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1. PURPOSE

- 1.1 UKGI's (UK Government Investments Limited) challenge is to maximise the use and economic impact of geospatial data created in the public sector, primarily by Ordnance Survey (OS), HM Land Registry (HMLR), UK Hydrographic Office (UKHO), British Geological Survey (BGS) and Valuation Office Agency (VOA) (but also others) while ensuring that it is financially sustainable and able to evolve to meet future needs.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 UK Government Investments Limited (UKGI) began operating on 1st April 2016 as a government company, wholly owned by HM Treasury (HMT), which brings together the functions of the Shareholder Executive (ShEx) (formerly part of the Department for Business, Innovation and Skills) and UK Financial Investments (UKFI) under a single holding company.
- 2.2 UKGI's purpose is to be the Government's centre of excellence in corporate finance and corporate governance.
- 2.3 UKGI's principle objectives are to:
- 2.3.1 prepare and execute all significant corporate asset sales by the UK government;
 - 2.3.2 advise on all major UK government financial interventions into corporate structures;
 - 2.3.3 act as shareholder for those arm's length bodies of the UK government that are structured to allow a meaningful shareholder function and for other UK government assets facing complex transformations (especially if governance is at the heart of a model change); and
 - 2.3.4 advise on major UK government negotiations with corporates.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 Geospatial data is data with an explicit location element to it. It is collected in a number of ways including earth observation/remote sensing i.e. satellite data, and aerial photography, and "ground truthing" methods such as surveying, and sensors.
- 3.2 The UK has world leading geospatial data and expertise but we need to ensure that it:
- 3.2.1 is used to maximum effect to support innovation and growth in the UK economy through process improvement as well as insurgent business models;
 - 3.2.2 supports Government priorities incl. housing;

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- 3.2.3 is used to maximum effect to drive efficiency and modern public sector services;
- 3.2.4 is funded and organised effectively and sustainably by Government; exploiting synergies across the public sector;
- 3.2.5 is future proof, ensuring that the UK has geospatial insights, commitment and data to support the next generation of requirements (and in particular those future requirements that are predictable, e.g. 5G, driverless cars, IoT- Internet of Things).
- 3.3 Geospatial data is created across Government. Including by OS, HMLR, Registers of Scotland, BGS, UKHO, VOA and the Coal Authority as well as a number of others.
- 3.4 The collection and exploitation of geospatial data is decentralised and relies on collaboration between departments rather than a “co-ordinating mind” that drives geospatial policy for the UK.
- 3.5 The Government has a manifesto commitment to create a new geospatial data body that brings together the relevant parts of OS, HMLR, UKHO, BGS and VOA. Planning and video games are highlighted as opportunities, but the economic potential is considerably broader (e.g. driverless cars, drones, 5G).

4. DEFINITIONS

Expression or Acronym	Definition
UKGI	UK Government Investments
OS	Ordnance Survey
HMLR	HM Land Registry
UKHO	UK Hydrographic Office
BGS	British Geological Survey
VOA	Valuation Office Agency
DCMS	Department for Digital, Culture, Media & Sport
DCLG	Department for Communities and Local Government
BEIS	Department for Business, Energy and Industrial Strategy
API	Application Programme Interface
IoT	Internet of Things
5G	5 th Generation Mobile Networks
HMT	Her Majesties Treasury
MOD	Ministry of Defence



HMRC	Her Majesties Revenue and Customs
GDS	Government Digital Service
Defra	Department for Environment, Food & Rural Affairs

5. SCOPE OF REQUIREMENT

- 5.1 The Potential Provider will work as part of a joint team on a high profile and high pace piece of work at the heart of Government. The Potential Provider will be asked to both lead work, support work and operate as part of a 'blended' team comprising of Civil Servants from across a number of Departments.
- 5.2 You will be working for John Manzoni, Chief Executive of the Civil Service, but will report to Claire Wren at UKGI, the overall project lead, on a day to day basis. Finished papers will be required and reviewed at the mid-point and end of the project by a Steering Board comprising senior officials from across Whitehall.
- 5.3 Any potential provider would need to have:
- 5.3.1 understanding of the digital economy;
 - 5.3.2 understanding of issues around data;
 - 5.3.3 understanding of organisational merger and transformation; and
 - 5.3.4 an ability to work in a cross-Whitehall environment.
- 5.4 There are two phases to this project, which cover: case studies; issues and options including options assessment; possible organisational structures; and possible objectives and projects.
- 5.5 The focus of this project is to have a recommended end state on scope, structure and priorities. An outline path to implementation should also be mapped out. The body itself (whatever the form) will then be best placed to take forward specific initiatives, policies and priorities.
- 5.6 Recommendations of the project should all be explicitly assessed against:
- 5.6.1 Feasibility – the organisations involved provide functions that underpin a range of vital activities which need to be maintained. The recommendations must be clear on the risk to these existing functions as well as the scale of the challenge of implementing any change (e.g. IT changes needed) and the scale of the risks.
 - 5.6.2 Legality – whether primary or secondary legislation is needed to deliver, and consideration of Intellectual Property Rights, general Data Protection regulation and Commissioners for Revenue and Customs Act.
 - 5.6.3 Propriety – including master project manager requirements.

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- 5.6.4 Value for Money – there is no need for a full Cost-Benefit Analysis at this point, but analysis of the options should include a sense of the main sources of benefits (and to whom they accrue) and a sense of likely scale for each that could be assessed in line with Green Book requirements. Similarly, the main costs and a sense of scale should be provided, including ongoing costs as well as initial transition. Costs should include IT changes needed.
 - 5.6.5 Competing policy priorities – potential conflicts should be highlighted, in particular impact on tax base, national security, protecting international agreements, or financial stability.
 - 5.6.6 Devolution impacts – as well as the overall body, individual policies may have devolution impacts which should be considered.

6. THE REQUIREMENT

6.1 The Potential Provider will be required to feed into wider discussions across the work as a whole, as part of the blended team but their key responsibilities will be leading work on during the following phases:

6.2 During Phase 1 (first month) – Overall deliverable is to produce an interim report.

6.2.1 International Case Studies.

6.2.1.1 This should be a short paper/slide (around 20 pages) pack covering the 5 most relevant international examples of excellence in public sector geospatial management. It will need to provide an overview of each comparison including the data they hold, a methodology for comparison to the situation in Great Britain/UK and a conclusion on what recommendations from this should feed into wider work. Existing work is available to be drawn from and you will have access to support from the UK's geospatial bodies.

6.2.2 Issues and opportunities - private sector (incl. housing).

6.2.2.1 This is a significant component of the overall work and should be delivered through a substantial paper/slide pack (40 pages) highlight the potential opportunities to support private sector growth through better use of geospatial data. Areas considered should include, but not be limited to: autonomous vehicles, smart cities, housing, videogames, communications and logistics. Your analysis should include an assessment of both current barriers and the potential economic value that could be released. You will be able to draw upon a range of existing material and direct support from officials in DCMS, DCLG and BEIS.

6.2.3 Method for options assessment e.g. vfm, feasibility etc.

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- 6.2.3.1 The project will cut across a number of departmental interests and therefore a robust and objective approach to measuring the relative merits of each option will be vital. This piece of work will be a relatively short paper/slide pack (5 pages) but will clearly articulate both the key qualities options will be assessed against but also the approach used to do so. Qualities will include but will not necessarily be limited to: value for money, feasibility, who benefits accrue to and will utilise [Green Book principles](#).
- 6.2.4 Shortlist of organisational structures to be further developed.
- 6.2.4.1 This work will develop a paper (20 pages) on models for how the current geospatial bodies could be reorganised to best support achievement of the projects outcomes. Approaches will include but not be limited to a web and API based model to provide a virtual merger, new forms of cross Whitehall governance and a classic bricks and mortar merger. Although led by UKGI this work will require guidance and support from you.
- 6.3 During Phase 2 (second month) - Overall deliverable is to produce a final report.
- 6.4 The Potential Provider will be required to lead drafting, but will also have significant support from the wider Civil Service project team on:
- 6.4.1 A proposal for a new geospatial body. This proposal will be a synthesis and enhancement of work in Phase 1 and is expected to be 20-30 slides or pages covering:
- 6.4.1.1 Form (options range from a new website to new forms of governance to a bricks and mortar merger;
- 6.4.1.2 Scope – both geographical and political;
- 6.4.1.3 Membership;
- 6.4.1.4 Remit;
- 6.4.1.5 High level operating principles;
- 6.4.1.6 High level financial plan.
- 6.4.2 Setting out a list of projects and objectives for the new grouping.
- 6.4.2.1 The list will need to include both a range of quick wins and longer term goals. The projects need to include a high-level assessment (based on the criteria agreed from Phase 1) to enable, as well as initial views on resourcing, timescales and



deliverables A range of projects already exists and work during Phase 1 will have expanded and increased the number of these. Details of previous relevant projects will be provided to the successful provider on commencement of this project.

6.5 The Potential Provider will also be required to attend various project meetings, these will include the Steering Group and Sounding Board:

6.5.1 Steering Group – oversight of project, discussing outcomes:

- Chaired by John Manzoni.
- Representatives from HMT, BEIS, DCLG, MOD, HMRC, GDS, DCMS and Defra.

6.5.2 Sounding Board – opportunity to ensure that organisations involved are adequately engaged in process and choices:

- Chaired by John Manzoni.
- CEOs and Chairs of involved organisations.

7. KEY MILESTONES

7.1 The Potential Provider should note the following project milestones that the Authority will measure the quality of delivery against:

Milestone	Description	Timeframe
1	Phase 1 – Delivery of Interim Report	13 th September 2017
2	Phase 2 - Delivery of Final Report	19 th October 2017

8. AUTHORITY’S RESPONSIBILITIES

8.1 The Authority will provide all necessary supporting documentation to the successful provider on commencement of the Contract.

8.2 All dedicated resource from relevant departments will be made available.

9. REPORTING

9.1 The Potential Provider will be required to report on progress on a weekly basis, as well as providing an interim and final report.

10. CONTINUOUS IMPROVEMENT

10.1 The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.

10.2 The Supplier should present new ways of working to the Authority during fortnightly Contract review meetings.

10.3 Changes to the way in which the Services are to be delivered must be brought to the Authority’s attention and agreed prior to any changes being implemented.



11. QUALITY

11.1 The interim report needs to be of a sufficient quality to be presented to the high-level Steering Group, while the final report must be suitable to be submitted to the Prime Minister.

12. PRICE

12.1 Prices should be submitted in pounds sterling and be inclusive of expenses and exclusive of VAT.

12.2 Prices are to be submitted via the Appendix E excluding VAT.

13. STAFF AND CUSTOMER SERVICE

13.1 The Authority requires the Potential Provider to provide a sufficient level of resource throughout the duration of the Provision of Consultancy Support Regarding Geospatial Data Contract in order to consistently deliver a quality service to all Parties.

13.2 Potential Provider's staff assigned to the Provision of Consultancy Support Regarding Geospatial Data Contract shall have the relevant qualifications and experience to deliver the Contract.

13.3 The Potential Provider shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

14. SERVICE LEVELS AND PERFORMANCE

14.1 The Authority will measure the quality of the Supplier's delivery by:

14.1.1

KPI/SLA	Service Area	KPI/SLA description	Target
1	Interim Report	Production of the interim report at mid-point	100%
2	Weekly Meetings	Attendance at weekly progress meetings	90%
3	Final Report	Production of final report at end point	100%

14.2 Where quality is not to the Authority's satisfaction all appropriate measures will be put in place by the Supplier to ensure that the deliverables are met to time and quality so as to ensure continuity within the project timetable.

15. SECURITY REQUIREMENTS

15.1 It is preferential that all contracting staff working on the project will have secured SC clearance prior to starting work on this project. However as a minimum Potential



Provider staff must have a Baseline Personnel Security Standard (BPSS) clearance or be prepared to undergo BPSS vetting.

16. INTELLECTUAL PROPERTY RIGHTS (IPR)

16.1 In line with the Terms and Conditions of Contract.

17. PAYMENT

17.1 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.

17.2 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

18. LOCATION

18.1 The location of the Services will potentially be carried out at the premises of UKGI – 1 Victoria Street London SW1H 0ET. However as this is a blended team approach Civil Servants within the team may be located within the provider's offices.