

Decision Pathway – Report



PURPOSE: Key decision

MEETING: Cabinet

DATE: 03 November 2020

TITLE	Data and Insights Delivery Partner and Procurement Approach		
Ward(s)	N/A		
Author: Simon Oliver	Job title: Director - Digital Transformation		
Cabinet lead: Councillor Cheney	Executive Director lead: Mike Jackson		
Proposal origin: BCC Staff			
Decision maker: Cabinet Member			
Decision forum: Cabinet			
Purpose of Report:			
<ol style="list-style-type: none"> 1. To seek approval to place a contract with a suitable supplier to work in partnership with the council as the “Effective use of Data” delivery partner 			
Evidence Base:			
<ol style="list-style-type: none"> 1. In July 2018, Cabinet approved £20.3m (£7.2m revenue, £13.1m capital) to deliver the FSA programme in a timescale of 3-5 years. FSA set out components needed to build on the current IT platforms and ICT service delivery to ensure a modern, secure, flexible and service-aligned IT service in support of the Corporate Strategy and business drivers/outcomes will be delivered. 2. This included a significant component looking at the data quality and use of the organisation including recommendations on how Bristol can become a truly data driven council across all departments. This has been successfully delivered and provided BCC a blueprint on how to truly develop data services to improve all decision making 3. The Council sourced a credible supplier of Data and Insight Consultancy for the FSA Programme, however instead of contracting directly with the Partner, they were sub-contracted through our main Microsoft contract and there is no approved procurement approach to enable further work to be contracted directly and this would lead to unnecessary layer of margin being included on the work without any additional value 4. Following successful delivery of the Data and Insights work contracted for through the FSA Programme (now ITTP) further work has been identified to embed Data and Insights developments within the Council 5. The ITTP Programme (using ITTP and non-ITTP budgets) have identified funding for the following projects and upon approval will appoint the supplier for these; <ol style="list-style-type: none"> a. ASC Accelerators b. Worker Index and HR Alignment Analytics c. Think Family DB Review d. Enterprise Data/ Analytics Functional Operating Model Ways of Working e. CIO/Director Direct Support 6. Other identified but not funded projects are set out below. It is the intention that further procurements will undertake a separate approval process but let under this overall contract; <ol style="list-style-type: none"> a. House and Landlord Accelerators b. Think Family Database replacement c. Children’s Services Accelerators 7. Deliverables identified above (#5) will be delivered via three approaches. 1) Work undertaken directly by the supplier with a handover to BCC staff upon delivery. 2) Work undertaken jointly by the supplier and the Council as part of a development/training approach. 3) Work undertaken by the Council, with the supplier 			

acting as a support function where necessary.

8. The work being procured will be monitored and led by a new Data and Insights Board made up of technical and business representatives from across the Council.
9. Expediency of procurement is a key factor to the intended approach as a number of Corporate priorities are underpinned by the work being proposed in #5.
10. Several procurement approaches were considered including running a competition to seek a new partner. Due to the initial work and value being delivered, and experience to date, it is considered best value of resources to further appoint the identified supplier through a compliant and legal process
11. Following market testing, and undertaking procurement advice, the award of contract via GCloud Framework following clarification of price and service offerings is preferred. This is due to a) Avoiding the costs and risks associated with a competition and b) Speeding up the delivery of the benefits by using the pre agreed framework contract c) Allowing continuity between the ending of ITTP and moving forward into business as usual
12. Preferential rates to the usual GCloud rates have been secured, which will be discounted further if the supplier is contracted for all deliverables in #5.

Cabinet Member / Officer Recommendations:

That Cabinet:

1. Approves in principle the award of a contract for an Effective Use of Delivery Partner using CCS G.Cloud Framework, (for a maximum term of 2 years and to an estimated value to not exceed £2m);
2. Authorise the Chief Executive in consultation with the Deputy Mayor (with special responsibility for Finance, Governance and Performance)" to take all steps required to award the contract.

Corporate Strategy alignment:

The Corporate Strategy identifies a need to work with back office services to identify what needs to change to be a more effective and efficient council to achieve our priorities (p7). The FSA/ITTP and resulting IT Strategy is a core component of this, particularly contributing to two of the four Organisational Priorities outlined in the Corporate Strategy (p11):

1. Redesign the council to work effectively as a smaller organisation
2. Equip our colleagues to be as productive and efficient as possible
3. The data insights provided through the individual projects of work that make up this programme will assist meeting the aims above

City Benefits:

1. There are no specific or direct benefits to the city however this service improvement programme supports the whole organisation's ability to deliver commitments in the city; there are no identified equalities impacts.

Consultation Details:

1. No consultation is considered necessary as aligned to previous cabinet decision to comment the FSA Transformation Programme.

Background Documents: ICT Future State Assessment – Cabinet meeting 18/06/18

Revenue Cost	-	Source of Revenue Funding	-
Capital Cost	£2m	Source of Capital Funding	Allocated Budgets
One off cost <input checked="" type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

Required information to be completed by Financial/Legal/ICT/ HR partners:

1. Finance Advice: This report seeks approval to negotiate and award a contract via the GCloud framework to the Council's current supplier for the 'effective use of data delivery' partnership. This contract is to be for a maximum term of 2 years and for a 'not to exceed' value of £2m Capital funding. The Capital funding itself is either already approved in the current MTFP and Budget or is to be proposed for approval in a

future year's MTFP and Budget.

The composition of up to £2m Capital funding is as detailed –

The ITTP Programme (using ITTP and non ITTP budgets) have identified funding for the following projects:

	<u>£'000</u>	<u>Funding Source</u>
a. Adult Social Care Accelerators	400	Key Line of Business
b. Worker index and HR Alignment Analytics	145	ITTP or Cyber Security
c. Think Family Database review	18	Digital Transformation
d. Enterprise Data/Analytics Functional Operating Model Ways of Working	TBC*	-
e. CIO/Director Direct Support	TBC*	-
	563	

Other identified but no yet funded projects are set out below:

a. House and Landlord Accelerators	351	-
b. Phase 3 – works to be concluded and confirmed	TBC*	-
c. Think Family Database replacement	400	-
d. Children's Services Accelerators	343	-
	1,094	
*TBC's as above	343	-

A further consideration for future identified work directly tied to data/analytics	1,094	-
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TOTAL CONTRACT VALUE	2,000	
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The report goes on to request that authority to award this contract be delegated to the Chief Executive.

Finance Business Partner: Jemma Prince, 19 October 2020

2. Legal Advice: The use of the Gcloud Framework is a legally acceptable procurement route. Legal services will advise and assist officers with regard to the use of the Framework and the resulting contractual arrangements.

Legal Team Leader: Husinara Jones, Team Leader/Solicitor, 15 October 2020

3. Implications on IT: Fully supported by IT Services. This is a key strategic procurement to achieve our ambitions to be a data-led (insight-led) organisation and enable this aspect of Digital Transformation to proceed quickly and the benefits realised as soon as possible.

IT Team Leader: Simon Oliver, 22/09/2020

4. HR Advice: Work by the external supplier will complement and not replace the work currently undertaken in-house, so TUPE Regulations would not apply.

HR Partner: James Brereton (People & Culture Manager), 29th September 2020

EDM Sign-off	Mike Jackson	02/09/2020
Cabinet Member sign-off	Cllr Craig Cheney (via ITTP Delivery Board)	27/08/2020
For Key Decisions - Mayor's Office sign-off	Mayor's Office	19/10/2020

Appendix A – Further essential background / detail on the proposal	NO
Appendix B – Details of consultation carried out - internal and external	NO

Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Procurement	NO