

CIVICA



G-Cloud 14 Service Definition Document

Cloud Data Analytics

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1. Cloud Data Analytics Services

1.1. Introduction

This is the Service Definition Document for Civica UK Ltd (Civica) Cloud Analytics Services under the G-Cloud Framework.

1.2. Overview of Services

Civica offers the following services to help Buyer's plan and implement their cloud-based strategy.

Service	Service Description
Insight and Analytics Strategy & Roadmap Service	We recommend the appropriate strategy, operating model, processes, data and analytics platform architecture and deployment model, people, skills, and technology solutions to deliver high-performing data, insight, and analytics capabilities at the centre of your digital strategy. Our implementation roadmaps deliver value early and build your analytics capabilities incrementally and cost-effectively.
Insight & Analytics Maturity Assessment Service	We assess the technical and practical status of your existing Business Intelligence (BI) and analytics initiatives and deliver an implementation roadmap for your operating model that supports delivery of business outcomes. We will look at the data you ingest and how it is transformed, stored, protected then prepared for analytics.
Power BI Service	Our analytics experts ensure you get the best out of your Power BI implementation. Offering design, implementation, and managed services, for both new and existing solutions. We apply agile delivery methods to deliver self-service BI architectures, governance models, dashboards, visualisations, as well as DAX, Power Query and Power BI training.
Advanced Analytics and Data Science Service	Unlock the potential of Data Science, AI, and ML to discover increased value. We prioritise identifying your distinct business outcomes and challenges, tailoring solutions that deliver tangible value. Our approach focuses on incremental delivery, fostering user engagement, and cultivating robust data platforms and in-house expertise for enduring digital transformation.
Self Service Analytics and Data Preparation Service	Realise business value from analytics investments more quickly by offering users access to curated catalogues of data. We introduce iterative, agile processes, allowing the creation of high-quality analytics datasets from diverse data sources. Merging, enriching, and adding metadata to these datasets supports self-service analytics and powers interactive reports and dashboards.
Trusted Data Foundation for Analytics Service	Empower your business to be truly data driven, based on consolidated, trusted information source from multiple operational systems. Our DAMA trained, and certified consultants will provide the foundational components to build a complete, accurate and sharable data asset, delivering enriched insight and analytics to support your transformation.
Data Academy Training and Support	Civica's data academy can tailor formal training, mentoring and support to best meet your needs to upskill your team. Modules cover all aspects of data analysis and management, such as: Data Modelling & Engineering, Data Management, advanced SQL, Data Factory, Data Bricks (R, Python), Synapse, Power BI (DAX, Power Query).

Artificial Intelligence and Machine Learning	Our AI and Machine Learning offering not only delivers advanced analytics and productivity increases, but also emphasises AI governance. We ensure ethical and responsible use of AI technologies, adhering to industry standards and regulations. Focusing on transparency, fairness, and accountability, we enable organisations to deploy AI solutions with confidence.
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1.3. Use of Subcontractors and Partners

The above services are delivered by Civica UK Ltd. Depending on the Buyer requirement, we may operate with other Civica group companies including Civica NI Limited. Civica NI Limited is registered in Northern Ireland at 10 Weavers Court, Belfast, BT12 5GH.

2. Detailed Descriptions

2.1. Insight and Analytics Strategy and Roadmap Service

Service Features and Benefits

Features	Benefits
- Defining your analytics vision and strategy - Understanding your user personas and their analytic journeys - Artificial Intelligence (AI) and Machine Learning (ML) Strategy and Roadmap - Assessing your current analytics capabilities, and skills gaps - Designing your target cloud platform and technology solution architecture - Roadmap a prioritised set of initiatives to support business goals. - Analytics governance model and organisation design - Analytics training needs analysis, and training delivery - Planning for migration to cloud and hybrid architectures - Insight and analytics competency centre design and implementation	- Ensures vision aligns to and supports organisational strategy and objectives. - Helps you understand the value from analytics and prioritise initiatives. - Achieves organisational benefits early whilst building insight capabilities incrementally. - Builds teams with the right skills to deliver business insights. - Helps you deliver trusted data and insight for improved decision-making. - Establishes the vision for your scalable modern analytical cloud environment. - Helps innovate the services you provide through better understanding. - Integrated Artificial Intelligence (AI) and Machine Learning (ML) Analytics strategy. - Evolves the culture of your organisation to become insights driven. - Improves speed and quality of decisions, whilst reducing costs

Scope



Our Insight and Analytics Strategy & Roadmap Service ranges in scope from a detailed assessment (and a series of recommendations in the form of an actionable roadmap), to assistance with ongoing support to implement the roadmap. We start with an understanding of your business strategy and objectives, and using our integrated analytics framework, we assess your analytics, AI & ML capability and use this as the basis for discussing and agreeing your target state and the roadmap to reach it.

Project Approach



We have an established approach for developing an appropriate set of recommendations which are grounded in best practice, and a robust roadmap for building your data analytics capability.

Phase	Description
Initial Workshop	We offer an initial workshop to understand the business case, users, and desired outcomes. This also helps get your senior executives, business users and stakeholders on the same page and aligned to your analytics vision, and to help you articulate the benefits your Buyers can expect from your analytics services.

Phase	Description
	This will be used as the foundation for the development of your strategic plan, driving momentum for the next steps in your analytics journey.
Understand	We establish why you need better analytics. We use stakeholder interviews, surveys, and workshops to assess your current analytics capability, using our analytics capability framework. We then conduct a maturity assessment to understand your existing capabilities. This includes understanding your business Buyers, their needs and their problems, your data and analytics governance framework, and your analytics operating model. We help you evaluate 'where' and 'how' analytics can be adopted to solve business challenges, then identify your top analytics priorities, including improving existing initiatives.
Recommend	We identify what needs to change and how these changes should be made. We work with you to map analytical (including AI) capabilities onto requirements, select appropriate architectural components and technology choices. From this we develop your analytics vision and strategy, defining and recommending the capabilities required to underpin the vision and define your candidate target operating model. If needed, we also define Business Cases, including investment needs and expected quick wins.
Roadmap	Next, we define when and where the changes identified in the Recommend phase should happen and present this in the form of a roadmap that details how to take you from where you are today to where you need to be. This roadmap for change can be accompanied by a technological roadmap that enables the tools and technologies to grow with the capability. We work with you to prioritise initiatives based on feasibility and alignment to your business strategy. We ensure value is delivered early, so you build momentum for continued success and build trust with your stakeholders and users. Key to this is incorporating pilots and prototypes using an agile approach to demonstrate value on a frequent basis.

Added Value and Innovations



Our analytics practice can draw upon experience and knowledge gained as a trusted digital partner for more than 300 local authorities, blue light organisations and government departments and agencies from the UK and around the world.

Our practice helps organisations transform by providing better Buyer insights and streamlining their operations. We do this by making smarter use of data and embracing technologies like predictive analytics, machine learning and automated data preparation.

Expected Buyer Outcomes

- A grounded and practical strategy and roadmap which are aligned to your business strategy.
- An understanding of how analytical methods and technology can map to your goals.
- Deploying small pilot projects allows you to generate value within weeks, ensuring stakeholder buy-in and trust.
- A staged delivery approach accommodates changes in your business model via feedback loops.
- Delivers improved speed and quality of decisions, whilst reducing costs.

2.2. Insights and Analytics Maturity Assessment Service

Service Features and Benefits

Features	Benefits
• Recommends areas for improvement in your Insights and analytics implementation. • Assesses against current industry best practices, reference architectures and methodologies. • Examines your requirements for reporting and self-service analytics. • Examines the development and maintenance of your data models. • Examines compliance with Regulatory and legal obligations e.g. GDPR, PCI-DSS • Assesses requirements for master data in your Analytics environment. • Assesses your Metadata management processes against industry best practices. • Examines your readiness for machine learning and artificial intelligence	• Helps maximise the return on your Insights and analytics investments. • Assures your insights implementation, including data ingestion and access technologies. • Explores how your information users and enterprise applications consume analytics. • Provides foundations to map accurate trusted data to business processes. • Supports informed decision making by validating systems providing trusted data. • Focusses employee productivity on the analytical areas of most value • Supports the creation of an enterprise data governance foundation. • Validated, robust approach focussing on areas critical to analytics success

Scope



Our maturity assessment delivers a technical and practical assessment of your Insights and Business Intelligence (BI) and analytics implementation to assist you in maximising the return on your analytics investments. It will assure your insights and analytics implementation from the technologies that transform raw data into meaningful and useful information, and the tools for data access and usage, through to how your information users and other enterprise applications consume the output. This service also represents a useful follow-up to an analytics strategy project to benchmark the current position ahead of improvement activities.

We'll focus on these six key components, to ensure all critical areas are covered:

- Strategy & architecture
- Development standards & methods
- Implementation
- Performance
- Security
- People & organisation

Project Approach



We have an established framework for understanding and assessing your current BI and Analytics implementation and recommending improvements.

Phase	Description
Understand	We start by understanding your insights and BI vision, strategy, goals and roadmap, and stakeholder perspectives and concerns. Agree the objectives of the health check, and success metrics for the service. Work with you to understand and identify your pain points, and any deficiencies in the current implementation.
Scope	Agree the scope of maturity assessment and areas from the Understand Phase which need the most attention. Identify and classify stakeholders and create an interview plan. Work with you identify constraints and any possible roadblocks for delivery of the service.
Assess	Assess your current insights and analytics strategy and architecture against current industry best practices, reference architectures and methodologies. Examine and include your vision, goals, roadmap, analytical requirements and your application and technology architecture. Review the development standards and methods in place for your insights and analytics environment. Examine your insights development lifecycle, testing, configuration management, change and release management and documentation. Assess your insights and analytics implementation's ability to receive, manage and service requests for reports and reporting assets. Examine architectural compliance, best practice, availability, support, capacity, and growth. Review your insights and analytics processes, people, and organisation. Examine skills and competencies, technical and training, structure and associated governance model, roles and responsibilities and reporting relationships.
Recommend	We will detail the identified improvement opportunities, and our recommendations, in a report. Present our findings and recommendations to key stakeholders and explain the contents of our report. Address areas for improvement such as Data Governance and Quality, Metadata Management, Data Modelling, Reporting Performance and Training.

Added Value and Innovations



Our analytics practice can draw upon experience and knowledge gained as a trusted digital partner for more than 300 local authorities, blue light organisations and government departments and agencies from the UK and around the world.

Our practice helps organisations transform by providing better Buyer insights and streamlining their operations. We do this by understanding your analytics vision and aligning it with technologies, skills, and processes. We help you make smarter use of data, and embrace technologies like predictive analytics, machine learning and automated data preparation.

Expected Buyer Outcomes

- A detailed understanding of your current Insights and analytics implementation, and how it aligns to your strategies and roadmaps.
- In-depth analysis of each area of Business Intelligence and analytics which are in-scope for your implementation to help you understand where support may be required.
- Assessments of analytics people, technology and process against industry best practice ensure you receive maximum return from your investment in analytics.
- Provide clear direction for your BI and analytics activities by highlighting areas for improvement and providing recommendations to address them as aligned to best practice, experience, and your strategy.

2.3. Power BI Service

Service Features and Benefits

Features	Benefits
- Interactive reports and dashboards, advanced visualisations, and storyboards - Development of pilots and tactical solutions within a few weeks - Microsoft Power BI use case analysis and prioritisation - Solutions designed around your user personas and their analytic journeys. - Design of holistic Power BI solution architecture including deployment model - Platform modernisation: migrate on-premises to Power BI and hybrid models. - Analytics governance model, and organisation design - Embed Power BI content in existing applications or new portals. - On-going Power BI services, including data visualisation and report design. - Power BI analytics vision, strategy, and roadmap development	- Accelerates the delivery of insights that satisfy your stakeholders. - Delivers role-specific insights to variety of users from single environment. - Provides access to our accumulated expertise in the public sector. - Facilitates upskilling of your internal analytics and data teams - Supports your Power BI investment using Azure based analytics platform. - Enables self-service via informed decision making from trusted shared data. - Scales quickly when demand increases on your internal capacity. - Access to our in-house analytics, design, and data visualisation skills - Helps you improve data literacy across your organisation. - Provides a step towards advanced analytics in your organisation

Scope



Our service delivers advanced interactive data visualisation in Power BI, implemented using visual design and user experience (UX) design best practice. This presents data in such a way to facilitate understanding and ensure adoption of the solution across all areas of the organisation.

We work with you to identify and prioritise business questions to be developed, and the data sources to help you answer them. Next, the solution is implemented based on your technical requirements on Microsoft's Azure environment that will, where possible, automate the preparation of data for consumption by users via the Power BI service.

To gain user engagement, we typically begin with short pilot projects or proof of concepts that deliver immediate value or validation around a specific business problem. This allows you to take small incremental steps and build your Power BI capability as you go. This can include integration with your broader data and analytics platform, and development of in-house skills to maintain the solution going forward.

We are a member of Microsoft's Power BI Red Carpet Programme. This is an invitation-only group of Microsoft Partners, exclusively selected for demonstrating an exceptional level of capability, innovation, and expertise in Microsoft's Power BI platform.

Project Approach



At the beginning of the engagement, there is an Understand phase to initiate the project and define the initial scope of each release, typically mapped to a collection of reports, dashboards or visualisations for a given business requirement.

Phase	Description
Understand	We start by identifying, understanding, and prioritising the business questions you would like answered and then identifying the data sources relevant to the questions at hand. Identify the actionable metrics to help drive decision making and answer your questions. Understand and assess your current technical architecture to determine what may need to change to host or integrate with a cloud solution.
Design & Build	We prepare an analytical environment for you in MS Azure, or initially host the solution in our Civica Insights Platform. This provides access to a pre-configured platform designed to ingest, prepare, store, and model your data ready for analytics, thereby accelerating the engagement. Identify and automate the ingestion of relevant data into the Azure analytical environment, where it is explored and prepared for analysis. Create your data visualisations iteratively as part of a number of releases. The number of iterations will vary according to the complexity of the visualisation set to deliver the insight. For each iteration, we will adopt a prototyping approach, where our consultants will utilise Power BI to discover your requirements. We adopt this approach because many users find it easier to define what they want when interacting with a functional visualisation sample e.g. a Power BI report using real data. Each release will consist of three distinct phases: Define, Evolve and Operationalise.
Deploy	We help you deploy the visualisations to your governed Power BI analytical production environment. To ensure a successful deployment, we provide familiarisation sessions with users for each set of visualisations and give advice on how to use visual querying and dynamically changing content to unlock insights.

Added Value and Innovations



Our analytics practice is able to draw on experience and knowledge gained as a trusted digital partner for more than 300 local authorities, blue light organisations and government departments and agencies from the UK and around the world.

The value of our service lies in combining visual design and user experience design skills with data, technology, and integration competencies. We have knowledge and capabilities across the data and information value chains and can extract data from your sources, ingest and integrate it with external data, creating the perfect foundation for visual discovery and visualisations. Our visualisation expertise will help you to deliver intuitive reports and dashboards which are relevant to different users, roles and accelerate your journey to self-service analytics.

Expected Buyer Outcomes

Interactive Power BI visualisations, consisting of actionable metrics to answer the questions you have raised. These allow you to improve decision-making and monitor progress toward the achievement of strategic goals, and ultimately the delivery of the organisational strategy.

Our approach of deploying small pilot projects allows you to generate value within weeks, ensuring stakeholder buy-in and trust, whilst incrementally building out your advanced data visualisation service. This approach allows you to achieve results and value quickly and more cost-effectively, while accommodating changes in your business model via feedback loops.

2.4. Advanced Analytics and Data Science Service

Service Features and Benefits

Features	Benefits
• Development of pilots and tactical solutions within weeks • Design and build custom predictive and machine learning (ML) algorithms. • Access to our accelerators and expertise in the public sector • Automation of your data science pipelines and predictive models. • Data science technologies including Python, R, Julia, Go, Scala • Template predictive models to solve common problems like user categorisation. • State-of-the-art scalable architecture built around cloud-native and open-source components. • Hackathons to explore solutions such as data mining, deep learning. • DataOps approach to operationalise and monitor predictive models. • Delivers roadmap towards data science and Artificial Intelligence (AI) platform	• Build your data science capability both incrementally and cost-effectively. • Accelerate time-to-value of your insights, satisfying your stakeholders. • Avoid the need to recruit and retain expensive specialist resources. • Support many analytical workload types via modern, scalable cloud platform. • Upskill your internal team to unlock future insights in-house. • Accelerate the insights process using pre-built machine learning models. • Scale quickly when demand on internal capacity increases. • Build your analytics maturity through phases, generating value from data. • Provide access to a team of analytics and data-science specialists. • Deliver your analytics and data-science objectives in a single platform

Scope



Our Advanced Analytics and Data Science Service delivers a roadmap of prioritised business questions to be developed, which are implemented using short predictive analytics and machine learning pilot projects and proof of concepts. These are designed to deliver immediate value or validation around a specific business problem to gain user engagement.

This allows you to take small incremental steps and build your data science capability as you go. This capability includes your data and analytics platform, and the in-house skills required to underpin your data science initiatives and digital business strategy.



Project Approach

Our integrated data science lifecycle approach is based on industry best practice, and typically follows the phases described below.

Phase	Description
Understand	We work with you to understand and identify your pain points and uncover the underlying business problem. We formulate 'sharp' questions that define the business goals that data science techniques can target, then understand and identify the relevant data that helps us answer the questions. We then create a roadmap of prioritised business questions to be developed.

Model & Build	We prepare an analytical environment for you in a modern data platform (e.g. Azure or Data bricks) to provide access to a library of machine learning algorithms that answer basic business questions, thereby accelerating the engagement. If required, we can adapt these algorithms to your needs. Identify and ingest the relevant data to the analytical environment, where it is explored and prepared for the data science techniques we will use. Develop the analytical model and identify data science techniques specific to the business question and context. We will either build a custom algorithm for you or customise one of our pre-built models provided on our platform.
Recommend & Evaluate	We evaluate the machine learning model's effectiveness and accuracy and the degree to which the model answers the business question. We then make actionable recommendations on how to transform the insight into business outcomes by integrating the insights we have generated into your business applications and processes, thereby "industrialising" the predictive model.

Added Value and Innovations



Our analytics practice can draw on experience and knowledge gained as a trusted digital partner for more than 300 local authorities, blue light organisations and government departments and agencies from the UK and around the world.

The value of our service lies in combining data science and analytics skills with technology and integration competencies. We have knowledge and capabilities throughout the data and information value chains and are able to extract data from your data sources, ingest and integrate it with external data, creating a robust foundation for data science.

We have applied data science to develop predictive models to help local authorities and housing associations optimise their credit management processes. We help local authorities assess propensity to pay for council tax debtors so that they can identify vulnerable citizens who require assistance and time to recover from difficult circumstances and to reserve enforcement action for those cases where it is appropriate. For housing associations, we have developed models that predict the probability that a single missed rental payment will develop into long term debt, rather than being a one-off event. This enables credit managers in a housing association to offer early support to those who need it most.

Expected Buyer Outcomes

- Our approach of deploying small pilot projects allow you to generate value within weeks, ensuring stakeholder buy-in and trust.
- Incremental capability development builds out your data science capabilities more quickly and more cost-effectively as part of your roadmap.
- A staged delivery approach accommodates changes in your business model via feedback loops.
- Delivers improved speed and quality of decisions, whilst reducing costs.
- For credit management, improved debtor segmentation so that both active support for people in difficulty and enforcement action can be effectively targeted to individual cases, resulting in better recovery rates and social responsibility.

2.5. Self Service Analytics and Data Preparation Service

Service Features and Benefits

Features	Benefits
• Development of pilots and tactical solutions in weeks • Working model for self-service analytics • Stakeholder requirements and prioritisation workshops • Self-service technical architecture and design • Technology selection, infrastructure requirements definition, deployment, on-going services • Pilot evaluation and success metrics • Self-service governance models to certify and promote insight. • Design of analytics self-service target operating model • Development of a centralised data catalogue or business glossary • Data preparation and analytics training needs analysis, and training delivery	• Engage decision makers with data and drives data-driven decisions. • Open access to data that drives user empowerment and autonomy. • Help decision makers make better and faster business decisions. • Improve data literacy across your organisation. • Allow you to build self-service analytics capability as you go. • Accelerate time-to-value of your insights, increasing stakeholder satisfaction. • Support self-service analytics and discovery using high-quality curated datasets. • Reduce the risk of bad-quality data, preparing for GDPR tasks. • Build your analytics maturity through testing 'art of the possible'. • Provide a step towards advanced analytics in your organisation

Scope



From experience, we know that organisations offering users access to a curated catalogue of data, both internal and external, will derive business value from analytics investments much more quickly than those that do not. However, many organisations still struggle with a lack of analytics agility.

Our Self-Service Analytics and Data Preparation Service helps you overcome the failures of traditional business intelligence. These often include things such as a lack of business user autonomy, restricted access to data sources and slow turnaround of information requests, all reducing business agility and driving shadow IT.

Using our self-service framework, we work with you to define your self-service analytics vision, then help you build your self-service architecture. This is underpinned by good data management capabilities across the information supply chain, the right talent, and analytical processes.

At the core of your Self-Service Analytics Model is data preparation, an iterative, agile process for exploring, combining, cleaning, and transforming raw data into curated datasets for self-service data integration, analytics, and data science.

Project Approach



We build your self-service analytics capability in a continuous cycle that is described below.

Phase	Description
Understand	We start by assessing the current status of your Business Intelligence and self-service analytics initiatives, and your operating model. Identify and prioritise your business outcomes, based on feasibility and value and alignment to organisational goals, to gain engagement and trust with your stakeholders. Assess your readiness to leverage augmented analytics, including data discovery and data science/machine learning. Prepare a roadmap of pilot projects and identify the data sources relevant to the analysis of your business outcomes.
Build	We select the right self-service technologies and prepare your environment, including self-service data integration and data preparation, an analytical sandbox, and data catalogue. We will aim to integrate it with your existing analytics architecture where possible, to create a multi-tiered environment. Identify and extract relevant data to the analytical environment, where it is available for exploration and prepared for analysis.
Design & Deploy	Through visual interaction with your data, we uncover insight and answer the business questions that have been raised. Data visualisation techniques are used by our consultants to discover and prototype your requirements. We adopt this approach as many users find it easier to evaluate analytics insights when interacting with a functional visualisation sample. We define the operation and flexible governance processes for self-service analytics. This helps ensure that insights and dashboards are certified and promoted to corporate environments in a controlled fashion, providing decision makers with trust in the insights generated by your analysts. Identify and help you establish the new roles in the business and your analytics team to support your self-service analytics model data preparation and data preparation requirements. To ensure success of the deployment, we train users on the tools, data and processes provided for self-service analytics and data preparation.

Added Value and Innovations



Our analytics practice can draw upon experience and knowledge gained as a trusted digital partner for more than 300 local authorities, blue light organisations and government departments and agencies in the UK and around the world.

We have knowledge and capabilities throughout the data and information value chains and can show you how best to extract data from your data sources, ingest it, and prepare it for use with modern analytics tools.

Our approach of deploying small pilot projects allows you to generate value within weeks, ensuring stakeholder buy-in and trust, whilst incrementally building out your self-service analytics service. This approach allows you to achieve results and value quickly and more cost-effectively, while accommodating changes in your business model via feedback loops.

Expected Buyer Outcomes

The deployment of your self-service analytics capability reduces the time to insight, thereby supporting the delivery of business outcomes by visualising and exploring data. This enables users across the organisation to make better and faster decisions.

Our Buyers are delivered a flexible, cloud-based, self-service analytics and data preparation model, which can expand to support your business and digital initiatives.

2.6. Trusted Data Foundation for Analytics Service

Service Features and Benefits

Features	Benefits
• Complete and accurate data from multiple sources across the organisation • Trusted data foundation to support your analytics vision and initiatives. • Provides a data platform for business intelligence and analytics tools. • Enhance data quality, provide data lineage, and enable data governance. • Supports multiple domains, including individuals, citizens, property, and tenants. • Master Data Management identifies duplicate, multiple records, creating master views. • Support regulatory compliance, industry standards (e.g., HACT, 360Giving), data governance. • Provide accurate matching results fast, using our data mastering engine. • Configurable matching rules based on MDM business logic. • Trusted data foundation for Artificial Intelligence (AI), Machine Learning (ML)	• Enable enterprise-wide business intelligence and analytics. • Provide new business insight from data previously unavailable. • Enable trusted analytics and reporting on vulnerable citizens, valuable assets. • Make organisational and business decisions using consolidated, trusted information views. • Create a single citizen, property, asset view across the organisation. • Build on data integration to efficiently achieve a complete view. • MDM reduces the costs of ad-hoc or regular report generation. • Fast ROI from a COTS solution configured in weeks. • Focuses service delivery by understanding patterns in consumption. • Enable inter-agency working and shared services initiatives

Scope



Our trusted Data Foundation for Analytics Service enables your analytics vision by providing a consolidated view of trusted information held across separate operational systems. It provides this data as a single, complete, accurate and sharable source for the enablement of enterprise-wide business intelligence and analytics.

Duplicate Buyer records across multiple data sources can be merged to provide a single feed of trusted data; improving data quality and accuracy providing enriched insight and analytics to support business transformation. You can have confidence in the data powering your dashboards and reports, knowing they are more meaningful and are built on a foundation of validated, high quality master data.

Our service is fuelled by master data, using trusted data to provide a single view of entities, such as Citizens, Tenants, Property and Assets via analytics services such as Power BI. At its core, is a consistent and uniform set of identifiers and attributes that describe the entity and can be used across multiple business processes and applications within your organisation.

Project Approach



We use our master data engine to create a single, accurate view of your chosen entity (e.g. Citizen), and then augment that profile with an understanding of the entity's valuable relationships with the people, preferences, services, and places that matter most to your organisation.

We help you build reports and dashboards which take advantage of this trusted view of the entity, then explore other transactions and interactions which can link to the single view of the entity and enrich the view of the data. Help you setup processes to ensure the quality of the underlying data is maintained, using techniques (e.g. data lineage) to provide the building blocks for data governance.

The following examples are types of data you could combine with your single view of the entity, to drive better experiences:

- Customer service - using a single view of a citizen to resolve more queries at first contact.
- Revenues and benefits - providing a view which combines payments and benefit history with other relevant data about the citizen.
- Adults and social care - applying a single view across multiple records from multiple agencies, for a consistent service.
- Housing - creating a single view of a household, regardless of the various names associated with the property.
- Healthcare - take a consolidated view of all care data related to an individual patient, combining with other relevant data.
- Waste management - understand multiple services used by different citizens at the same address.
- Enrichment - transparently combining trusted data with third-party data, such as demographics and credit ratings.

Phase	Description
Understand	We use our Master Data Management (MDM) framework to get all stakeholders on the same page, and as the basis to assess your current data position and requirements around the chosen data entity (e.g. Citizen). Use stakeholder interviews, surveys, and workshops to understand your existing data capabilities, data landscape and reporting requirements. Work with you to identify and prioritise use cases for single views of the chosen entity, based on feasibility and alignment to your analytics and business strategies. Help you define your Business Case, including investment needs and expected quick wins.
Assess	For each use case we work with you to identify all your relevant applications and systems, as well as any external sources, where data related to the entity is held and is of value, and then assess its quality. We examine your existing reports to understand if they support a single view of the entity, and where new reports or redesign may be required. Our Data Visualisation experts can help you understand how best to present the single data views created by the foundation service. We establish what data governance structures and roles currently exist in scope and assess the effectiveness of these governance frameworks and any changes that may be required. We design a roadmap to build up your single view capabilities in phases, delivering value at every stage. We will incorporate pilots where necessary to gain stakeholder buy-in and trust.
Deliver	Implement, configure, and test the required infrastructure, software, and reports. Transfer knowledge of the system, and provide training on the solution, analytics, and data governance operation. Define an implementation of new data sources for the selected use case.

Added Value and Innovations



We can enrich your complete and accurate single view of data entities by combining with our Advanced Analytics and Data Science service. This can develop and apply analytical models to the context provided by trusted single view to:

- Enrich the data record and prepare the data for advanced analytics and visualisation.
- Operationalise the insight in your business applications and processes, thereby accelerating the process of turning data into insights and action.

Expected Buyer Outcomes

- A data platform which enables trusted analytics and management information and supports regulatory reporting.
- More personalised experiences for individuals (e.g. Citizens, Tenants).
- Reports and dashboards created around a focussed view of important data entities, increasing the effectiveness of self-service analytics.
- Reduced time-to-resolution for common Buyer enquiries via more targeted Buyer service.

2.7. Data Academy Training and Support

Service Features and Benefits

Features	Benefits
• Modularised training which can be combined for bespoke learning pathways. • Clear and interactive training process to maximise learning. • Training for any level, from introductory courses to advanced analytics • Technical and competency-based training to build robust and sustainable solutions. • Competency training aligned to DAMA data management principles. • Data Management, Master Data Management (MDM), Data Governance, Data Quality • Python, Data Engineering, SQL. • Azure technology training: Power BI, Data Factory, DataBricks, Synapse, DevOps • Data competency training: data modelling, profiling, report design and visualisation • Combines formal training with mentoring/support to embed new skills	• Helps maximise your in-house capability through training and support. • Offers career progression opportunities for internal staff. • Provides on the job learning through mentoring and support. • Develops well-rounded set of skills that span entire data lifecycle. • Ensures teams understand the 'how' and 'why' of data management. • Helps you improve data literacy across your organisation

Scope

This service provides training and education in data analytics which can be deployed in one or more ways:

- To train Buyer staff so that they can advance the organisation's analytics capabilities and maturity.
- As part of a wider Civica service to provide Buyers with trained analytics resources. This involves us recruiting suitable staff, training them, and then providing them to Buyers for deployment as part of their in-house teams. Ultimately, these resources can then be employed by the Buyer.

We understand technical training alone is not sufficient and so the data academy covers a range of competencies needed to deliver data solutions that are robust and sustainable. Our courses align to industry best practices, in particular data management modules are based on DAMA data management principles.

Approach



We will first assess the current level of skills and data literacy, your long-term aspirations and strategic roadmap. By combining these aspects, we can tailor a training program and support solution that meets your needs and arms you with the skills you will need both now and in the future.

We understand that training is only part of the upskilling process, so we complement it with options for one-to-one mentoring from our subject matter experts. Whether it's advice on best approach, reviewing work or troubleshooting on specific issues, we can tailor a solution to suit your needs.

We also understand that resourcing constraints make training challenging, we also offer support with development. Our experts can be embedded within your inhouse team to deliver solutions alongside them, sharing knowledge and upskilling in the process.

Added Value



We provide access to knowledge and expertise in a wide range of tools and technologies in analytics to address Buyer requirements. This allows us to tailor training around your use cases and use your own data for training when possible. All the training that we provide is accompanied by clear and re-usable collateral to enable your teams to have an enduring reference source beyond the lifespan of the project.

Expected Buyer Outcomes

- Using a modular approach that combines technical skills with engineering competencies allows your staff to develop customised learning pathways designed around your needs and skill levels.
- The balance we provide between formal training, mentoring and support will ensure you are able to upskill your in-house team, while also delivering on business needs, without compromise.
- Ongoing support and mentoring will ensure that skills learnt through training are put into practice to fully embed the skills and learning.

2.8. Artificial Intelligence and Machine Learning Service

Service Features and Benefits

Features	Benefits
• Customised AI solutions addressing unique business needs for relevance/effectiveness. • Ethical AI deployment with comprehensive governance framework, fostering trust/compliance. • Predictive Analytics: cutting-edge algorithms for accurate forecasting, empowering proactive strategies. • AI, Natural Language Processing (NLP), harness Large Language Models (LLM) • Extract insights from text data, enabling sentiment analysis and chatbots. • Robust infrastructure for handling large-scale data processing with seamless scalability • Ongoing monitoring, optimisation, and support maximise AI value and adaptability	• Enhanced decision-making: leverage predictive analytics to make confident informed decisions. • Improved Operational Efficiency: Automate processes, streamline workflows for increased productivity. • Maintaining Control over AI • Ensures AI solutions are aligned with specific business needs/objectives. • Allows for tailored implementations that drive efficiency, innovation, competitive advantage. • Ensure governance and compliance with data privacy, AI ethics regulations. • Stay ahead of the competition with innovative AI-driven solutions, strategies. • Build trust among stakeholders with transparent and accountable AI practices. • Foster long-term relationships and brand reputation

Scope



Our Artificial Intelligence and Machine Learning service offers tailored solutions to address diverse business needs. Leveraging cutting-edge algorithms and advanced analytics, we provide customised AI solutions with scalability and performance for seamless integration. With our comprehensive AI governance framework, we ensure ethical deployment and regulatory compliance, fostering trust and confidence.

Approach



We adopt a user-centric approach, crafting customised AI solutions tailored to specific business objectives. Utilising advanced predictive analytics and generative AI/NLP technologies, we empower businesses to make informed decisions and enhance operational efficiency. Continuous improvement and support ensure ongoing optimisation, maximising AI value and adaptability to meet evolving needs.

Phase	Description
Understand	In the initial workshop, we collaborate closely with your team to gain deep insights into your business objectives, challenges, and data landscape. By understanding your unique needs and requirements, we lay the groundwork for developing tailored AI solutions.

Phase	Description
Model	Apply advanced analytics techniques to analyse and interpret your data. Leveraging cutting-edge algorithms and methodologies, we identify patterns, trends, and correlations that drive actionable insights and inform decision-making.
Build	Develop custom AI solutions tailored to your specific business needs. Utilising scalable infrastructure and robust engineering practices, we deploy advanced models and algorithms to address your challenges and achieve desired outcomes effectively.
Recommend & Evaluate	Recommend and evaluate the performance of AI solutions. Provide actionable recommendations for further improvements and refinements, ensuring continuous enhancement of AI capabilities and alignment with evolving business objectives.

Added Value and Innovations



Our AI & ML service brings significant added value to businesses, enhancing decision-making with predictive analytics and streamlining operations for improved efficiency. Through ethical AI deployment and regulatory compliance, we mitigate risks and maintain control, fostering innovation and competitive advantage while building trust and confidence among stakeholders.

Expected Buyer Outcomes

- Enhanced decision-making capabilities through predictive analytics.
- Increased operational efficiency with streamlined workflows.
- Competitive edge in respective industries.
- Mitigation of risks and compliance with regulations.
- Building trust among stakeholders and fostering long-term relationships.
- Reputation enhancement and brand credibility in the market.

3. About Civica

3.1. Overview

Civica, a global GovTech champion, makes software to help deliver critical services for citizens all around the world. Over 5,000 public bodies globally use our software to help provide critical services to over 100m citizens in the UK and internationally, covering central and local government, health & care, and education.

We help organisations to deliver essential everyday services to rapidly transform Buyer experience and improve operational efficiency. Offering a complete digital solution, from strategy consulting and solution design to software development and ongoing managed services, our in-depth business and technology know-how is founded on the creation of secure business-critical systems. A user-centred approach means we continuously focus with Buyer needs, putting insights, data, and strategic thinking in the driving seat.

3.2. Core Propositions

Civica's Central Government Division's core propositions are:

 Application Transformation	 Data & Analytics	 Digital Services
Modernise and transform existing applications, migrating to cloud, enhancing the user experience, adding mobile apps, extending functionality and increasing levels of automation and integration.	Empower decision-makers with data sharing and analytics solutions that deliver high-quality data and trusted insights on citizens, assets, operations, risk, compliance or performance.	Reduce cost to serve, drive operational efficiency and deliver an exceptional citizen experience, through tailored applications and essential digital services that underpin your organisation.

3.3. Civica Innovations

Civica identifies and develops technology innovations to complement its mission of transforming the way its Buyers work, enabling them to move to new and more flexible ways of working, e.g.:

- Machine-based identity verification to improve the user experience in public sector pension management.
- Using advanced technologies to address voting decline by improving citizen engagement.
- Our partnership with Belfast City Airport applied innovative image processing AI technology to optimise passenger flow and improve passenger experience and safety, earning a shortlisting in the 'Most Innovative Cloud Product or Service - Edge Computing' category at the Cloud Excellence Awards.
- Our NorthStar innovation lab has continued its key role as an innovation leader for public services through the acceleration and application of new ideas and technologies. Civica NorthStar* has helped promote and decode advanced technologies such as artificial intelligence, machine learning and augmented and virtual reality. Peer-group sessions with Buyers have similarly helped fuel the innovation focus, to mutual benefit.

3.4. Civica Awards

The Civica "Perspectives" series secured the award for 'Best Use of Content in a Campaign' at the 2023 Global Marketing Awards and won the award for 'Best Omni-Channel/Multi-Channel Campaign', which recognises the impact of an omni-channel approach linking multiple channels to drive awareness, connect Buyer experience and build loyalty.

3.5. Full List of G-Cloud Services

This is the full list of GCloud services provided by Civica's Central Government Business Unit:

- Managed Hosting Services for Azure, Amazon and Civica cloud platforms
- Cloud software including Chatbots and Mobile Framework
- Cloud professional services covering:
 - Application Transformation
 - Digital Services
 - Change Management
 - Data Management, Architecture, Analytics and Engineering
 - Microsoft (M365, Power Platform and D365)
 - Collision Reporting & Sharing System (CRaSH)

3.6. Other Framework Agreements

Civica's Central Government Business Unit operates through the following frameworks.

Framework	Notes
Big Data & Analytics (RM6195)	Lot 1: Design, Build & Run Services; Lot 2: Commercial Off-The-Shelf (COTS) Software
Digital Specialists & Programmes (RM6263)	Lot 1 - Capability-based or delivery of multiple projects covered under an overarching strategic service objectives using PPM frameworks.
Software Design & Implementation (RM6193)	Lot 1.
Digital Outcomes 6 (RM1043.8)	Lots 1 to 3
GCloud 13 (RM1557.13)	Lots 1, 2, 3 and 4
Technology Services 3 (RM6100)	Lot 1 Technology Strategy & Services Design, Lot 2 Transition & Transformation, Lot 3 Operational, Lot 4 Programmes & Large Projects.
Skills Development Scotland - Information Mngt Framework	Lot 1 - Quality Assurance of wider IMS delivery; Lot 2 - Supporting Delivery of IMS
Scottish Government (Digital Technology & Cyber Services)	Lot 1 - Digital and technology projects; Lot 2 - Digital Technology Resources.

3.7. Social Value

Our CEO and Board of Directors set our corporate CSR policies and procedures, which are then governed by a set of compliance and improvement teams. These teams cover Civica's entire CSR agenda and cascade its operational policies and procedures into each Business unit, where a Managing Director oversees their use.

Civica operates a range of social value initiatives which are aligned to the Government's PPN 06/20 social value guidance model, a summary of which is listed below.

Theme	Evidence
Fighting climate change	As a company, we have made an ambitious commitment to achieve Net Zero Carbon emissions by 2040 (or sooner) by supporting our Buyer's net zero ambitions, creating software with inbuilt sustainability, and reducing our own impact. We are accredited to the ISO14001 Standard. Our Carbon Reduction Plan demonstrates our ambition to become industry leaders in reducing our environmental impact in support of the UK's Net Zero Target. Underlining this ambition, we are focusing not only on our direct emissions sources but also actively engaging with our wider supply chain to understand, measure and develop meaningful emissions reductions targets in line with our Net Zero Target.
Tackling economic inequality	We are committed to building an inclusive and diverse culture that tackles inequality in employment, skills and pay. We promote equal opportunity through all our activities and ensure rights for all employees are always protected. We are 'Gold' Investors in People company. We have increased our focus and commitment to ensure we proactively implement equal and non-discriminatory treatment to all our workers. We have implemented a Diversity & Inclusion Strategy and have a Diversity and Inclusion Lead to drive the implementation of this strategy. This aims to tackle inequality in recruitment practices, team development, skills and pay.
Equal opportunity	We are committed to providing equal opportunities and building an inclusive and diverse culture: • All vacancies are advertised on multiple Diversity & Inclusion platforms. • We run attraction campaigns targeting females and BAME applicants. We use a process of anonymised applications, competency-based questions and scoring to remove bias. • We advertise vacancies on https://disabilityjob.co.uk/ and share diversity statements on all job adverts. • We aim to ensure increased diversity of new starters in technology/sales/leadership roles by 10% per annum over the next 3 years. • We aim to ensure that at least 50% of shortlisted people are being considered from a diverse background for roles above £35k.
Wellbeing	We actively promote a mentally healthy workplace and workforce integrating mental health and general wellbeing in all that we do from recruitment, appraisals to strategic management. Through our Health and Wellbeing Policy and 40+ Mental Health Champion we encourage a flexible and realistic work/life balance. These provide a foundation to support both the mental and physical health of our staff via: • Employee Assistance Programme/online Wellbeing Hub, offering 24/7 access to websites, e-mail, phone, and face-to-face counselling on personal issues. • Aviva DigiCare+ Workplace App for external mental health consultancy. • Mental Health Champions who support staff wellbeing in the workplace. • RedArc Personal nurse service.

3.8. How to Obtain Further Information

For further information please see our website at www.civica.co.uk or contact us on 0333 321 4914.