INVITATION TO TENDER

Single Customer View – Data support and development

1. BACKGROUND INFORMATION ON THE NATIONAL ARCHIVES

1.1 The National Archives (TNA) is a non-ministerial government department and an executive agency of the Department for Culture, Media and Sport.

1.2 TNA is well known for its high profile public role as the official archive and publisher for the UK government, and for England and Wales. It is the guardian of some of the most iconic national documents, dating back over 1,000 years. Its 21st century role is to collect and secure the future of government records, both digital and physical, to preserve it for generations to come, and to make it as accessible and available as possible.

2. AIMS AND OBJECTIVES OF THE NATIONAL ARCHIVES

2.1 TNA is the national archive for England, Wales and the United Kingdom. It administers the public record system of the United Kingdom under the Public Records Acts of 1958 and 1967. It is also government's information manager, developing and leading best practice in government information management and providing leadership to the wider UK archive sector. Further information about TNA's role, its plans, policies, performance and projects can be found on its website here.

2.2 From 2016 onwards TNA has adopted an audience-focused approach to its organisation-wide, four year business plan and has identified the following audience segments: Public, Government, Academic/Research, and the wider Archives Sector. To help deliver the business plan in terms of communication and engagement with these groups (especially the Public), TNA is improving and extending its acquisition, management and use of data relating to these audiences, primarily through the development of a Single Customer View (SCV) dataset.

3. THE SINGLE CUSTOMER VIEW (SCV) AT THE NATIONAL ARCHIVES

3.1 The single customer view (SCV) project started in 2015, to enable TNA to understand and engage more fully with its audiences to support its longer-term business plan of inspiring wider awareness and use of the archive through a variety of methods – in recent years with a greater focus on cultural events and exhibitions. Currently the output of the SCV is the culmination of several data processes, some manual and some semi-automated. However, the single customer view as a whole should be defined as not just the final joined dataset, but also the separate detailed contributory data sets. The newly-formed Customer Insight & Data (CI&D) team within Marketing & Communications at the National Archives are the primary internal 'owners' of the project.

3.2 There are ten contributory data sources across different internal and external data sources (for example, event attendees, survey data, shop data) – the largest dataset is our regular email subscribers lists held in our separate Email Service Provider tool (Wired). Note, many transactional records will not populate the SCV if there is no associated (valid) email address. The net total of contact (email) level records in the final SCV table is just over 1million following de-duplication and validation. Just over 300k of these have opt-in permissions for us to contact them in relation to marketing (and so represent the 'key' group of people within this dataset). A summary of the contributory data sources is below – note the volumes given are of the raw data only, sources are a mix of transactional and contact level, with some more active than others. As such, the time period of data covered may also change over time due to overriding data governance policies.

Internal feeds:

Source	Title	From	To	Business Service	Approx. Volume (rows)
Digital downloads	Digital downloads contact	2010	2018	Discovery	1.5m
	Digidownload transactions	2016	2018	Discovery	500k
Discovery	Discovery sign-up	2011	2018	Discovery Signup	240k
Images online	Images Online contacts	2005	2018	Image Library	3.2k
	Images Online transactions	2005	2018	Image Library	3.2k
Readers	Readers contact	1999	2018	Doris	46.7k
	Readers membership	1999	2018	Doris	46.7k
	Readers barrier	2015	2018	ORR/Map room	1m
	Readers' requests	2015	2018	Doris	1.75m
Records Copying	Records copying old	2005	2016	Record Copying	640k
	Records copying new	2016	2018	Record Copying	26.2k
Shop	New bookshop customers	2010	2018	Bookshop	22.6k
	New bookshop transactions	2010	2018	Bookshop	640k
WiFi	WiFi contact	2018	2018	Marketing\VMS	5.2k
	WiFi sessions	2018	2018	Marketing\VMS	6.5k

External feeds:

Source	Title	From	To	Business Service	Approx. Volume (rows)
Wired (Email service provider)	Wired address books (x7)	2016	2018	Email marketing	240k
	Wired suppressions list	2016	2018	Email marketing	135k
EventBrite	EventBrite attendees	2012	2018	Events	34.8k
SmartSurvey	Survey responses*	2017	2018	Events\Other	1k

only used for reporting.

3.3 Data sources are currently updated at different times and by different teams. Occasionally the raw data formats have also changed (due to database changes etc.), which means production scripting and processes are also subject to change (more detailed functional specification documents will be available to all shortlisted suppliers).

3.4 The current technical set-up of the SCV is as below:

3.4.1. Updates are performed weekly by the Customer Insight and Data team. These combine external text file downloads from the email marketing tool (Wired), EventBrite and survey tool (SmartSurvey) with several internal feeds that are extracted from various SQL databases by the IT Operations team. These internal exports are refreshed monthly and comprise of both contact (people) level tables and transactional style tables.

3.4.2. Various processes are run in R and then WPS (using mostly SAS coding with some SQL) to transform these text files into standard formats and de-dupe on the primary identifier of email address to create the intermediate summary tables and final SCV table. Opt-in permission to marketing is also identified through business rules in the various data-sets. This currently is in WPS as a SAS table. Other fixed csv exports produced for the purpose of linking to excel reports, which are all created in fixed file locations.

3.4.3. The internal expertise of R and WPS/SAS is very limited and until recently there has been no dedicated resource to own and improve the production of the SCV.

3.4.4. TNA will still require the support for these areas as above in the short to medium term, however the longer-term technical set-up will be changing – the aim is that during 2018, the reliance of the SCV on these tools and manual processes will be reduced and eventually removed. The challenge of transitioning is described below.

3.5 The IT Operations team are a key partner in this project and there is a workflow underway to internalise and automate the production of the SCV as below:

3.5.1. The monthly extracts will be replaced by SQL scripting to create tables in a SQL database. The subsequent transformation of the data and amalgamation on email address will also be done via SQL scripting, as final SCV table(s) will be in a networked SQL database.

3.5.2. The external feeds potentially could be obtained automatically via an API, if technically feasible.

3.5.3 These processes would run on a weekly schedule, with minimal manual intervention. The team is fully capable however project progress is highly resource dependent and is likely to last a number of months throughout 2018. It will be necessary for the chosen supplier to have the technical knowledge to understand this technical set-up, as it is possible that contributing towards this transition (possibly through direct scripting but more likely to involve e.g. sense checking of outputs, requirements briefing of any changes) would be required as part of this contract, however any direct technical support given as part of this contract would have to comply with the IT Operations' team requirements.

3.6 The data in the SCV and related processes drives a number of regular reports and dashboards in Excel (for instance Email campaign performance, Events reporting), as well as being used as a primary data source to answer ad-hoc business questions from around the organisation.

3.7 We are looking to increase the understanding and potential usage of the SCV over time depending on the strategic priorities of the organisation. This could include expanding the number of fields in the SCV, and/or expanding access to the outputs by more interactive

style tools (e.g. directly linked and refreshable data), developing key relationship 'crossover' reports, and more sophisticated 'deep-dive' projects.

3.8. CRM experience and skills would be beneficial but not a primary focus of this contract. The SCV has been developed to provide a more rounded view of many of our customers (many of which are within our email service provider tool as the primary data source). Whilst the organisation plans to develop its use of CRM (specifically Microsoft Dynamics) in the coming years, this is currently outside the scope of this contract.

4. STATEMENT OF REQUIREMENTS

4.1 In order to continue the longer-term transition to a consistent, robust data management model that will support our audience engagement and commercial activity and be compliant with GDPR legislation, TNA is looking to award a call off contract for an initial period of 12 months, with the option to extend for a further period of 12 months, with a single supplier that can meet all the requirements as set out in **Annex A**.

4.2 We anticipate our expenditure in the first year would be in the region of £20,000 including VAT. However potential suppliers should note that this is a call-off contract and therefore TNA makes no minimum commitment as to the volume and value of professional services it will purchase during the contract period.

4.3 In addition, the pattern of work may not be evenly distributed and is likely to fluctuate around key projects or areas of work. The overall workflow will be reviewed quarterly by the relevant account contacts, with regular 'check-in's where appropriate.

4.4 Any contractors must have at least security check (SC) clearance before working on privileged sensitive data on behalf of TNA. Data must not be extracted from TNA's systems, or SCV systems managed by trusted third parties on TNA's behalf. Contractors will be subject to TNA's security policies.

5. INSTRUCTIONS TO POTENTIAL SUPPLIERS

5.1 Please respond to this Invitation to Tender by submitting a proposal which must contain the following information at a minimum:

- Your understanding of TNA's requirements and your proposed approach to meeting those requirements (addressing each requirement described in **Annex A** to this document)

- A description of the experience and knowledge you have that is relevant to TNA's requirements and your proposed resourcing arrangements to meet TNA's requirements

- Your proposed rate card (fully inclusive of expenses) for the contract period, specifying any volume discounts which will apply

6. PROCUREMENT PROCESS

6.1 TNA will select the successful supplier by following the procurement process specified in **Section 6** of this document and by applying the evaluation criteria specified in **Section 7** of this document.

6.2 Requests for clarification should be submitted to procurement@nationalarchives.gov.uk by **midday on Wednesday 23rd May 2018**. Please ensure that you include '**Single Customer View'** in the subject line of your email. The National Archives will provide responses to all requests for clarification by **Wednesday 30th May 2018**.

6.3 Tender responses should be submitted to procurement@nationalarchives.gov.uk by **midday on Monday 11th June 2018.** Please ensure that you include '**Single Customer View'** in the subject line of your email.

Date(s)	Description
Monday 14th May	Invitation to Tender submitted to suppliers
Midday, Wednesday 23rd May	Deadline for receipt of clarification questions from suppliers
Wednesday, 30th May	Deadline for The National Archives to provide responses to all clarification questions
Midday, Monday, 11th June	Deadline for submission of tenders by suppliers
From Tuesday, 12th June	The National Archives evaluation panel reviews tender responses and shortlists suppliers
Wednesday 20th June	Shortlisted supplier presentations
Friday 22nd June	The National Archives selects preferred supplier
w/c Monday 25th June	Contract is signed by both The National Archives and successful supplier

6.4 The successful supplier will be required to sign a contract agreeing to The National Archives' standard terms and conditions of contract for services.

6.5 The National Archives reserves the right not to appoint and to achieve its objectives through other methods.

7. EVALUATION CRITERIA

We will evaluate submissions using the following criteria:

Evaluation Criteria	Category Weighting
Understanding of the requirements and proposed approach	45%
Experience, knowledge and proposed resourcing arrangements	25%
Price	30%

Quality Evaluation Criteria
10 Points – Outstanding
• Supplier has provided a response that addresses all parts of the requirement • Supplier has provided evidence to support all elements of their response. The evidence supplied is convincing and highly relevant to The National Archives' requirement • Supplier's response is clear and easy to understand
7 Points – Very Good
• Supplier has provided a response that addresses all parts of the requirement • Supplier has provided evidence to support most parts of their response. The evidence that is supplied is good and relevant to The National Archives' requirement • Supplier's response is clear and easy to understand
5 Points – Average
• Supplier has provided a response that addresses most parts of the requirement • Supplier has evidence to support most parts of their response. The evidence that is supplied has some relevance to The National Archives' requirement • Supplier's response is clear and easy to understand
3 Points – Below Average
• Supplier has provided a response that addresses some parts of the requirement • Supplier has evidence to support some parts of their response but not all. The evidence that is supplied is weak or not always relevant to The National Archives' requirement • Supplier's response is not always clear and easy to understand
1 Point – Poor
• Supplier has provided a response that fails to address most parts of the requirement • Supplier has little or no evidence to support most of their response. The evidence that is supplied is very weak or has little, or no, relevance to The National Archives' requirement • Supplier's response is not always clear and easy to understand

ANNEX A – SERVICE REQUIREMENTS

Service Type	Service Description
Data	To work with both the Customer Insight and Data team and the IT Operations team to transition the Single Customer View (SCV) processes towards a fully automated, accessible system. Support the data production process of the SCV and related datasets (i.e. through data auditing, automating processes, creating validation scripts). a) Initially working with the Customer Insight & Data and IT Operations teams on understanding and offering improvements to the current fixed set-up (as per 3.4 above - using R/SAS coding) b) Additional support as required by the IT Operations team as per 3.5 above (this could be direct SQL coding, helping to validate, or advice on data structure development as appropriate), to move towards a fully automated and networked system during 2018/9. c) Ongoing practical advice and technical support on the SCV production process (for example assisting with any future developments / new data feeds / structural changes) as and when necessary d) To ensure data is processed and used in accordance with data protection legislation and The National Archives' own policies (i.e. definition of marketing permissions across data sources are consistent and correct, and processes involving data transfer/storage are secure). To advise where appropriate on data governance best-practice and considerations involving the Single Customer View. Offer relevant expertise and best-practice advice on issues related to data governance of the Single Customer View (e.g. retention, anonymisation) where appropriate.
Reporting & Analysis	Offer practical analytical help for the Customer Insight and Data team to develop the usage of the datasets in the SCV and maximise the analytical and reporting value that is generated (i.e. regular reports, analysis, ad-hoc requests and in-depth data mining or modelling projects) as per 3.6 above. Help to define key performance indicators on our customers and activities.
Insight & Strategy	To deliver actionable insight to support decision-making and increase the understanding of our customers. Provide strategic advice, expertise and experience from working across other relevant organisations and industries as required to help develop and embed Customer Data Insight at TNA as per 3.7 above.
General	Deliver work collaboratively and pro-actively, developing close working relationships with relevant stakeholders at TNA with regular on-site days to help knowledge-transfer and in-housing of skills where appropriate. Ensure the above is achieved in accordance with both the internal policies of the National Archives and wider data protection legislation (GDPR) considerations.