

GREATER LONDON AUTHORITY

[REDACTED]
[REDACTED]
(By email)

Our Ref: MGLA050521-2209

30 June 2021

Dear [REDACTED]

Thank you for your request for information which the Greater London Authority (GLA) received on 4 May 2021. Your request has been considered under the Freedom of Information Act 2000.

You requested:

Could I please request the following as a Freedom of Information request for the listed DOS tender (Greater London Authority City Data Sharing Platform - Discovery Phase):

- *The full bid response of the winning supplier to the tender*
- *The full tender response scores and feedback from the buyer*
- *Any other relevant information.*

Our response is as follows:

I can confirm that we hold information in scope of your request. Please find attached the full bid response of the winning supplier to the tender and the full tender response scores and feedback from the GLA related to the above.

Please note that some names of members of staff are exempt from disclosure under s.40 (Personal information) of the Freedom of Information Act. This information (slides 10, 11 and 14) would identify specific employees and as such constitutes personal data, which is defined by Article 4(1) of the General Data Protection Regulation (GDPR) to mean any information relating to an identified or identifiable living individual. It is considered that disclosure of this information would contravene the first data protection principle under Article 5(1) of GDPR which states that Personal data must be processed lawfully, fairly and in a transparent manner in relation to the data subject.

We have also redacted information on slides 6, 14, 17, 18 and 19 (delivery model, rates and charges, case studies)

This information is being withheld under section 43 (2) (Commercial interests) of the FOIA. Section 43(2) of the Act provides that information may be exempt information if the release of that information into the public domain (in response to a request under that Act) would, or

would be likely, to be prejudicial to the commercial interests of any person - the GLA itself, any company, or any other legal entity.

A commercial interest relates to a person's ability to participate competitively in a commercial activity and their ability to trade, i.e. the purchase and sale of goods or services. In this case, the release or publication of this information into the public domain would be likely to prejudice the commercial interests of Glue by giving competitors information about methods and pricing.

It is necessary to consider whether the public interest in maintaining the exemption and withholding the information is greater than the public interest in releasing the information.

In balancing the public interest in disclosure, we consider the greater good or benefit to the community as a whole if the information is released or not. The 'right to know' must be balanced against the need to enable effective government and to serve the best interests of the public.

- The GLA recognises the legitimate public interest in the release of information relating to expenditure, the use of public money and best value for the taxpayer.
- It would not be in the public interest to release information that would affect the free and fair competition of competing private commercial businesses in an open marketplace
- The public interest would not be met if the GLA released information that could result in the expenditure of further public money - disclosure by the GLA would be likely to have a detrimental effect on the procurement of services provided by third parties in future

The right to know must be balanced against the need to responsibly handle financial information. In balancing the public interest in disclosure, we consider the greater good or benefit to the community as a whole lies in maintaining the exemption.

If you wish to request further information, or if you have any further questions relating to this matter, please contact me, quoting the reference MGLA050521-2209.

Yours sincerely


Information Governance Officer

If you are unhappy with the way the GLA has handled your request, you may complain using the GLA's FOI complaints and internal review procedure, available at:

<https://www.london.gov.uk/about-us/governance-and-spending/sharing-our-information/freedom-information>

GREATER LONDON AUTHORITY CITY DATA SHARING PLATFORM

FEBRUARY 2021

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Proposed approach and methodology

Deliverables

Proposed Team Structure

Plan

Price & Value for money

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Glue Reply Overview



SUMMARY

WE UNDERSTAND YOUR SITUATION

- The Greater London Authority are in the process of redeveloping their city data sharing platform, The London Datastore, to support existing user needs and the long term vision for the platform. The London Datastore provides access to open data, enabling users to understand the city and develop solutions to London's problems.
- The original scope of acting as a simple repository for open data is no longer appropriate. The Data landscape has changed dramatically over the last 5 years, which has seen a rise in near-real-time data feeds alongside traditional batch based static tables and CSV files. In addition, new use cases include multiple organisations collaborating via the platform to conduct collaborative data analysis and exploration to support projects such as the Sharing Cities project.
- The GLA commissioned The Open Data Institute to conduct a 'high-level' discovery in 2019. The ODI identified 3 themes and 6 recommendations:

T1: BECOME A BETTER SOURCE OF DATA

- R1. Improve the findability of the data
- R2. Increase the variety and volume of data on the Datastore

T2: INVEST IN A DESTINATION FOR INSIGHTS

- R3. Showcase data reuse

T3: BECOME A TRUSTED GUIDE AND STEWARD

- R4. Document best practices
- R5. Champion standards adoption and development
- R6. Encourage and facilitate collaboration

YOUR REQUIREMENT

- The Greater London Authority require additional resources to work in close collaboration with the existing London Datastore team to develop the outputs of the ODI high level discovery prior to an Alpha phase. This will include:



USER STORIES



DEVELOPMENT
BACKLOG



TECHNOLOGY
SOLUTIONS
RECOMMENDATIONS



TEAM STRUCTURE



ALPHA ROADMAP



PROPOSAL

GLUE REPLY PROPOSE TO:

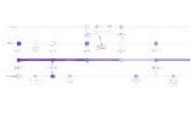
- Deploy an experienced team to expand the London Datastore team and extend upon the work completed to date including the ODI high level discovery. The team will conduct User Research, through workshops, 1-2-1 and multi party interviews. All outputs will be collated and reviewed alongside any additional relevant GLA / London Datastore artefacts, documents, policies and plans. The team will draft user personas, outline user journeys and clickable MVPs playing these back to stakeholders via 'show and tells' held periodically throughout the engagement. Glue Reply will engage data publishers and data users through the creation of a customer advisory board, ensuring regular feedback loops helping to shape the platform capabilities, mitigating against perceived engagement fatigue.
- Draft User stories, aligning with themes identified by the ODI report. This enables the London Datastore product owner to be flexible in their prioritisation of the development backlog, centering releases around minimum functionality whilst maturing in later releases. Following completion of the user stories, the team will identify the candidate technology components required to deliver the new platform, increased scope and new use cases. We will deploy our vendor assessment framework to accelerate this process, guided by an agreed set of principles and identify quick wins that can accelerate the delivery.
- Work with the Product owner to develop the outline Alpha plan, including the team required to deliver and support the new platform. This will include a number of review sessions with internal and external stakeholders, enabling the team to test hypothesis against peoples knowledge or against material evidence, refining recommendations and defining the final Alpha delivery roadmap. The roadmap will include a high level migration approach, defining 'parallel run' and 'cut-off' scenarios for the new platform.
- Glue Reply will work to establish an open, transparent, collaborative approach to delivery, engaging with stakeholders, deploying our toolkits and frameworks to accelerate delivery. Our OneTeam approach brings stakeholders (internal, external and 3rd party suppliers) together ensuring an open and transparent decision making process is fostered across the team, with knowledge sharing an openness across all stakeholders driving towards successful delivery.

USER RESEARCH

PERSONAS



JOURNEYS



USER STORIES

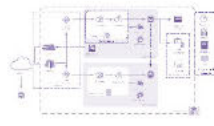


BACKLOG & TECHNOLOGY COMPONENTS

DEVELOPMENT BACKLOG



TARGET ARCHITECTURE



DELIVERY ROADMAP

TEAM STRUCTURE



DELIVERY PLAN



APPROACH & METHODOLOGY

SUPPORTED BY OUR AGILE DELIVERY MODEL & TOOLKITS TO ACCELERATE DELIVERY

User Research

1. Review existing materials
2. Conduct stakeholder, SME, User Interviews
3. Create MVP prototypes
4. Establish Customer Advisory Board

Backlog & Technology Components

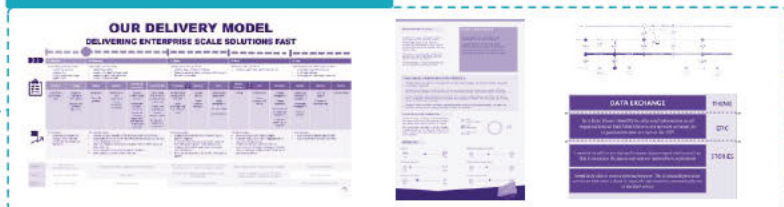
1. Refine development backlog
2. Identify, review and recommend technology components
3. Identify quick wins

Delivery Roadmap

1. Define team structure required to deliver & support new platform
2. Assess existing capabilities to support the delivery
3. Outline migration approach and identify dependencies
4. Define implementation roadmap, highlighting potential roadblocks
5. Define indicative timelines for implementation

Governance/ Stakeholder Engagement / Programme Reporting

AGILE DELIVERY MODEL



TECHNOLOGY ASSESSMENT

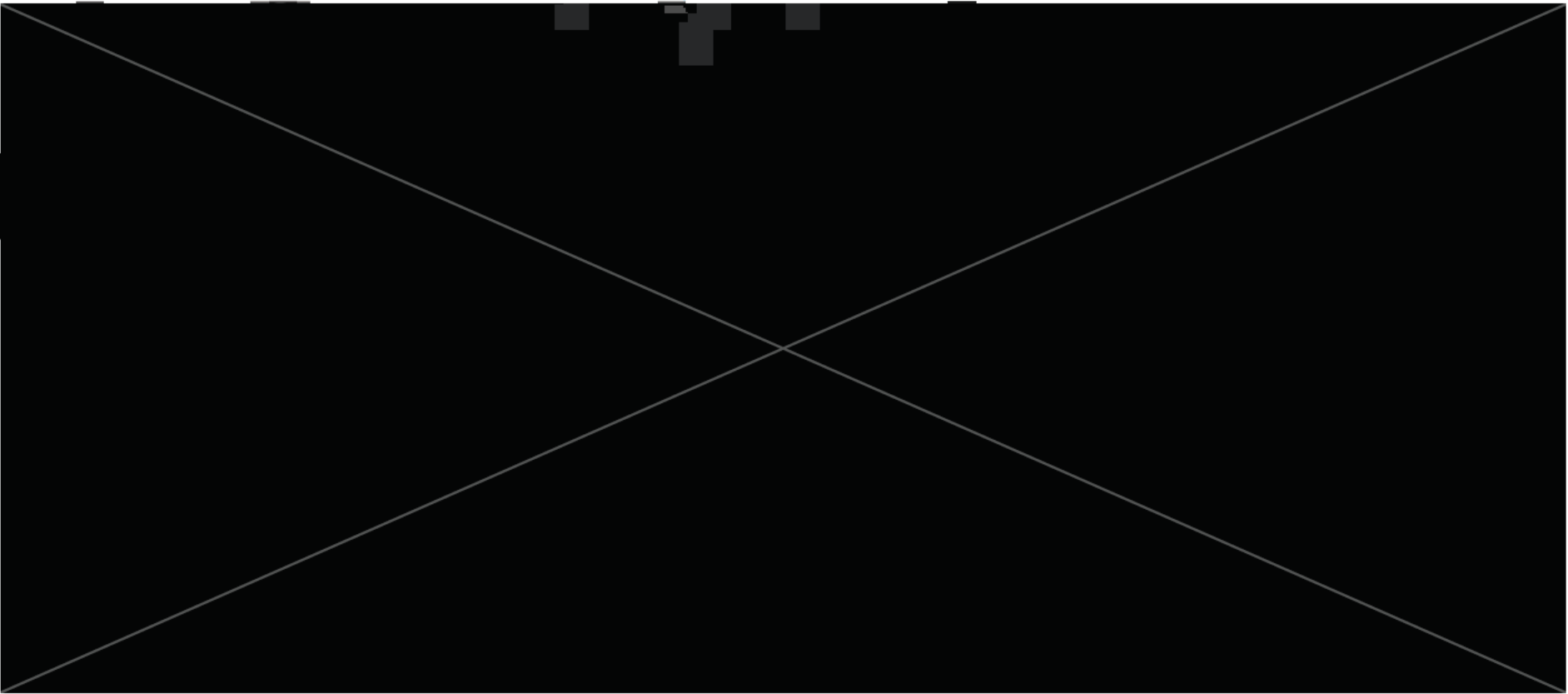


DELIVERY ROADMAP



OUR DELIVERY MODEL

DELIVERING ENTERPRISE SCALE SOLUTIONS FAST



DISCOVERY

DEVELOPING A CLEAR UNDERSTANDING



Discovery



TECHNOLOGY ASSESSMENT

SELECTING THE RIGHT COMPONENTS FOR THE LONDON DATASTORE

DISCOVERY

COMPONENT
ASSESSMENT

COMMERCIAL
ASSESSMENT

RECOMMENDATIONS &
ALPHA PLANNING



DELIVERABLES

KEY OUTPUTS ENABLING THE DELIVERY OF AN ALPHA SOLUTION FOR THE LONDON DATASTORE

USER RESEARCH

1. User Personas

Details the understanding of individual users across the platform.

2. User Journeys

Maps out the interactions of the individual users across the platform

3. User Stories

Details the software feature written from the perspective of the user.

4. MVP prototypes

Insight-driven wireframes wireframes to test hypothesis.

5. Customer Advisory Board

The CAB provides a central forum to ensure that external users are considered in the user research.

BACKLOG & TECHNOLOGY COMPONENTS

1. Development Backlog

refined and prioritized backlog, including defined epics, features and user stories aligned to ODI themes.

2. Technology Recommendations

Completed Scoring Matrix, Evaluation Report with recommendations and License models and commercials

3. Quick Wins – Identify potential improvements to remove existing pain points that can be realised early within a roadmap.

DELIVERY ROADMAP

1. Team Structure

SFIA based definitions of roles and capabilities required to deliver and support the platform.

2. Delivery Roadmap

details the work streams for people, process and technology to deliver and support the new platform.

3. Detailed Plan

produce a detailed plan for delivering the new platform including milestones and deliverables.



TEAM STRUCTURE

WORKING TOGETHER AS AN INTEGRATED TEAM

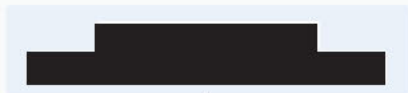


GREATER
LONDON
AUTHORITY

LONDON DATASTORE

Jeremy Skinner
Assistant Director for Strategy
and Intelligence

Theo Blackwell
Chief Digital Officer



**Digital Communications
& Data Innovation**

**Digital
Transformation**

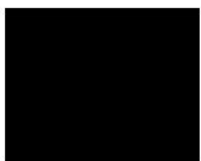


Data Publishers

Data Users



MEET THE TEAM



- Extensive Stakeholder management work from requirement gathering and resolving issues.
- Experienced leading and facilitating workshops for Stakeholders to conduct end-user research as part of discovery phase.
- Experienced in creating product development backlogs from user stories including refinement and prioritisation alongside product owner.



- Experienced in research data management, including curation of data outputs.
- Experienced in the development of data safe havens for hosting & analysis of sensitive datasets in cloud platforms
- Developed data sharing and statistical disclosure control methods for Trustworthy Research Environment.
- Experienced in establishing standards and best practices for data stewards and analysts.



- Experienced in evaluating platform architectures, identifying and appraising candidate components to deliver a new solution.
- Produces system architecture and develops a conceptual architecture to underpin the delivery roadmap
- Ensures new components integrate within the existing enterprise architecture landscape from the people, process and technical perspectives.



CULTURAL FIT

KNOWLEDGE SHARING ACROSS THE INTEGRATED TEAM



NEED

WHAT NEEDS TO BE KNOWN?

Target business outcomes largely dictate the information that should be known.



ACQUISITION

HOW BEST TO ACQUIRE INFO & INSIGHT

Leverage standard checklists (aligned to stage-gate) to determine the status of what's available, where.



RETENTION

HOW TO STORE AND SHARE KNOWLEDGE

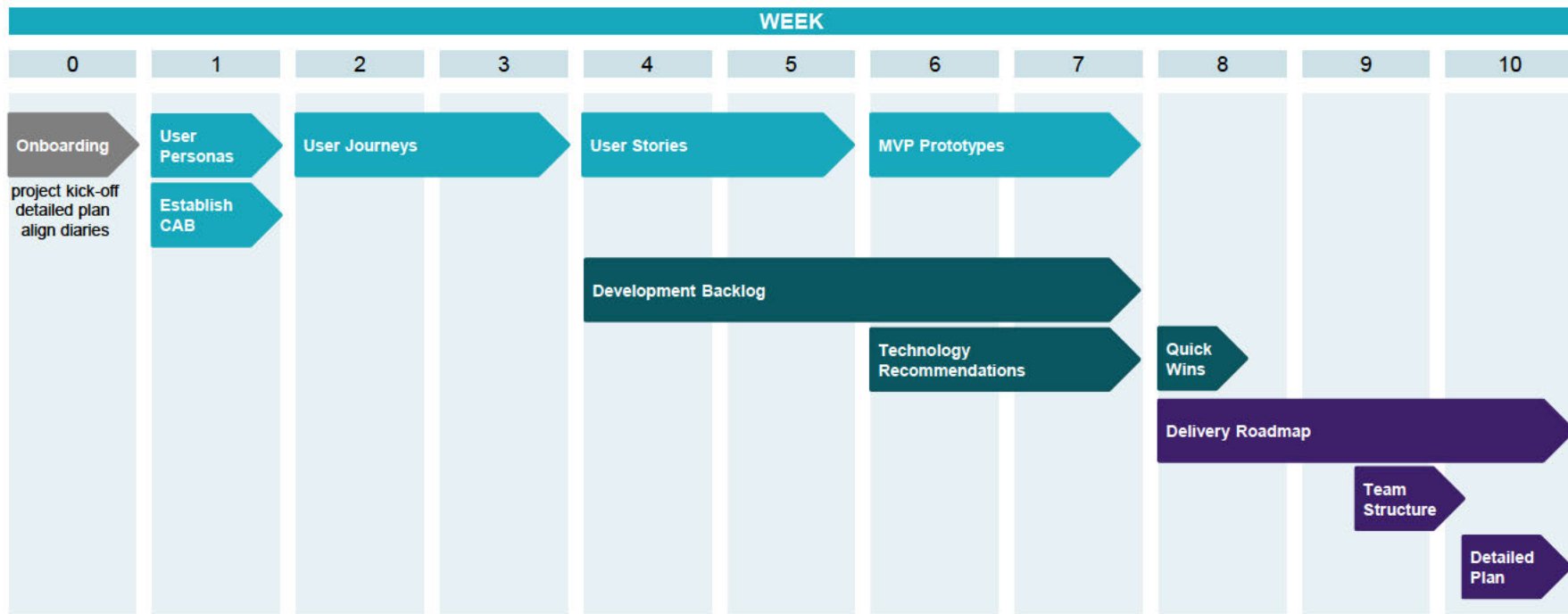
Retain explicit deliverables, capture and document tacit and embedded knowledge specific to outcomes to be achieved.

EXPLICIT	<ul style="list-style-type: none">Asset Collection.Codified / documented knowledge.Previous initiatives / input documents.Existing deliverables (e.g.: ODI Report)	<ul style="list-style-type: none">Asset Review.Technology essential to enable acquisition and storage of knowledge.	<ul style="list-style-type: none">Tooling to be agreed (e.g.: SharePoint, teams, or other existing GLA knowledge base).
TACIT	<ul style="list-style-type: none">Rooted in context, experience or past practice - hard to communicateResides in individuals minds (e.g.: the approach adopted to create ODI report, including who was consulted, when)	<ul style="list-style-type: none">Knowledge Transfer Sessions.Understand approaches / ways of working.Transferred through socialisation (structured interviews, formal 121 and/or informal meet and greets / Q&A or Labcamp activities)	<ul style="list-style-type: none">Enable effective coaching; relevant experts to be engaged as required.Tacit knowledge to be documented (e.g.: within 101 / how-to guides held on wiki).
EMBEDDED	<ul style="list-style-type: none">Locked into established policies, process or business rules.Not always apparent from what's been written (e.g.: any assumptions that gave rise to specific points within the ODI report).	<ul style="list-style-type: none">Knowledge Transfer SessionsUnderstand formal and informal controls, schedules and routines.	<ul style="list-style-type: none">As above



INDICATIVE PLAN

DELIVERING FOUR GLA OBJECTIVES, FUNCTIONAL REQUIREMENTS, VALIDATION OF USER NEEDS, TECHNOLOGY RECOMMENDATIONS AND PLATFORM DELIVERY TEAM



PRICE

RESOURCE COST PROFILE

	Effort	Estimate	Name	Rate	Discount	Charge	Charge
Senior Business Analyst							
Senior Data Architect							
Senior Solution Architect							
							£ 49,725

Value for Money

Glue Reply works extensively across Government Departments and understands that Value for Money is key when considering any activity and commercial relationship. We believe this to build a strong working partnership we need to be transparent and provide models to support organisations like the Greater London Authority to realise their value for money.

Focus on Outcomes – Glue Reply focuses on delivering outcomes and has been recognised by Gartner for Business Outcome Driven Enterprise Architecture Consulting. Working with the GLA we would ensure that the activities undertaken would contribute to the outcome and that time or money is not spent on activities when not necessary.

Business Case – Glue Reply works with many of its Government clients to develop the right business case, for example with the Ministry of Justice we are focusing exclusively on Contract Value Realisation, which will release funds back to the service. Business Cases help to ensure the benefit is truly understood and different approaches considered to realise the best value for money.

Rates & Commercial Models – Glue Reply charges competitive rates compared to comparable consultancies, also we fully align to SFIA models to ensure transparency and consistency across a recognised model. Furthermore Glue Reply are more than willing to explore different commercial models, ensuring the right outcome at the right cost can be realised. This can go beyond Time & Material models to fixed price but also beyond this to Risk / Reward models and gain shares.

Value Add – Glue Reply provides a multiple value add services above and beyond the agreed contract. For many of our customers we agree on a quarterly basis the activities we will conduct to support the organisation and the teams within.

About the cost model

- Costs are based on the agreed rate card less a discretionary discount.
- Resource availability is accurate as at 15th February 2021; any delay to the start of the engagement may result in a change to resource availability.
- Rate excludes travel and subsistence / expense provision which will be charged as incurred.
- All prices quoted are exclusive of VAT. The outcomes will be delivered on a time and materials basis.
- Glue Reply anticipates that engagement will run for 3 months and assumes active engagement of key GLA and London Datastore resources throughout the duration of the engagement.
- Glue Reply operates a flexible resource model; subject to notice individual team members may be added, removed or substituted in-line with emerging programme needs.

Glue Reply would welcome the opportunity to discuss commercial terms at any future clarification meeting



RISKS & DEPENDENCIES

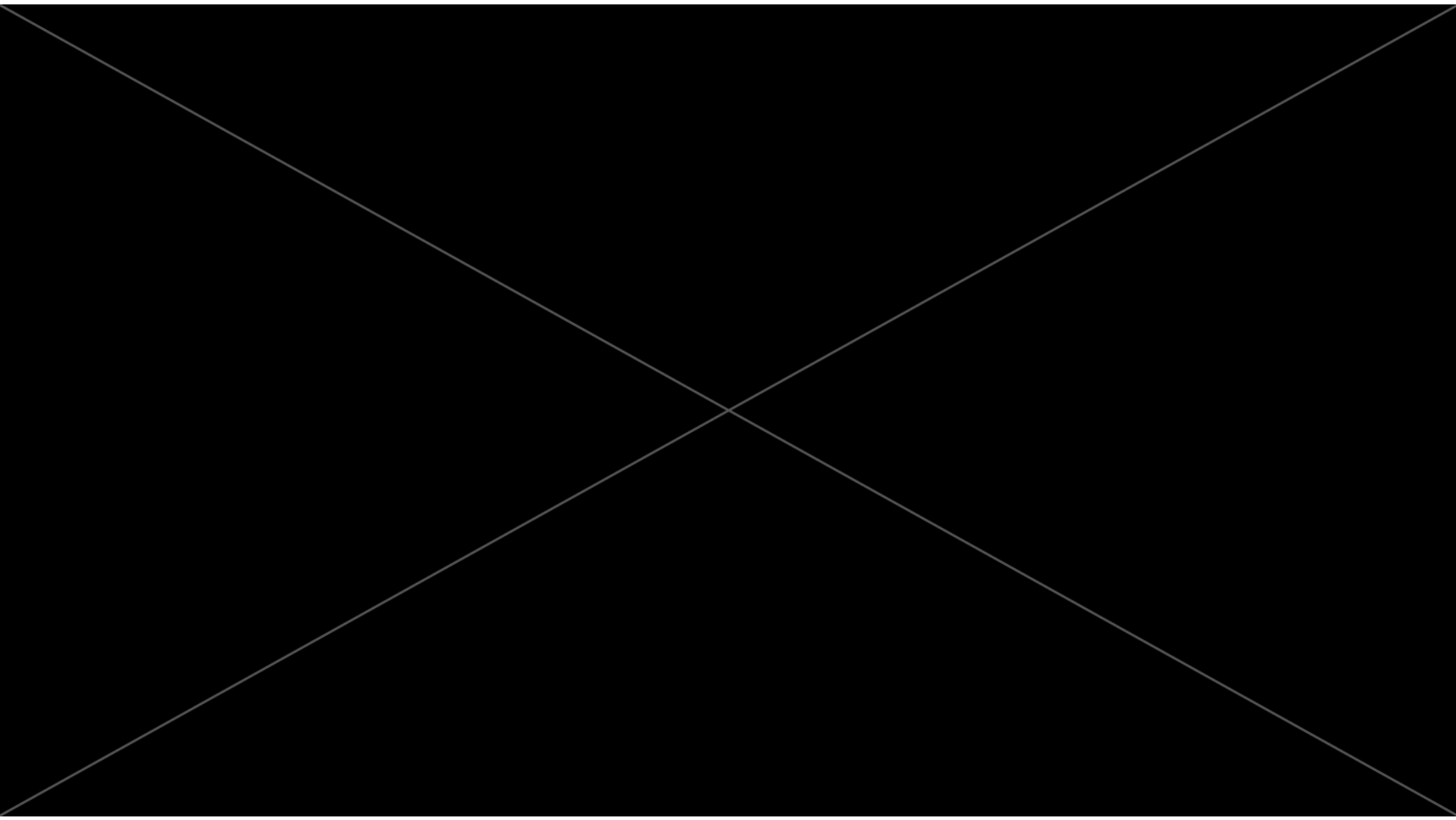
WE WILL MANAGE RISKS TRANSPARENTLY VIA A CENTRAL RAID LOG THROUGHOUT THE PROJECT

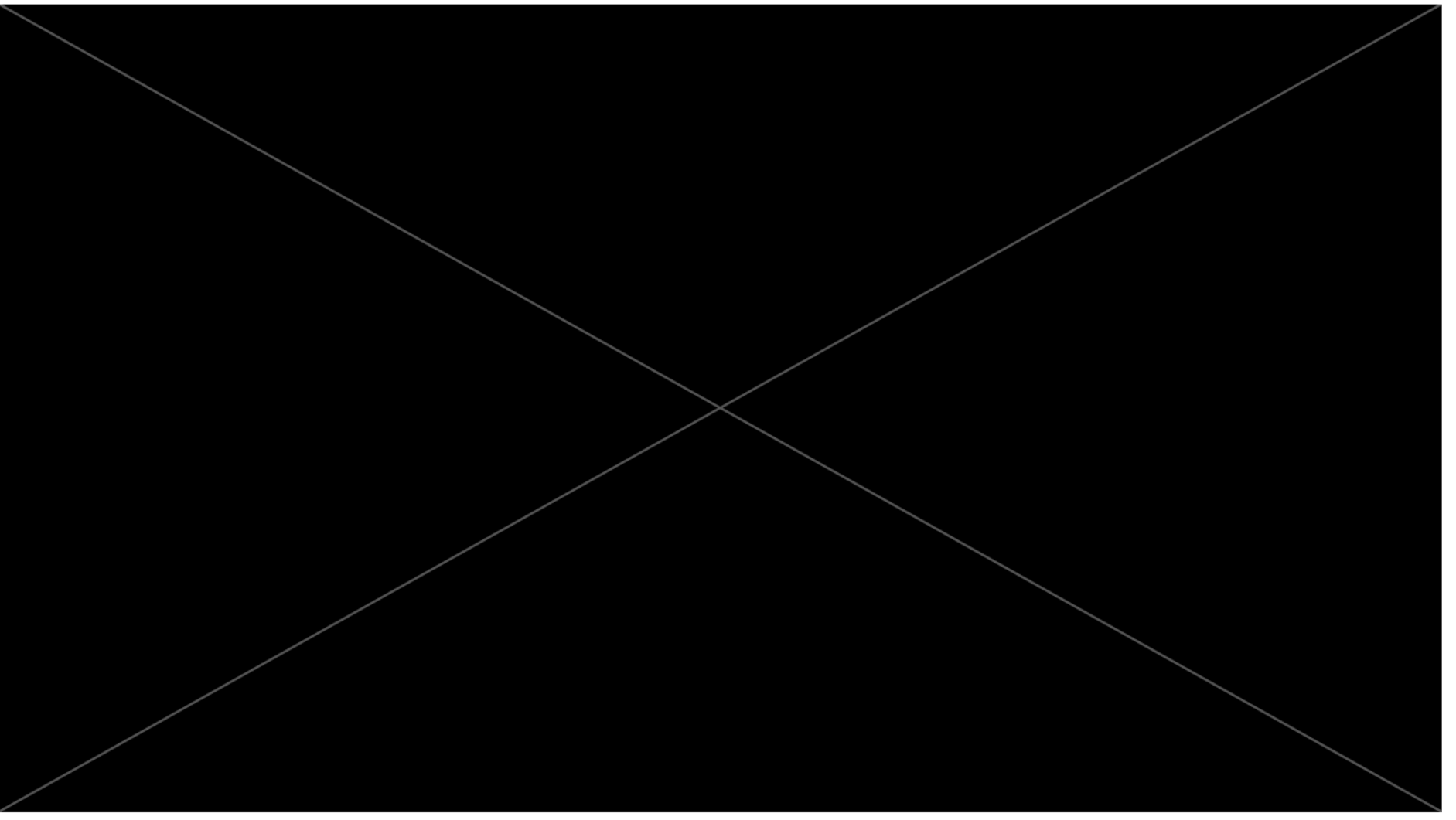
KEY RISKS	MITIGATIONS
Artefacts and documents are not provided within days of identification, that causes delay.	We will confirm artefacts requested and from whom in follow up emails, with an appropriate reminder. We will hasten and re-engage with stakeholders and seek support from the GLA Product Owner.
Subject Matter Experts not available to support discovery sessions	During the onboarding phase of the project and kick-off meeting, we can highlight the relevant stakeholders to guarantee their availability as far in advance as is practically possible.
Engagement fatigue of from process being stretched out over multiple years.	Glue Reply would introduce a Customer Advisory Board, to engage and motivate data publishers and data users most active on the platform. This enables direct communication ensuring regular feedback loops helping to shape the platform scope and capabilities.
Balancing solution delivery during short term and aligning strategic objectives in the medium to longer term.	Reply will ensure delivery is not impacted and aligns with the overall strategy, capturing any technical debt transparently & a plan for resolution.
COVID-19 – risk of delay due to impact of lockdown measures and self-isolation periods from GLA, external suppliers and Glue Reply falling ill or looking after dependents as a result of positive tests.	The project team will follow NHS England, Government, Glue Reply and GLA specific guidance in response to working arrangements during COVID-19 lockdown measures Its anticipated that this work can be completed remotely with attendance at daily standups, and when socialising progress at fortnightly reporting 'show and tell sessions' with key stakeholders At this stage, its anticipated all meetings will be carried out remotely using collaboration tools such as MS Teams.

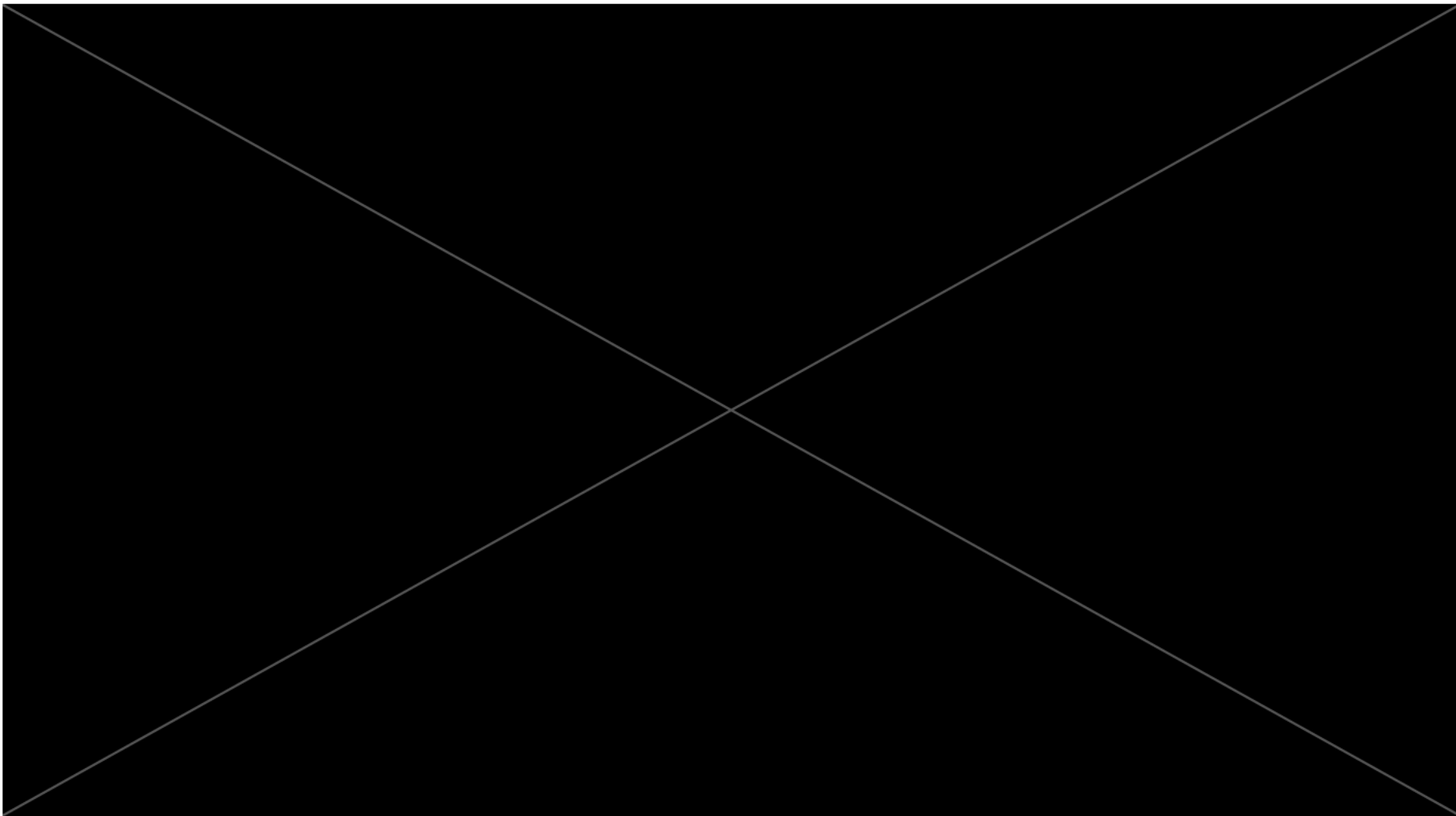


SUBSET OF RELEVANT CASE STUDIES









GLUE REPLY OVERVIEW



GLUE REPLY

GLUE REPLY IS A LEADING UK BASED ARCHITECTURE CONSULTANCY FOCUSED EXCLUSIVELY ON OPTIMISING IT/BUSINESS ALIGNMENT AND MINIMISING THE COST OF BUSINESS AND TECHNOLOGY CHANGE. OUR CORE PROPOSITION IS TO HELP ORGANISATIONS MAXIMISE THE VALUE FROM THEIR CHANGE AND TECHNOLOGY INVESTMENTS BY HELPING THEM DEFINE, DESIGN, IMPLEMENT AND RESOURCE BEST PRACTICE.

Strategy & Architecture

Defining the future IT Strategy to deliver the capabilities required by the business and the architecture to underpin this.

Business Change

Helping organisations to define and communicate their business direction through from design to transformation

Data & Information

Helping organisations unlock the value of strategic asset that is their data through defining a common data structure and aligning the overall architecture to the business needs.

Integration & Collaboration

Defining and delivering best in class solutions that meet the needs of the Enterprise. Enabling organisations to exploit changes in the market through effective technology and business integration.



Glue Reply Recognised by Gartner

Gartner®

Market Guide for Business-Outcome-Driven
Enterprise Architecture Consulting



REPLY – A KEY PLAYER IN THE DIGITAL TECH ECOSYSTEM



Worldwide Cloud Partner of the Year

Microsoft Azure Expert Managed
Services Provider (MSP)

Digital Transformation Partner of the
Year

Microsoft Most Valuable Professional
Program (MVP)

Microsoft Technology Adoption
Program (TAP)

Gold Application Development
Gold Application Integration
Gold Cloud Platform
Gold Intelligent Systems
Silver Application Lifecycle
Management



Google Cloud Platform

Worldwide Premier Consulting Partner



Worldwide Premier Consulting Partner



Digital Experience Gold Partner



Platinum Consulting Partner

ORACLE®

Cloud Partner of the Year
First Best Technology Partner
Customer Excellence Partnering



SAP Hybris Global Service Delivery
Partner of the Year
SAP Quality Award Excellence
Winner

HANA Innovation Germany & Italy
SAP Quality Awards Bronze Winner
HANA Innovation EMEA
Winner SAP and Google Glass
Challenge



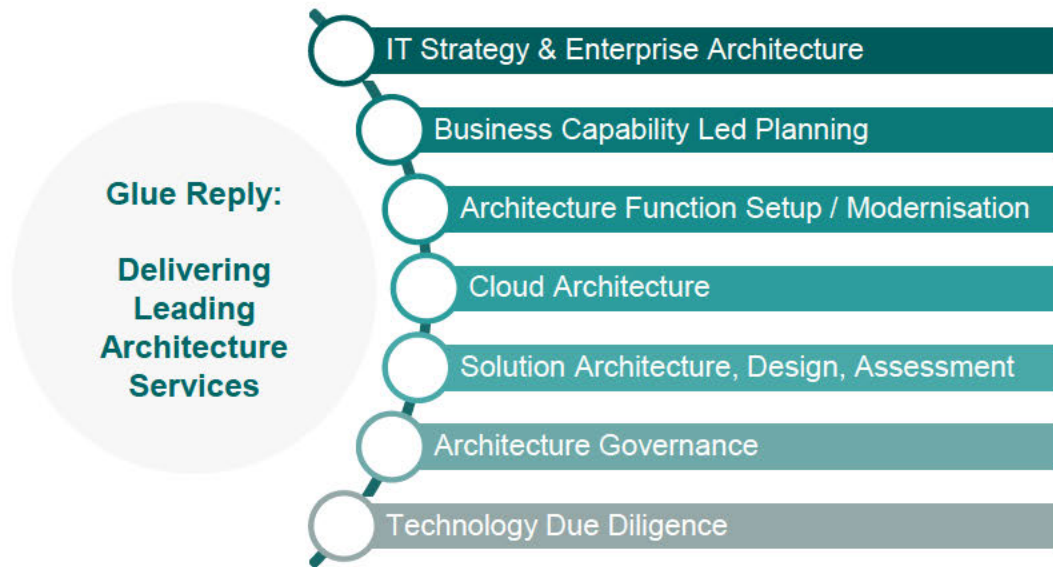
eCommerce Global Enterprise Partner



GAINING VALUE FROM ARCHITECTURE

GLUE REPLY'S LEADING ARCHITECTURE PRACTICE

Reply have an extensive and highly skilled architecture practice, driven by a large number of permanent employees. These consultants are competent architects across, solution, enterprise and cloud and supported by our Integration, Data and Business Architects from across Glue Reply.



Glue Reply works alongside its client to support them in realising transformation change via business & IT alignment

We work to establish architectural best practices while pragmatically delivering incremental solution change.



OUR CORE INTEGRATION SERVICES

GLUE REPLY WORKS ALONGSIDE THEIR CLIENTS TO ADVISE AND GUIDE THEM THROUGH ALL THEIR INTEGRATION CHALLENGES.

Enterprise Integration Architecture

Enterprise Integration Architecture

Enabling the organisation to adopt an industry leading approaches to integration via reference architectures

Centre of Excellence Establishment

Integration Centres of Excellence

Standardisation and efficiencies provided by a defined charter, operating model and governance

API Enablement & Governance

API Enablement & Governance

Guiding the adoption of API's to enable organisations to realise service led benefits

Platform Selection & Deployment

Platform Selection & Deployment

Aiding organisations in the running of vendor platform selection and initial deployment.

API Design and Implementation

API Design & Implementation

Supporting to make integration change real, providing the organisation with a usable business aligned set of services

Integration Managed Service

Integration Managed Service

Providing long term capabilities and support to organisations who do not have the internal expertise to develop and run their integration services.



Boomi



OUR DATA EXPERTISE

REALISING REAL VALUE THROUGH DATA

Reply have a well established Data Practice with a long history of delivering into Financial Services

Key Capabilities

Data Strategy & Architecture

Data Modelling & Taxonomy Definition

Data Governance & Quality

Data Capability Establishment

Data Hub & Ecosystem Development

Data Intelligence & Analytics

Data Security & Operational Readiness

Key Ways of Working

- Focus on pragmatic delivery to realized value quickly
- Independent (not the system integrator) so can advise appropriately to ensure the right foundations can be established
- Architect & Design well to reduce implementation costs
- Vendor Agnostic – so develop the best solution for the client
- Focus on delivering requirements & principles via pragmatic solutions Understand sector requirements. For example in Insurance focus on:
 - Data Lineage
 - Data Security
 - Timeliness
 - Data Quality (Accuracy / Reliability / Consistency)





You were scored using the following scheme:

Score Description

- 0 Not met or no evidence
- 1 Partially met
- 2 Met
- 3 Exceeded

Your average score from the three members of the scoring panel are provided for each criteria (rows 2-12)

These are then combined for total proposal, cultural fit, and price scores (rows 13-15).

The total weighted score is calculated by weighting each criteria (proposal criteria 60%, cultural fit criteria 20%, price 20%), combining them, and converting to a score out of 100 (row 16)

Prices are scored based on how close each supplier's quote is to the cheapest supplier's quote. This is done by dividing the cheapest quote by each supplier's quote and multiplying by 3 (so the cheapest quote will receive 3).

Criteria		Score	Comments/Feedback
Proposal criteria	(1) Approach and methodology to developing a set of platform requirements that are based on a robust understanding of user needs and builds on the work the GLA has already undertaken	2 3	<p>Good approach to user research: build on existing research, supplement with workshops and other engagements where needed. Produce user personas, stories and journey maps. Validate these by testing clickable MVP prototypes with users.</p> <p>Especially strong on technology review side. Demonstrated experience and showed a strong understanding in data sharing.</p> <p>Had flexibility on availability.</p>
	(2) Approach to reviewing the technology options available for each component of the new platform along with your experience of designing secure architecture and authentication	3 0	
	(3) Deliverables/outputs of the discovery	2.7	
	(4) Team structure, including the skillset of each team member and how they will contribute	2 3	
	(5) Estimated timeframes for the work	2 0	
	(6) How risks and dependencies will be managed	2 0	
Cultural fit criteria	(7) Approach to working with the GLA as part of an integrated team	2 0	Meets requirements. Work in open, regular meetings, integrated project team.
	(8) Evidence that the supplier will be transparent and collaborative when making decisions	2 0	
	(9) How the supplier will share knowledge and experience with other team members	2 0	
Price	(10) Price	2 8	Day rate card was good.
	(11) Value for money	2 3	
Proposal criteria average score		2.39	
Cultural fit criteria average score		2.00	
Price average score		2.55	
Total weighted score /100		78.1	