



THE INFORMATION COMMISSIONER'S OFFICE

INVITATION TO TENDER: PART B TENDER SUBMISSION

Consultancy – Enterprise Data Strategy

Reference: 2023ICO00221

**THIS DOCUMENT IS TO BE COMPLETED BY THE TENDERER
AND SUBMITTED TO THE INFORMATION COMMISSIONER**

Deadline for submission of Tender

12:00 hours 03/07/2023

NAME OF TENDERER: Oakland Group Services Limited
trading as The Oakland Group

Company Registration No: 12267698

To be returned via the Delta eSourcing platform.

Contents

This Part B is for completion by the Tenderer and return to the Information Commissioner in accordance with the instructions given in the ITT for completing and submitting a Tender (section 4 of the ITT, Part A).

PART B

1. COMPANY DETAILS	3
2. RESPONSE TO REQUIREMENT AND SPECIFICATION	4
3. COSTS SCHEDULE	21
4. FREEDOM OF INFORMATION EXCLUSION SCHEDULE	23
5. TENDERING DECLARATION	24
6. DECLARATION OF INTERESTS IN OR CONNECTIONS WITH THE INFORMATION COMMISSIONER	26
7. ENCLOSURES CHECKLIST	27

1. COMPANY DETAILS

General information questions are asked for information purposes only and the responses will not be evaluated. The answers do however give the evaluation panel an overview of the organisation and its structure so it is important these are completed in full.

A.1	ORGANISATION DETAILS
A.1.1	Please state the full name of the organisation submitting this Tender: Oakland Group Services Ltd trading as The Oakland Group
A.1.2	Please state the full registered office address including post code: 1 East Parade, 7th Floor, The Oakland Group, Leeds, LS1 2AD
A.1.3	Please state the company registration number: 12267698
A.1.4	Please state the VAT registration number: GB337885748
A.2	FINANCIAL
A.2.1	Please state the annual turnover of your organisation: £9,100,000 (March 2023)
A.2.2	Please state the ratio between your organisations overall assets and overall liabilities: FOIA s.43 - Commercial interests
A.2.3	Please state the levels of insurance you hold for the following: Public Liability – £5,000,000 Employer’s Liability – £10,000,000 Professional Indemnity – £10,000,000
A.3	CONTACT DETAILS (for communications, correspondence and enquiries relating to this Tender submission)
A.3.1	Please state the contact’s name, and position within the organisation: Name – Martin Pocock Position – Director
A.3.2	Please state the contact’s full address: 1 East Parade, 7th Floor, The Oakland Group, Leeds, LS1 2AD
A.3.3	Please state the contact’s telephone number and email address: FOIA s.40(2) - Personal data that doesn't fall under s.40(1)
A.4	SUB-CONTRACTING
A.4.1	Do you intend to sub-contract any element of the Services? NO
A.4.2	If YES please list the names of the sub-contractors and the Service element which will be sub-contracted to them:
A.5	MODERN SLAVERY ACT 2015
A.5.1	Are you a relevant commercial organisation as defined by section 54 ("Transparency in supply chains etc.") of the Modern Slavery Act 2015 ("the Act")? N/A
A.5.2	If you have answered yes to question 1 are you compliant with the annual reporting requirements contained within Section 54 of the Act?

2. RESPONSE TO REQUIREMENT AND SPECIFICATION

Response to Questions – Quality Assessment

There are two parts to this section. The first mandatory question will be evaluated on a pass/fail basis and is to be completed by all bidders.

The second mandatory question is to determine whether international transfers will take place and assess appropriate safeguards that may be required in line with GDPR.

Mandatory Question		
<p>1.</p>	<p>Please confirm if you maintain a valid certificate to the Cyber Essentials Scheme for any systems used to deliver this service, or if you maintain certification to any other security standards (e.g. ISO/IEC 27001)?</p> <p><i>Should the question be answered No, we will require bidders to outline their reasons why their staff cannot currently meet requirements but give suppliers an opportunity to explain how and when they expect they can conform with BPSS requirement before the contract start date. The ICO reserves the right to exclude a bidder that answers no to the mandatory question and where the panel, in their opinion, thinks that the supplier comments will not meet the ICO's essential security requirement. Please note that if at any point post contract award that a supplier cannot meet this requirement, then the ICO may terminate this agreement.</i></p>	<p>Pass/Fail</p>
<p>Answer</p>	<p>The Oakland Group are ISO9001 and ISO27001 accredited, and Cyber Essentials and Cyber Essentials Plus certified. We confirm that we hold valid and current certification which can be provided on request.</p>	

2.	Please confirm if, when performing the services set out in the specification, you [(or any sub-contractor)] intend to transfer any personal data outside the UK and if so, please state which country the data will be transferred to.	To assess appropriate safeguards that may be required in line with GDPR.
Answer	Under this contract, we can confirm that any transfer of personal and confidential data will be held within the UK, and will not be transferred outside of the UK. We confirm that we are not using any sub-contractors for this contract.	

Tenderers must provide answers in response to the questions below, to describe how they will meet the requirements of the Contract. There are 4 questions in total.

Tenderers are required to respond to all of the questions. Questions should be answered in full and may refer to other documents or appendices, **maximum word count for each questions is 1500 words.**

For each answer please adjust as necessary the size of the 'Answer' box in order to accommodate your response.

Tenderers are referred to section 4 of the ITT (Part A) and are reminded that evaluation of their answers to these questions will account for 50% of the total score for their Tender.

Each question is given a relative importance weighting to reflect its significance in the evaluation. The question weighting is shown alongside each question.

The quality score will be calculated as follows:

Marks awarded / total available marks x [weighting] x 100

QUESTION No:		Weighting
Q.1.	<ul style="list-style-type: none"> • Provide evidence of previous successful data strategy projects that have been delivered; Examples of case studies can be provided 	30%

Answer:

The Oakland Group (Oakland) are a full-stack data consultancy with over 35 years' experience in enabling organisations to drive value and innovation through their data and delivering data and digital solutions to align people, processes, and technology. Our delivery covers the full end-to-end data lifecycle: Data Strategy; Data Governance; Cloud Engineering; Data Analytics; Operational Excellence.

The Information Commissioner's Office (ICO) is looking for support to their ICO25 strategic plan in three key areas:

1. Development of an Enterprise Data Strategy
2. Conducting a Data Maturity Assessment
3. Supporting research activity and communication materials

Oakland has a proven track record of leveraging wide engagement and structured data maturity assessments to inform enterprise-wide data strategy development, communication and execution in large-scale, complex, and highly regulated environments across industry sectors. All three case studies included cover the ICO's ITT key requirements.

Our Guiding Principles

We have built an approach to data strategy development and implementation that condenses decades of experience into a set of clear guiding principles:

A. Data is Value

Too many data strategies are inward-facing, technology-centric and created in siloes.

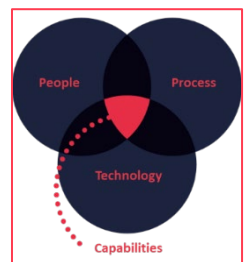
Our core belief is that a data strategy must be outward-facing and value-led. The goal of all investments in data and technology is to support growth and empower the organisation.



B. Capabilities

For any data and technology strategy to be successful, it requires a balanced approach across people, processes, data, and technology.

This is a capability-building mindset. We see data and analytics as more than numbers. It's a powerful set of capabilities that build on each other to enable organisations to drive value from their data.

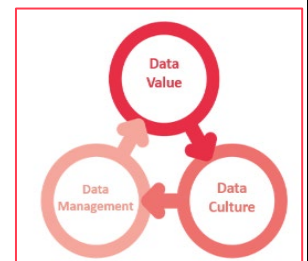


C. Stories, not Sermons

We see data strategy as a storytelling challenge.

For any data strategy to be effective it must have a compelling, relevant narrative. This centres around three core stories:

- *Data Value:* Exciting vision of how data delivers your future better organisation.
- *Data Management:* Which details the mechanisms you'll use collect, store, organise and safeguard data.

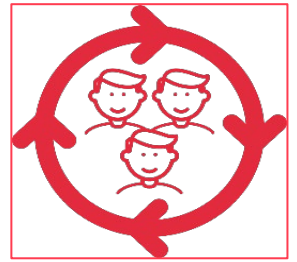


- *Data Culture:* Often overlooked; how the organisation needs to think, feel and behave towards data.

D. Co-discovery and Co-creation

A Data Strategy must reflect the goals, values and ideas of the entire organisation.

Working collaboratively and involving a wide range of stakeholders is core to our method. We see effective listening and shared experiences as a foundation for all good data strategy development.



Case Study 1: [Redacted] FOIA s.43 - Commercial interests [Redacted]

[Redacted]

[Redacted]

[Redacted]

- ! [Redacted]
- ! [Redacted]
- ! [Redacted]
- ! [Redacted]

[Redacted]

[Redacted]

[Redacted]

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Case Study 2: [Redacted] FOIA s.43 - Commercial interests [Redacted]

[Redacted]

[Redacted]

FOIA s.43 - Commercial interests

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Case Study 3: FOIA s.43 - Commercial interests

[Redacted text block]

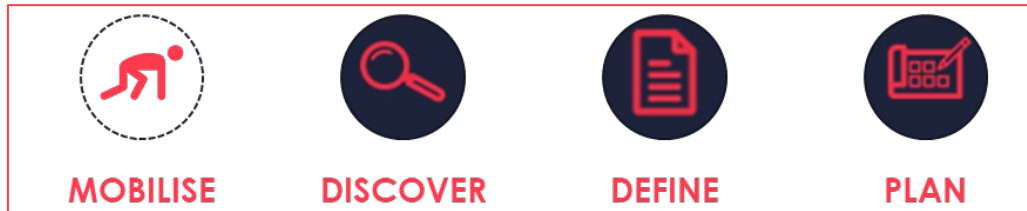
FOIA s.43 - Commercial interests

Words: 1,484

<p>Q.2.</p>	<ul style="list-style-type: none"> • Describe which methodologies or procedures your organisation proposes to use, to ensure a successful delivery of the proposed contract. Examples of case studies can be provided 	<p>10%</p>
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Answer:

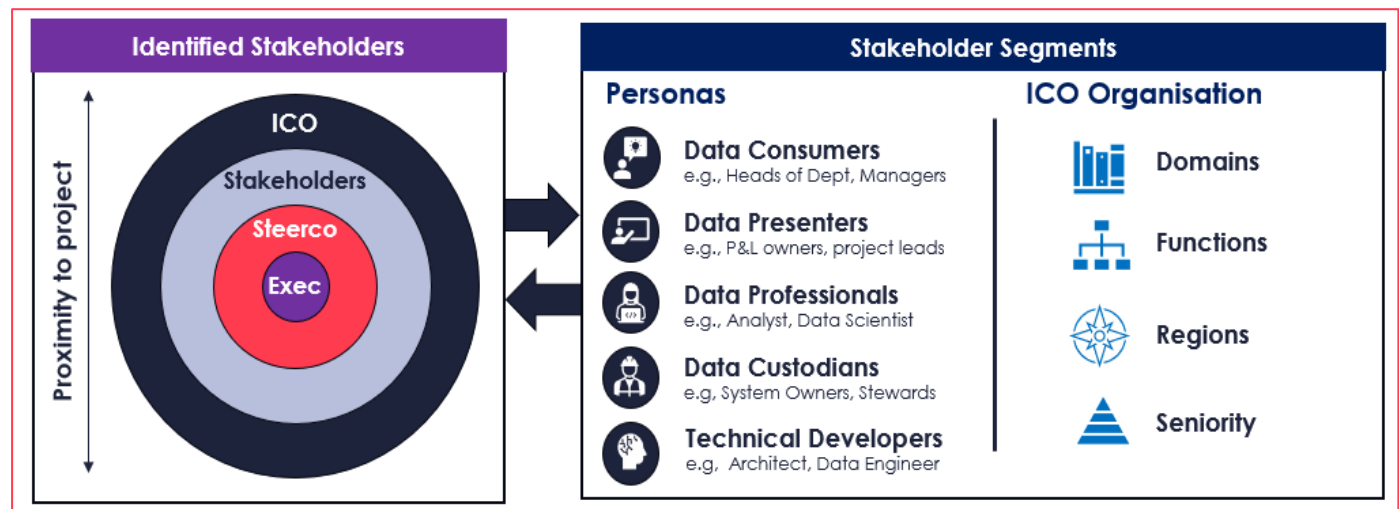
We will take a four-step approach (graphic below) to data strategy development and implementation planning over a period of up to 14 weeks. A detailed timeline is provided later with exact timings dependent on the extent of the periods for feedback and iterations.



Phase 1: Mobilise (1 week)

Given the importance of this project to ICO and the scale of engagement required, a strong start is essential. A 1-week mobilisation phase provides space for effective project kick-off. During Mobilisation, we will be identifying the stakeholders to be engaged with during the DMAG evidence gathering in the subsequent 'Discover' phase ensuring a wide range of views are included. In addition to the 60 stakeholders, there is a possibility to use internal data (e.g. usage statistics from reporting tools or Office 365 (if used) to identify additional key data users or stakeholders).

We will use a simple segmentation framework (below) to identify and ensure wide coverage of stakeholders across engagement themes and methods:



Key Activities and Deliverables:

Phase	Mobilise	Duration	1 week
Objectives	<ul style="list-style-type: none"> Rapid mobilisation of the project 		
Task	Activities	Deliverables	
Kick Off	<ul style="list-style-type: none"> Project kick-off meeting Confirm scope and timelines 	<ul style="list-style-type: none"> Project kick-off 	
Stakeholder Identification	<ul style="list-style-type: none"> Identify and segment stakeholders Agree engagement methods Initial stakeholder engagement 	<ul style="list-style-type: none"> Confirmed approach 	
DMAG approach	<ul style="list-style-type: none"> Confirm survey questions and distribution list Confirm DMAG detailed plan 	<ul style="list-style-type: none"> Confirmed DMAG approach and plan 	

Phase 2: Discover (4-5 weeks)

This phase will be based on a detailed assessment following the Data Maturity Assessment for Government (DMAG) framework to create a clear understanding of the current state and uncover the key gaps, opportunities and themes.

For effective evidence gathering, we will utilise stakeholder surveys, interviews, documentation reviews and engagement workshops.

On completion of stakeholder engagement and supplementary evidence gathering, a detailed maturity assessment report will be completed covering maturity scores and supporting evidence for key DMAG topics and themes, and:

- A data maturity assessment covering 'fitness for purpose' of ICO's strategic needs and ambitions (e.g. ICO 25)
- A summary of critical gaps and opportunity areas
- High-level example actions to reach the next maturity state per key DMAG topic
- A recommendation of the required target state per DMAG topic and theme, for discussion and confirmation.

We will present for approval the maturity assessment findings to the project steering committee (or other identified sign-off group).

We have a period of up to 1 week for feedback and iteration at the end of this phase to allow discussions and confirmation of the findings.

Key Activities and Deliverables:

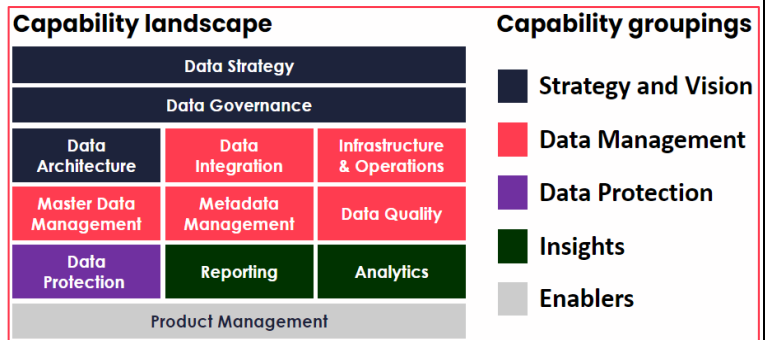
Phase	Discover	Duration	4-5 weeks
Objectives	<ul style="list-style-type: none"> Current state assessment across existing capability and discovery of desired future 		
Task	Activities	Deliverables	
Evidence Gathering	<ul style="list-style-type: none"> Stakeholder survey 3-4 half-day engagement workshops covering all four ICO sites Key stakeholder interviews (5-10) Documentation review Supplementary research 	<ul style="list-style-type: none"> Completed survey Compiled evidence base Summary of engagement 	
Analysis and Playback	<ul style="list-style-type: none"> Evidence analysis and scoring Analysis and scoring workshop DMAG report compilation and handover Summary report playback 	<ul style="list-style-type: none"> DMAG Assessment report Summary playback 	

Phase 3: Define (4-6 weeks)

The Define phase will focus on building a comprehensive Enterprise Data Strategy informed by the findings and key themes from the Discovery phase, covering:

- Setting a vision, scope and objectives for the future of data and analytics at ICO
- Identifying the critical cross-cutting changes and strategy components required to deliver the ICO’s vision for data
- Determining a set of principles accommodating ICO’s strategic objectives and aligning with the National Data Strategy’s ambition of leveraging existing UK strengths in digital and data to boost data usage across business, government, and civil society
- Ensuring high-level strategy coverage across data capabilities, functional areas and key data domains
- Ensuring sufficient detail and granularity in strategy recommendations to allow for business case creation and design and mobilisation of an implementation roadmap.

To develop the comprehensive strategy, we propose to utilise a data capability framework (see right) to complement the perspective and insights from the DMAG assessment, which provides a powerful ‘second lens’ to the DMAG topics and themes, and puts a clear boundary around the scope of data and analytics organisational capabilities.



We will use workshops, regular feedback loops, and check-ins to collaborate.

The Define phase will culminate in a strategy summary and playback to the ICO Management Board in November.

For engagement and discussion, we have allowed a flexible period of up to 2 weeks at the end of the Define phase for feedback and iteration.

Key Activities and Deliverables:

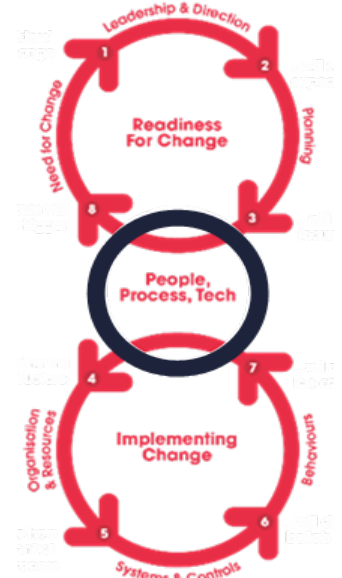
Phase	Define	Duration	4-6 weeks
Objectives	<ul style="list-style-type: none"> • Development of data vision, objectives and supporting strategy 		
Task	Activities	Deliverables	
Strategy design	<ul style="list-style-type: none"> • Visioning and objective-setting workshop • Design of key changes and high-level strategy domains including governance, organisation, data scope and data • Regular feedback loops and meetings 	<ul style="list-style-type: none"> • Strategic vision, scope and goals • Key changes and high level strategy components • Success measures and outcomes 	
Playback and Presentation	<ul style="list-style-type: none"> • Creation of summary presentation materials • Strategy playback/approval with key stakeholders • Feedback and iteration of proposed data strategy 	<ul style="list-style-type: none"> • Strategy documentation • Summary presentation materials • Playback session(s) 	

Phase 4: Plan (3 weeks)

Following the sign-off of the strategy vision and key changes, we will develop a high-level implementation plan, business case and initial supporting communications to guide strategy implementation. The Plan phase covers these activities, and would be the concluding phase in the design and development of the new data strategy.

In addition to an outline business case (following Green Book standards), we will produce an implementation roadmap covering strategy implementation actions within an overarching set of transition states and outline outcomes per phase. We will adopt the following principles to complete this:

- 1. Incremental delivery to start small and lock in gains:** A gradual deliver approach followed by future scaling typically works best; we will build a roadmap around transition states that build outwards from a 'minimum viable' initial set of contained, critical changes.
- 2. People-centric delivery:** Engagement, change management and communication will be central to the implementation roadmap. A figure of 8 model (see right) is a powerful way to guide change management planning.



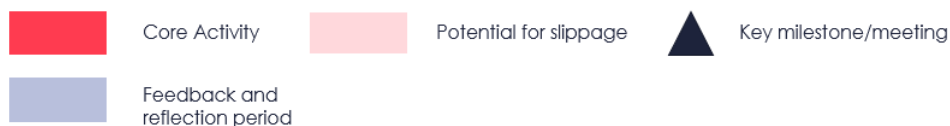
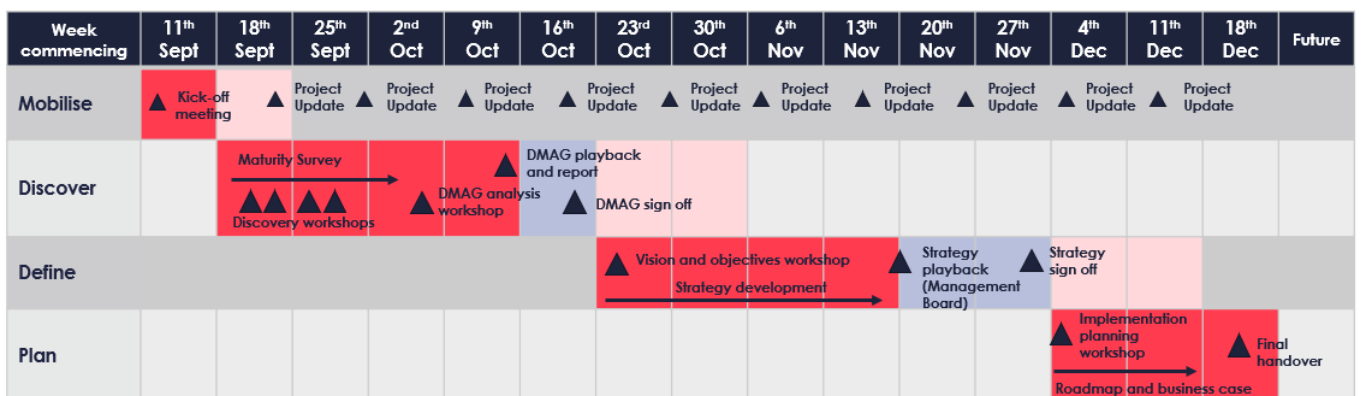
Additionally, we will produce short, high-level communication materials to summarise the new data strategy to internal and external audiences.

Key Activities and Deliverables:

Phase	Plan	Duration	3 weeks
Objectives	<ul style="list-style-type: none"> Development of business case, roadmap and high-level communication materials 		
Task	Activities	Deliverables	
Roadmap definition	<ul style="list-style-type: none"> Implementation planning workshop Documentation of plan 	<ul style="list-style-type: none"> High-level implementation plan 	
Business case design	<ul style="list-style-type: none"> Outline business case creation Approvals and sign off 	<ul style="list-style-type: none"> Outline, costed business case (following Green Book standard) 	
Comms materials	<ul style="list-style-type: none"> Creation of materials 	<ul style="list-style-type: none"> High-level communications materials 	
Close down	<ul style="list-style-type: none"> Project close down and handover 	<ul style="list-style-type: none"> Final documentation 	

Proposed Timeline:

Our proposed delivery timeline is built around the four key phases and associated activities set out above, with additional one and two-week feedback and iteration periods built in at the end of the 'Discover' and 'Define' phase to allow discussion and approvals.



Assumptions:

- The total number of stakeholders to engage with will be approximately 60, though additional stakeholders could be reached through passive survey methods
- In-depth interviews will be limited to a subset of up to 10 stakeholders
- Other stakeholders will be engaged via surveys, workshops or email
- Stakeholder interviews appropriately prioritised and attended
- All relevant ICO documentation (e.g. current strategy, organisation, data estate, and architecture) provided prior to project start
- Access to necessary ICO systems (e.g. email and SharePoint) and tooling within the data and analytics stack provisioned prior to project start
- Due to the pace of delivery on this project, we will require quick turnaround of deliverable review and sign-off; current expectation is three working days
- Maturity assessment and strategy playback/sign-off sessions will be limited to the project steerco and management board.
- High-level communication materials will be prepared to support wider internal and external communication but a wider engagement programme is not in scope
- Majority of work will take place remotely via videoconference (e.g. Microsoft Teams), with key workshops in person at ICO office(s)
- An initial outline, internal business case will be developed using Treasury Green Book standards and provide a ranged cost estimate to deliver the data strategy. Due to time constraints, the assumptions and inputs will be informed by the findings of the Discover and Define phases with limited additional research.

Project Management and Governance

We will deploy our proven management approach (ISO9001 and ISO27001 accredited). We will assign a dedicated Director (serving as escalation point) and Account Lead, and complete a Project Initiation Document outlining our approach, timeline, staff roles, engagement plan (reporting and meetings) and project delivery plan. A RAID (Risk, Assumptions, Issues, Decisions) log will be completed covering risks and mitigation actions.

The Account Lead will be the main point of contact, reporting on progress. Our Account Lead will operate a robust quality assurance and governance process:

- *Progress checks:* Regular meetings with ICO with deliverables sign-offs including proactive feedback cycles, progression reviews, and communication of any risks.
- *Delivery review:* Weekly internal meetings to ensure project is being delivered at a high standard, ensuring our project management tools, CMAP and Jira, are representative of the current project state.

To ensure quality was met, a final Project Close meeting will be conducted covering acceptance criteria, if ICO is satisfied with our work, and capture lessons learnt.

Words: 1,500

Q.3.	<ul style="list-style-type: none"> • Describe what expert skills your organisation may possess, to successfully deliver the outcomes detailed in the procurement brief. How quickly could your organisation mobilise resources to start the work required? Copies of CV's and experience can be provided. 	10%
<p>Answer:</p> <p>We have a history dedicated to delivering true, meaningful change</p> <p>Back in 1986, The Oakland Group initially started as an operational excellence consultancy embedding best practice quality solutions to enable complex global enterprises to enhance their processes, and develop their culture and leadership team. We quickly established a reputation for delivering meaningful change through our hands-on approach and practical solutions, which led to become a pivotal leader within the operational excellence and quality improvement field. Our CEO, John Oakland, became a world-leading top ten quality guru creating the book series 'Total Quality Management' which quickly became the best practice standard, and its principles being adopted by large-scale organisations operating across: Aerospace and Defence; Utilities and National Infrastructure; Government; Banking and Finance; Healthcare; Business Outsourcing; Telecommunications.</p> <p>Oakland is now a full-stack data consultancy covering data strategy right through to cloud engineering. We leverage data and digital technology with the users at the core, improving the quality of organisations, their products and services, and the development of their processes and people.</p> <p>The key to our success is being a dedicated data firm with full capacity and experienced resources across data strategy, governance, cloud engineering and platforms, and effective change management, meaning our clients benefit from having a dedicated Data Partner that can provide expert advice, recommendations, and strategies from design to implementation, to achieve their vision of utilising data regardless of their current state of data capabilities.</p> <p>As an SME, we have always believed in creating a co-creation culture whereby our consultants become a part of our clients' day-to-day operations when delivering projects to truly understand the culture, pain points, and potential opportunities. We support 'technology transfer' and endeavour to build sufficient knowledge and skills in our clients so they can support the project once our work is complete.</p> <p>Our consultants are fully equipped with the skills, knowledge, and experience to establish a robust enterprise data strategy for ICO. Given our history, we can cater to your current strategy needs, whilst providing the adaptability to extend and support you on the next steps of your journey, too.</p> <p>As a Data Partner, The Oakland Group will:</p> <ul style="list-style-type: none"> • Keep a relentless focus on delivering value and supporting growth and agility • Deploy dedicated and experienced experts covering the full end-to-end strategy and implementation lifecycle • Leverage our deep user understanding and knowledge of data industry best practice along with our relentless pursuit of high-quality delivery to create sustainable change <p>Establish strong account management roles and disciplines to coordinate delivery and provide exceptional service.</p> <p>Our Proposed Project Roles and Mobilisation</p> <p>We propose 5 key roles to complete the delivery of this project:</p>		

Role	Director	Account Lead	Strategy Consultant	Solution Architect	Business Analyst
Tasks	Provides overall assurance and alignment (this role is not charged)	Account Management and Oversight Deliverable quality assurance and workshop facilitation Point of escalation	Project leadership and delivery Lead overall discovery, documentation and definition of strategy and roadmap Day-to-day management and delivery of the project Creation of roadmap, business case, and communication materials	Review technology-related evidence and findings Create technology options and recommendations Informs the implementation plan and roadmap, highlighting technical dependencies	Support evidence gathering, workshops and documentation reviews as part of the 'Discover' project phase
Skills	Delivery Assurance. Relationship Management Issue Resolution Strategy.	Programme Leadership Relationship Management Workshop Facilitation Project management Agile working Issue Resolution	Strategic Analysis Stakeholder Interviews Strategy Development Storytelling Collaboration Op Model Design Business Case Development Implementation Planning	Technology Assessment Technology Strategy Technical Design Data Architecture Data Discovery Data Modelling Data Standards Implementation Planning Workshop facilitation.	Stakeholder Interviews Survey Creation Evidence gathering Requirements capture Process Analysis. Workshop Facilitation. Written and Oral Presentation

The diagram below shows our proposed project structure.

Alongside our core team, we are assuming there will be a Steering Committee or similar body composed of key ICO stakeholders who provide sign-off points, input to key workshops and subject-matter-expert input to the development of the strategy:



Example team members:

Please find attached in **Annex 1** typical CVs for our data strategy project teams. See below for a description of how we allocate staff to projects, and ensure that if these staff are not available we will provide similar resources with similar experience, qualifications and capabilities where required, on project agreement.

We can deploy swiftly after contract award

As a consultancy we are used to mobilising staff onto client projects. We typically operate 18 live clients (equating to 450 to 600 consultancy days per month) at any given time, evidencing our ability to run multiple projects simultaneously. We have a permanent workforce of nearly 100 staff; resource stability is supported by our strong staff retention of 90% over the last 24 months. Where required, we have long-standing contractors available as project contingency, of whom 85% have worked with us for more than three years. They are recruited using the same process as permanent employees undergoing company induction and skills vetting giving us greater flexibility to respond to workload increases.

The role of our Head of Operations (HOO) is to oversee project mobilisation and resourcing using our own resource management tool CMAP. The HOO creates and maintains a project-specific skills matrix. Each tender response submitted (including this one) is reviewed in our weekly resourcing meetings and using our skills matrix. Once a project is awarded the HOO confirms availability and assigns suitable staff.

Our expectation is that after contract award there is likely to be a 2-week standstill period. We would use the following week to work with the ICO to plan the mobilisation phase: to set up meetings with key stakeholders and enable our staff access to your building and any relevant IT systems. So we anticipate the project commencing 3 weeks after contract award, assuming we can align ICO stakeholders, set up access and complete contracts.

We can provide experts to help ICO to deliver future data requirements

Being a data specialist firm means in addition to the resources we have committed to this project, we are well positioned to support the ICO with any future data or analytics needs.

The resources we can supply include but are not limited to:

Subject Area	Data Engineering	Data Visualisation	Data Management	Data Science	Business Analysis	Leadership
Roles	Sr Data Architect Data Architect Sr Data Engineer Data Engineer Database Admin	Sr Data Visualisation Developer Data Visualisation Developer	Data Governance Analyst Data Quality Analyst Master Data Analyst Metadata Analyst	Sr Data Scientist Data Scientist Data Analyst	Product Owner Product Analyst Sr Business Analyst Business Analyst	Head of Data / Director of Data Data Governance Manager Lead Data Scientist Data Engineering Lead

We have a culture of being life-long learners, committed to delivering excellence

The Oakland Group have an embedded life-long learning culture allowing us to proactively empower our employees to learn and develop their skills, and acquire specialist knowledge in their career pathways, including staying up to date with new and emerging best practices within the fields of data, digital, and quality. We record and monitor our employees' experience and professional development through a cloud-based HR web application.

For professional development, we provide our employees with opportunities to improve by offering all staff 20 paid training days with a dedicated budget annually. Currently, our employees are undertaking Data and Digital qualifications with AWS, Microsoft, Starburst, and Google.

We are members of the Chartered Quality Institute and the Major Projects Association.

Our research and education arm, The Oakland Institute, works with leading universities and bodies like Chartered Quality Institute to identify emerging best practices within the operational improvement field in correlation with digital innovations. For example, we are currently delivering a research programme 'Quality 4.0' that is uncovering how practical principles can be deployed in large organisations (**FOIA s.43 - Commercial interests**) to manage digital innovations effectively. The findings and learnings from this allows us to refine our propositions and deliver methods to meet modern data and technology challenges faced by our clients.

We are a technology agnostic firm with strong partnerships across our community

The Oakland Group are an innovative leader within the Data Community and we built strong partnerships with leading technology providers including Microsoft, Amazon Web Services, and Starburst. **We are an Azure Solutions Partner.**

This involvement in the overall Data Community and our partnerships allows us early insights on trends and access to experts and the latest developments in the cloud data and analytics technology space. Being a technology agnostic firms means we are willing to invest our time and money into new technologies for the benefit of our clients.



We are also the proud co-founder of the Data Crowd, an open community of Data Practitioners in the north of England from data driven organisation such as ITV, Sky and Asda. This free quarterly event allows us to gather experts from the data community to speak on a panel about current trends, challenges, and issues being faced within our field, and how we can help our clients navigate such areas.

Words: 1,480

	Total marks available	50%
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Presentation/Interview Stage

Please note this is for information purposes only. The top three preferred bidders will be invited to present. *Do Not Complete at this stage*

Question	Score 25%
How will you bring together your experience, approach and resources to deliver this project? What is your outline plan? What differentiates your approach?	15%
How does your organisation manage risk and dependencies? What risks do you anticipate in this project and how do you propose to mitigate them? How will you manage dependencies and stakeholders?	5%
How will your approach to this project deliver Social Value?	5%

References

Please provide details of up to three of your existing or recent contracts that are similar and relevant to Information Commissioner’s requirements. Contracts for the supply of goods or services should have been performed during the past three years. The people named as contacts should be prepared to speak to Information Commissioner to confirm the accuracy of the information provided below if we wish to contact them. This will not be scored.

	Reference 1	Reference 2	Reference 3
Name of Organisation:	FOIA s.43 - Commercial interests		
Contact details:	FOIA s.40(2) - Personal data that doesn't fall under s.40(1)		
Contract details:	Dates: December 2021 – July 2022 FOIA s.43 - Commercial interests	Dates: June 2020 – Sept 2021 FOIA s.43 - Commercial interests	Dates: Sept 22 - April 23 FOIA s.43 - Commercial interests
Brief description of contract:	We delivered a Data Strategy to improve Data Quality and Management Information. The strategy covered all data capabilities from governance, data ownership, and technology. Please see our response to Q1, case study 3, for a fuller description.	We delivered a completed Data Capability Assessment, a 12-month data strategy roadmap and a data Target Operating Model (TOM). acquired clarity on what is required to sustain data-driven growth in the business through highly skilled teams, modern data infrastructure, robust data governance and clearly defined business processes.	We delivered a data strategy for the UK business of . Please see our response to Q1, case study 2, for a full description.

2. COSTS SCHEDULE

Guidance

Tenderers are referred to section 3 of the ITT (Part A) for further information on how costs will be evaluated and are advised to ensure that they fully understand the evaluation methodology to be used to assess costs. Costs will be evaluated using the following formula:

$(\text{Lowest cost} / \text{cost being evaluated}) \times \text{weighting} = \text{cost score for that Tender}$

EXAMPLE

If price has a weighting of 40% and bids are submitted as follows:

Bidder A = £1000.00

Bidder B = £2000.00

Bidder C = £4000.00

Lowest Price/Submitted Price x Price Criteria Weighting:

Bidder A = $\text{£}1000.00/\text{£}1000.00 \times 40 = 40\%$

Bidder B = $\text{£}1000.00/\text{£}2000.00 \times 40 = 20\%$

Bidder C = $\text{£}1000.00/\text{£}4000.00 \times 40 = 10\%$

Tenderers must take care to ensure they provide a cost for each item/element of the schedule as specified. Failure to complete the schedule in full may result in the Tender being rejected.

In the event you are unclear with regards to any section, please contact us. Contact details are provided in the ITT (Part A), section 1. All costs must be in pounds sterling.

1. Costs Tendered

Guidance

Please complete and return Appendix 2 – Pricing Schedule.

2. Further Cost Information

Tenderers are required to be clear about all costs that the Information Commissioner may incur if their Tender is chosen. If anything pertinent to the requirements and specification set out in this ITT (Part A) is not included in the costs quoted above you must clarify this using the box below.

If any item is not excluded or separately costed here as an addition, an optional extra or an expense, Information Commissioner will assume that it is included and the total costs of the Tender and the resulting Contract will be assessed and entered into on that basis if your Tender is chosen.

Tenderers should use this box to set out any additional relevant information necessary to support the costs quoted that is not provided elsewhere. This could include a summary of the assumptions you have made.

Additional Information Regarding the Costs Quoted:

3.FREEDOM OF INFORMATION EXCLUSION SCHEDULE

Tenderer's attention is drawn to the Conditions of Tender in section 6 of the ITT (Part A) and the terms and conditions of the Contract.

Tenderers should state here which items of information (if any) supplied by them in their Tender they regard as confidential or commercially sensitive or which should not be disclosed in response to a request for information under the Freedom of Information Act. Tenderers should state why they consider the information to be confidential or commercially sensitive and the period for which they feel it should remain confidential.

Tenderers must accept that ultimately disclosure of any information is at the sole discretion of Information Commissioner.

We declare that we wish the following information to be designated as confidential or commercially sensitive for the reasons and for the time period specified in the table below:

Relevant Tender Information	Exemption under FOIA (include section no.)	Reason for Suggesting Exemption Applies	Time Period
The three case studies referenced in Q1.	43. Commercial interests (commercially sensitive)	The case studies referenced in Q1 contains commercially sensitive information our clients. This information should not be obtained to anyone outside of ICO to maintain client confidentiality.	Contract duration
The reference details in reference section.	40. Personal Information (confidential)	The details pertain to confidential identifiable data of our clients. This information should not be obtained by anyone outside of ICO.	Lifetime
Names and CVs of proposed team (Q3, and CVs)	40. Personal Information (confidential)	The details pertain to confidential identifiable data of our employees. This information should not be obtained by anyone outside of ICO.	Lifetime
Pricing Schedule	43. Commercial interests (commercially sensitive)	Details our pricing models which is commercially sensitive.	Contract duration

FOIA s.40(2) - Personal data that doesn't fall under s.40(1)

Signed: 

Date: 3rd July 2023

Name of Signatory: Martin Pocock (Director)

Name of Organisation: Oakland Group Services Ltd t/a The Oakland Group

4. TENDERING DECLARATION

In response to the ITT for the provision of Consultancy Services – to provide an Enterprise Data Strategy dated 05/06/2023, We, the undersigned, confirm that in submitting a Tender that We:

- 1 undertake that the offer in the Tender shall remain valid and open for acceptance until the 30/08/2023 unless specifically withdrawn in writing;
- 2 certify that the information supplied in this Tender is accurate to the best of our knowledge and accept that any error, omission, false statement or misrepresentation could result in the rejection of this Tender or withdrawal of an award of the Contract at any stage of the procurement process;
- 3 understand that the Information Commissioner is not bound to accept any Tender it receives;
- 4 agree that the Information Commissioner may disclose any part of this Tender within Government for the purposes of ensuring effective cross-Government procurement processes and value for money purposes;
- 5 will contract and agree, on the acceptance of this Tender in whole or part, to perform the Services detailed in the ITT (Part A), at the prices and terms quoted in this Tender;
- 6 accept the terms and conditions of the Contract set out in the ITT and undertake to perform the Contract in strict conformity with those terms and conditions;
- 7 understand that my/our responses to the questions posed in the ITT, including any explicit or reasonably implied undertakings, will form part of the Contract if subsequently entered into between myself/ourselves and the Information Commissioner;
- 8 confirm that if my/our Tender is accepted I/we will, if required and upon demand, produce evidence that all relevant insurances and compliance certificates with relevant legislation and policy are held and in force;
- 9 certify that no grounds for mandatory exclusion apply to me or my organisation as set out in the Public Contracts Regulations 2015 paragraph 57(1)-(3);
- 10 certify that no grounds for discretionary exclusion apply to me or my organisation as set out in the Public Contracts Regulations 2015, paragraph 57(4)&(8) or where they do they have been fully explained to the Information Commissioner and all relevant information has been provided;
- 11 certify that We have not done, and We will not, at any time before the notification of Tender results, do any of the following:
 - 11.1 communicate to any person other than the Information Commissioner the amount or approximate amount of the proposed Tender, other than in confidence in order to obtain insurance quotations or guarantees required for the preparation of the Tender;
 - 11.2 enter into any agreement or arrangement with any person that he/she shall refrain from tendering or as to the amount of any Tender to be submitted;

11.3 offer any inducement, fee or reward to any officer or employee of the Information Commissioner or any person acting as advisor to the Information Commissioner in connection with the ITT or canvass the opinion of such persons on the content of this or any other Tender or on the award of the Contract;

11.4 offer to pay or give or agree to pay any sum of money or valuable consideration directly or indirectly to any person for doing or causing to be done in relation to this or any other Tender any act or thing of the sort described above;

11.5 committed any offence under the Bribery and Corruption Act 2010.

In the context of this clause the word 'person' includes any persons, body or association, corporate or unincorporated; and 'any agreement or arrangement' includes any such transaction, formal or informal, and whether legally binding or not.

12 We acknowledge that the Information Commissioner will rely upon the representations in this Tender response in selecting a preferred bidder and in the award of the Contract and may seek its wasted costs if any representations are materially untrue or incorrect (or later become untrue or materially incorrect in the absence of immediate notification by the Tenderer to the Information Commissioner).

This Tendering Declaration should be signed by a director, partner or other senior authorised representative in his/her own name and on behalf of the organisation.

FOIA s.40(2) - Personal data that doesn't fall under s.40(1)

Signed:

Date: 3rd July 2023

Name of Signatory: Martin Pocock (Director)

Name of Organisation: Oakland Group Services Ltd t/a The Oakland Group

5. DECLARATION OF INTERESTS IN OR CONNECTIONS WITH THE COMMISSIONER

Please tick the appropriate box for A or B and if B complete the table, adding additional lines if required:

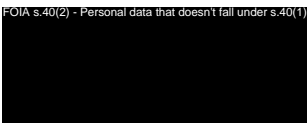
In response to the ITT for the Consultancy Services to provide an Enterprise Data Strategy dated 05/06/2023, We, the undersigned, confirm that in submitting a Tender that We:

A: do not have any interests in the business of the Information Commissioner nor do we have any personal, financial or business connections with any officer or employee of the Information Commissioner.

Or

B: have the following interests in or connection with the Information Commissioner:

Nature of interest or connection	Name of individual within the Information Commissioner's Office

Signed: 

Date: 3rd July 2023

Name of Signatory: Martin Pocock (Director)

Name of Organisation: Oakland Group Services Ltd t/a The Oakland Group

6. ENCLOSURES CHECKLIST

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS TENDER.

To ensure your Tender submission is evaluated properly the Information Commissioner needs to have a complete response from you.

Before returning this document, please check you have answered all sections and ensure that you have enclosed any relevant documents by completing the checklist below.

Please tick the appropriate box where you have completed the section.

CHECKLIST:	
Please also ensure that you have:	Tick Below
Completed section 1, Company Details.	✓
Answered all questions asked in section 2, Response to Requirement and Specification. <i>(Your tender will be non-compliant if you have not completed this schedule)</i>	✓
Completed section 3, the Costs Schedule, in full as directed. <i>(Your tender will be non-compliant if you have not completed this schedule)</i>	✓
Completed the Freedom of Information Exclusion Schedule in section 4.	✓
Signed the Tendering Declaration page in section 5. <i>(NB it must be signed by suitably senior personnel as directed)</i>	✓
Signed the Declaration of Interests or Connections with the Information Commissioner page in section 6. <i>(NB it must be signed by suitably senior personnel as directed)</i>	✓