs of the academic and research sector

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 The National Archives

## We will become a digital archive by design

Digital

The National Archives is constantly evolving. Digital technology has changed forever what it means to be an archive and over the last few years we have responded to these changes in ways that have benefitted each of our key audiences. We have created Discovery – the first comprehensive national online catalogue. We are building the infrastructure to hold the future government digital record. We have collaborated on ground-breaking research into working with digital records. Through our pioneering commercial partnerships we have made millions of records available online to a worldwide audience.

But we know that to meet the needs of our key audiences and ensure our long-term sustainability we will need to make some important changes to the way we think and work. Over the next four years we will increase our ability to recognise and exploit new digital and commercial opportunities. We will work with best-in-class commercial and non-commercial partners to give the taxpayer value for money and generate income. We will make better use of our data to streamline and enhance our services. We will become a digital archive by instinct and design.

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 The National Archives

## We will become a digital archive by design

Digital



We will:

- Lead a transformation in how digital records are managed at scale, from creation to presentation
- Build partnerships, including with commercial partners, that provide innovative online services to our users
- Make Discovery the primary destination for anyone wanting to access archives in the UK
- Provide advice, platforms and tools to help other archives put more of their collections online
- Meet changing customer expectations in a digital world

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 The National Archives