

**11 June 2025**

**Invitation to Tender and Specification**

**for**

**Data Strategy**

Skills for Care Ltd Registered Charity number 1079836. Registered in England company no.

3866683. Registered office West Gate, 6 Grace Street, Leeds, LS1 2RP Group VAT no. 135 5383 13

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Skills for Care

West Gate

6 Grace Street

Leeds LS1 2RP

**Specification for Data Strategy**

**Information for applicants**

**Background**

With the refresh of its corporate strategy and following recommendations from a wider target operating model review, Skills for Care is now seeking to strengthen its data capability across both its technology and organisational components. Our first step in this activity will be creating a data strategy and a clear implementation plan for its future execution.

The indicative budget for this work is £100,000 inclusive of VAT.

**Outline Specification/Project Objective**

This engagement will deliver a comprehensive **Data Strategy** that provides clear guidance and direction for the organisation’s data landscape. The strategy should be **practical, actionable, and aligned with best practices**.

Key areas the strategy must cover include:

* **Data Governance & Change Control:** Definition of governance structures, policies, processes, and change control mechanisms to manage data responsibly.
* **Skills, Roles & Responsibilities:** Identification of key roles, required capabilities, and resource models to support data management and governance.
* **Data Asset Inventory:** A mapped library of existing data assets, including metadata, system of origin, data ownership, and data stewardship responsibilities.
* **Data Quality Management:** Approaches and standards to ensure completeness, accuracy, and timeliness of data.
* **Data Security & Privacy:** Overview of applicable regulatory requirements (e.g. UK GDPR, NHS Data Security Standards) and recommended controls to ensure compliance.
* **Data Integration & Interoperability:** Current-state assessment and future-state design for integrating systems, both internal and external, ensuring interoperability and seamless data flow.
* **Technical Architecture:** Recommendations for data architecture, including how data will be accessed, processed, stored, archived, and secured.

**4. Deliverables**

The supplier will be expected to provide:

* A **Foundational Data Strategy Document**, encompassing all scope areas.
* A **Gap Analysis Report** highlighting current capabilities vs. desired future state.
* A **Roadmap with Prioritised Recommendations** for implementation.
* A **Mapped Data Asset Inventory**, as described.
* Presentations or workshops to **engage internal stakeholders** and ensure understanding and buy-in.

**Characteristics of the applicants**

* Proven experience in data strategy formation and execution.
* Technical knowledge and experience in data infrastructure, security standards and regulations.
* Experience of working with multiple teams and stakeholders within a dispersed organisation.

**Information for applicants submitting a tender for this project**

* Applicants should answer all questions. An authorised person/director should sign the tender.
* Applicants must not discuss the price with other parties. You cannot claim any monies in preparing your tender from Skills for Care.
* This process will be conducted to ensure that tenders are evaluated fairly to ascertain the most economically advantageous tender.
* By issuing this invitation to tender, Skills for Care is not bound in any way and is not obliged to accept the lowest or any tender.
* Pre-tender negotiations will not be entered into.
* Your response to our requirement will be evaluated as stipulated in the specification.
* Whilst every endeavour has been made to give tenderers an accurate description of Skills for Care requirement, tenderers should make their own assessment about the methods and resources needed to meet those requirements.
* Skills for Care reserve the right to accept a portion of any tender, unless the Tenderer expressly stipulates otherwise in their tender. Canvassing will result in disqualification.
* Your response to our requirement will be evaluated under the headings “Evaluation Criteria” and “Detailed Costings” will be weighted on a **60:40 split** between the quality aspects of your quote in the evaluation criteria (60%) and the price (40%).
* All successful Applicants will be required to enter into a formal contract with Skills for Care.
* Skills for Care requires Applicants and contractors to be in good standing with their relevant regulatory authority and we take submission and signature of this document to be an assertion that this is so.
* The closing date to submit this tender is Tuesday 24 June 2025 at 5pm BST. Shortlisted applicants will be notified on Friday 27 June 2025 and will be expected to present their proposal on Tuesday 1 July 2025. Applicants will be informed of the decision to award the contract by Wednesday 2 July. Every effort will be made to adhere to this date, but Skills for Care will not be held liable for any delay due to unforeseen circumstances.
* The expected start date of the project will be Monday 4 August 2025.
* Please contact [online@skillsforcare.org.uk](mailto:online@skillsforcare.org.uk) with any questions relating to this tender.
* Questions and responses will be issued to all tenderers anonymously.

Please complete this form and return it to Skills for Care at (online@skillsforcare.org.uk) by 5PM (British Summer Time) on **Tuesday 24 June.** Late tenders will not be considered.

### Tender

|  |  |
| --- | --- |
| From: |  |

|  |  |
| --- | --- |
| Project Title: | Data Strategy |

**By signing this form:**

* I/we declare we have not communicated to any other party the amount or approximate amount of the tender price and this is a bona-fide tender.
* I/we declare that we have not tried to obtain or sought to obtain confidential information from an employee or an ex-employee of Skills for Care.
* Skills for Care requires Applicants to be in good standing with their relevant regulatory authority and we take signature of this Invitation to tender an assertion that this is so.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Net** | **VAT @ 20%** | **Total Cost** |
| **The tender is for the sum of:** |  |  |  |

|  |  |
| --- | --- |
| Vat Number (If Applicable) |  |

The tender price is valid until (date)

|  |  |
| --- | --- |
| **Authorised Signatory:** |  |
| **Name (Block Capitals):** |  |
| **Position:** |  |
| **Date:** |  |

| APPLICANT DETAILS | | | |
| --- | --- | --- | --- |
| **Trading Name:**  *Please note that this must be the name of the consultant/organisation that will be the contracting party with SfC should this quote be accepted.* | | | |
|  | | | |
| **Registered Address:** | | | |
|  | | | |
| **Company/charity registration number** |  | **Unique tax**  **Reference number**  **(if sole trader)** |  |
| **Address for Correspondence (if different from above)**: | | | |
|  | | | |
| Telephone number: |  | | |
| E-mail: |  | | |
| **Details Of The Person Who Completed The Tender:** | | | |
| Name: |  | | |
| Position: |  | | |
| Telephone number: |  | | |
| E-mail: |  | | |

1 Evaluation Criteria

(Max of 5 points for each question, refer to the marking system in appendix 1)

|  |  |
| --- | --- |
| 1.1 | Please describe your proposed approach to this work, implementation and the methodology to be used. (Criteria Weight 50%) |
|  | |

|  |  |
| --- | --- |
| 1.2 | Please describe your/teams skills and experience and what role and responsibility they will have in delivery of the work. (Criteria Weight 10%) |
|  | |

|  |  |
| --- | --- |
| 1.3 | Please demonstrate your experience and understanding of developing a data strategy. Please add your comments to demonstrate how you would meet this criteria. (Criteria Weight 30%) |
|  | |

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| --- | --- |
| 1.4 | Please use this space to tell us about any added value you would bring to this project.  (Criteria Weight 10%) |
|  | |

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| **2 HEALTH AND SAFETY LEGISLATION (if applicable)** | |
| Please provide copies of the following documents and mark them with the appropriate question numbers for easy identification: | Please tick if enclosed  ü |
| An up-to-date copy (which should be not more than two years old) of your Health and Safety Policy Statement, signed and dated by your Chairman, or Chief Executive, or Managing Director, or Company Secretary. |  |
| Details of your safety organisation (structure, roles and responsibilities). |  |

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| --- |
| **3 INTERMEDIARIES LEGISLATION** |
| In accordance with changes in legislation Skills for Care will identify and determine the employment status of Individuals and Contractors supplying services via a Personal Service Company. Where applicable, Skills for Care will deduct and pay the relevant amounts of income tax and employees national insurance contributions from invoices. For further information regarding this see <https://www.gov.uk/guidance/understanding-off-payroll-working-ir35>  Please tick one of the following to determine if the legislation applies:   * Individual / Sole Trader * Partnership * Limited Company (not a PSC) / Public Body / Charity * Personal Service Company (PSC)  **(Tick here if you are the contractor providing services to Skills for Care and owner of the business)** |

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| **4 EQUALITY, DIVERSITY AND INCLUSION** | |
| It is the policy of Skills for Care to promote equality, diversity, and inclusion throughout all our activities, including those related to supplier selection. We are also required to ensure that we have a supplier chain (including our contractors) that do not obtain benefit in any way from criminal activity including Modern Slavery.  **Please complete the following questions:** | |
| Has your company, in the last 3 years, been found to be in breach of the Human Rights Act (and/or any UK equality legislation) covering discrimination on the grounds of Disability, Sex, Sexual Orientation, Nationality, Age, Religion or belief by any court, tribunal or hearing or had a notice under such legislation served to you by any law enforcement body OR if your business operates outside the UK, equivalent legislation in another country? | Yes  No |
| Has your business, in the last 3 years, been convicted of breaching any other areas of UK criminal legislation or undertaken activities in another country that could place you in breach of UK criminal law? | Yes  No |
| **5 MODERN SLAVERY ACT 2015** | |
| Please tick the following that apply  We have an up-to-date Modern Slavery Policy and are committed to eradicating slavery and human trafficking  We are currently working towards embedding a Modern Slavery Policy in the company and are committed to eradicating slavery and human trafficking  We are not required to have a Modern Slavery Policy but do agree with the principles of the Modern Slavery Act 2015  None of the above or not applicable – Please Explain  <https://www.gov.uk/guidance/publish-an-annual-modern-slavery-statement> | |

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| **6 CARBON REDUCTION POLICY** |
| *In 2019, the UK became the first major economy to adopt a legal commitment to achieve ‘Net Zero’ carbon emissions by 2050. Skills for Care fully support this and are currently implementing a Carbon Reduction policy to be transparent on how we intend to reduce our carbon emissions to zero by 2050.*  Please answer the following questions:  We have a Carbon Reduction Policy and agree with the principles outlined above.  We are currently working towards embedding a Carbon Reduction Policy and this will be implemented before Click or tap to enter a date.  We are not required to have a Carbon Reduction policy, but we agree with the principles and endeavour to do everything possible to reduce our organisations carbon emissions.  None of the above, please explain |

| 7 | INSURANCE | | | | | |
| --- | --- | --- | --- | --- | --- | --- |
| 7.1 | Please provide details of all insurance cover currently in force. [If your company’s tender is successful, adequate insurance cover will be required] | | | | | |
|  | **Please complete details and indicate the level of cover you have including details of the issuing company, policy number, cover provided and renewal date (and provide confirmation from your broker).** | | | | | |
| **Company** | | | **Insurer** | **Policy No.** | **Cover £** | **Renewal Date** |
| Public liability | | |  |  |  |  |
| Employer’s Liability | | |  |  |  |  |
| Professional Indemnity | | |  |  |  |  |
| **Professional Indemnity insurance is required for the duration of the contract. It should also provide cover for 6 years after the completion of the contract should any claim arise relating to the work undertaken.** | | | | | | |
| 7.2 | | Are there any outstanding claims against you? Please list as appropriate. | | | | |
|  | | | | |

8 Detailed Costings

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **8** | **Detailed costing against activities** | | | | | |
|  | | Proposed Activity *(Please add more rows to this table if necessary)* | Date complete | Net | Vat | Total Cost |
| 1 | |  |  |  |  |  |
| 2 | |  |  |  |  |  |
| 3 | |  |  |  |  |  |
| 4 | |  |  |  |  |  |

Appendix 1 – Scoring Matrix

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| --- | --- | --- |
| Score Key Assessment | Score | Interpretation |
| Excellent | 5 | Satisfies the requirement and demonstrates exceptional understanding and evidence in their ability/proposed methodology to deliver a solution for the required supplies/services. Response identifies factors that will offer potential added value, with evidence to support the response. |
| Good | 4 | Satisfies the requirement with minor additional benefits. Above average demonstration by the associate of the understanding and evidence in their ability/proposed methodology to deliver a solution for the required supplies/services. Response identifies factors that will offer potential added value with evidence to support the response. |
| Acceptable | 3 | Satisfies the requirement. Demonstration by the associate of the understanding and evidence in their ability/proposed methodology to deliver a solution for the required supplies/services. |
| Minor Reservations | 2 | Satisfies the requirement with minor reservations. Some minor reservations of the Applicants understanding and proposed methodology, with limited evidence to support the response. |
| Serious Reservations/Non-compliant | 1 | Satisfies the requirement with major reservations. Major reservations of the Applicants understanding and proposed methodology, with little or no evidence to support the response. |
| Unacceptable/Non-compliant | 0 | Does not meet the requirement. Does not comply and/or insufficient information provided to demonstrate that the associate has the understanding or suitable methodology, with little or no evidence to support the response. |