

CIVICA



G-Cloud 15 Service Definition Document

Cloud Data Management Services

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1. Cloud Data Management Services

1.1. Introduction

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

1.2. Overview of Services

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

Service	Service Description
Data Strategy, Roadmap and Data Maturity Assessment (DMA) Service	Defines data strategy for optimising information and data assets aligned with business objectives. DAMA or Central Digital & Data Office (CDDO) data maturity assessment (DMA) baselines current capabilities and derives actionable insights. A complementary roadmap synchronises practical steps to improve governance, architecture, literacy, business intelligence, MDM, integration, metadata, and quality.
Data Maturity Assessment Service	A data maturity assessment (DMA) that baselines current capabilities and derives actionable insights using either Data Management Association (DAMA) or Central Digital & Data Office (CDDO) frameworks. Defines current data maturity level by reviewing data environment e.g. As-IS data landscape, data assets and investigating data principles, policies, processes, standards, skills.
Data Governance Service	Civica's proven framework will help you establish governance structures ensuring your data is effectively managed as a critical business asset. The governance framework includes maturity, change management, roles (data owners, stewards, custodians), responsibilities, literacy, training, education, communications, principles, policies, standards, processes, procedures, ethics, compliance (e.g. GDPR / DPA18 and ISO27001).
Data Quality Management Service	Proven framework-based approach, aligned with DAMA DMBOK, implements best practice Data Quality (DQ) tools, techniques, processes for ISO8000 compliance, enabling you to measure, monitor and improve quality of data. Civica works with you to define business and DQ rules and utilises most appropriate profiling and cleansing tools for your needs.
Data Skills and Culture	This helps organisations build and sustain a strong data skills capability and culture, ensuring data is treated as a strategic organisation-wide asset. It provides a structured approach to assessing, developing, and embedding professional data skills throughout the workforce, aligned with organisational objectives and recognised best practice frameworks (GDAD - Government Digital and Data Profession Capability Framework, SFIA - Skills Framework for the Information Age), industry standards.
Data Quality Dashboards	Quantifies data quality risk to business needs. DQ performance targets merge business need criticality with impact on need of critical data. Tailored DQ views for different data governance roles. Enables data drift tracking for AI and ML models. Integrates with off-the-shelf DQ tools. BI tool agnostic. Innovative DQ measurement approach.
Knowledge & Information Management and Intelligence Services	This Service Definition describes the Knowledge & Information Management (KIM) service offering to help organisations govern, structure, and leverage unstructured and semi-structured information (documents, emails, media, chats, wikis) for compliance, risk reduction, and higher-value decision-making. The service integrates people, process, and technology to build sustainable capabilities aligned to business outcomes.

Master Data Management Consulting Service	Civica's Framework covers all aspects of MDM from readiness assessment, technology selection and implementation to establishing effective governance roles and processes to create Golden Records for a reliable Single View, including matching and survivorship rules plus workflow for data stewards. Single or multi-domain MDM for operational or analytical use cases.
Artificial Intelligence Governance Service	Establishes your artificial intelligence (AI) governance operating model to maximise real world performance. Assess AI maturity and then establishes roles, responsibilities, processes, policies to help you govern and assure accountability and accuracy of your AI deployments. Prepares an implementation roadmap, establishes transition readiness, and trains staff in AI governance.

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

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

2.1. Data Strategy, Roadmap and Data Maturity Assessment (DMA) Service

Service Features and Benefits

Features	Benefits
• Benchmark with DAMA DMBok or CDDO Data Maturity Assessment (DMA) • Guidance for accountability, leadership, and delivery structure for data maturity • Scalable questionnaire-based assessment or expert led interviews for depth • Reviewed area results versus strategic, operational, and corporate priorities • Professionally qualified staff with DAMA CDMP certification and Security Clearance • Data governance based on principles, policies, processes, procedures, and standards • Master data management (MDM) for single views across subjects, assets • Tried and tested frameworks for data quality, governance, and migration • GDPR DPA18 compliance assessment and roadmap to achieve regulatory alignment • Advise how data management enables strategic, tactical, and operational reporting	• Foundations for digital transformation, improving Buyer experience and operational excellence • Senior stakeholders engaged with a business case to demonstrate ROI • Measurable benefits realisation model focuses on delivering strategic objectives • Transparent data ownership and assignment of data lifecycle responsibilities • Enhanced analytics and insight, improved data quality and integration • Supported by data migration, data quality and business intelligence services • Implementation of secure, effective GDPR DPA18 compliant, citizen centric services • Cost efficiencies through tackling duplication and waste across services • Improved partner interactions through the adoption of standards • Develop internal expertise to own/develop the running of future assessments

Scope



The Data Strategy and Roadmap Service delivered by Civica ranges in scope from data management to data protection assessments, including a series of recommendations to assist with the implementation of an actionable roadmap.

Civica has developed data strategies for a wide range of Buyers in the private and public sectors, across all of our core markets and at all scales. We start with an understanding of your business strategy and objectives and apply our expertise in all aspects of data management to recommend best practices that are relevant, achievable for you and which we know will work in practice.

Our data maturity assessment frameworks are aligned with the DAMA DMBok (Data Management Body of Knowledge) and the Central Digital & Data Office (CDDO) Data Maturity Assessment guidelines.

We are a long-term supporter of DAMA, our consultants helped to establish the UK chapter and our Consultancy Director previously chaired the DAMA UK committee. Civica's data management consultants typically hold the DAMA CDMP (Certified Data Management Professional) certification at Practitioner or Master Level.

Project Approach

This will include:

Phase	Description
Initial Workshop	• Presentation covering various elements of a sector-specific Data Strategy and our capabilities. • Brainstorming to match needs of Buyers to elements of Data Strategy. • Write up of meeting with proposal for next steps.
Data Maturity Assessment & Benchmarking	• Assess the Buyer's capability and appetite for different elements of data strategy. • Perform Data Maturity Assessment against Civica DAMA or the Cabinet Office's CDDO-based guidelines to assess maturity and literacy across the organisation at scale. This is achieved via questionnaires, combined with consultant-led interviews with targeted groups of stakeholders for in-depth assessment. • Document strengths and weaknesses of current state. • Produce a qualitative scoring based on impact and difficulty to implement.
Strategy Development	• Follow up from Data Maturity Assessment / Benchmarking to prioritise Data Management Strategy elements based on Buyer's current state, needs, ambitions and ongoing projects and plans. • Prepare high-level cost / benefit analysis for investment case. • Optionally prepare short-, medium-, and long-term views of the strategy.
Roadmap Development	• Develop a high-level roadmap laying out recommended activities by data management function for short to medium term. • Integrate with other plans, roadmaps and align with business strategy and objectives. Prepare more detailed cost and benefit analysis. • Typically, high-priority recommendations will be used to recommend scope for next stage, which may involve undertaking several activities that deliver immediate business value or satisfy tactical concerns, while at the same time developing a more strategic target operating model, architecture, and roadmap for data management.

Added Value and Innovations



In our experience, many organisations operate in siloes and deploy point solutions with the result that data is fragmented rather than integrated, and it is difficult to unlock its full potential. Our approach starts with an understanding of the business strategy and objectives before looking at how current data management practices help or hinder those objectives and then recommending solutions that will have an impact.

Data Management, Data Architecture and Business Insight are core competencies of Civica's Consulting practice. Most of our consultants hold certification against CDMP (Certified Data Management Professional). We helped to establish the UK Chapter of DAMA and we have maintained our commitment to supporting DAMA through board level representation ever since.

Civica has extensive experience in successful projects that must comply with UK Government protective marking, operating at, and above, Official-Sensitive levels of requirement and satisfying NCSC cloud security principles.

Civica is able to provide advice and guidance on how to address the outputs from the data maturity assessment in line with CDDO guidelines. This includes making prioritised decisions to accurately roadmap improvements to data maturity, developing internal data SMEs, rallying support from leadership, and raising stakeholder awareness.

Expected Buyer Outcomes

These include:

- A data strategy that is tailored to the Buyer's business strategy and objectives.
- Current data maturity benchmarked against either DAMA DMBoK or CDDO data maturity assessment guidelines.
- A set of findings, recommendations, and how-to guidance on how best to address the findings from Data Maturity Assessment in line with mandated Government direction.
- An understanding of how data management techniques can be applied in practice.
- A business case with costs and benefits to evidence positive ROI.
- A realistic roadmap that is aligned with ongoing projects and other initiatives.
- Gap analysis and roadmap for regulatory compliance including GDPR.

2.2. Data Maturity Assessment Service

Service Features and Benefits

Features	Benefits
• Benchmark with DAMA DMBoK or CDDO Data Maturity Assessment (DMA) • Applies Data Management Association framework and best practice • Aligned to Central Digital & Data Office assessment guidance • Guidance for accountability, leadership, and delivery structure for data maturity • Scalable questionnaire-based assessment or expert-led interviews for depth • Reviewed area results versus strategic, operational, and corporate priorities • Professionally qualified staff with DAMA CDMP certification and security clearance • GDPR DPA18 compliance assessment and roadmap to achieve regulatory alignment	• Provides foundation for developing organisational data maturity • 1–3-year Roadmap sets out comprehensive data improvement actions • DMA can be repeated to measure data maturity improvements • Improves data management, governance, architecture, quality, skills • Leads to improved organisational decision making • Links data management capabilities to business goals, objectives, priorities

Scope

Civica's data maturity assessment frameworks are aligned with the DAMA DMBoK (Data Management Body of Knowledge) and the Central Digital & Data Office (CDDO) Data Maturity Assessment guidelines.

Project Approach

As an illustration, the table below describes our approach if the DAMA framework was being applied.

Phase	Description
Review data Principles, polices & standards	This is largely a desk-based activity, focussed on reviewing existing data management artefacts and documentation, e.g. data principles, policies, processes, and standards against Civica's reference architectures and frameworks.

Review the data landscape	From the information provided in the assessment and review activities, we develop a series of architectural views that document the current data and analytics environment at the Buyer. This will include: • As-Is Data Landscape: a high-level graphical view of the data and analytics environment in terms of the key systems, data assets, internal and external data consumers, and overall information lifecycle. The Data Landscape view will then be overlaid with visual highlights to show areas of strengths and weaknesses, and as such, is an essential tool in communicating the baseline situation at the Buyer. • Subject Area Model: a high-level diagram that identifies the Buyer's data assets according to business context. The subject areas identified form the foundation for further enterprise data modelling, and for executive-level discussions about ownership and accountability for data in subsequent data governance activities. Where these models already exist, we will re-use existing material rather than developing new artefacts. The information created will be a useful input into the creation of an Enterprise Data Model (the creation of an Enterprise Data Model itself is outside the scope of this service).
Assess data management maturity	We will assess the Buyer's data management maturity through a series of guided interviews or workshops with various stakeholder groups. In particular, we will request sessions with senior leaders in the business to capture the issues they face and their data aspirations. The maturity assessment will be based on the DAMA DMBok that covers 11 data management capabilities known as Knowledge Areas: for example, Data Governance, Data Architecture, and Data Integration & Interoperability. Civica has built up a strong knowledge base through implementation of its DAMA-based Maturity Assessments with Buyers over many years. For each of these data management capabilities we have defined a 5-level maturity model and structured set of interview questions, which will help us identify the level of data management maturity the Buyer has achieved. These questions are primarily used as an aide-memoire during the interviews and workshops, as in our experience it is better to let the conversation flow rather than ask lots of yes/no questions.
Analyse and report on maturity assessment	Responses and observations from the workshops, interviews and review activities will be collated and then analysed across different dimensions such as: • DAMA Knowledge Area. • DAMA Environmental Factor. • Source of observation (e.g. which business unit raised issue). • Common themes raised by the participants. Analysing across these dimensions enables us to identify strengths, weaknesses, and opportunities in each of the areas, which inform both the baseline maturity level and the eventual strategy and roadmap. For example, in one recent assessment, a third of all interview observations related to issues with organisation and culture. Based on the analysis of the interview/workshop observations, we will provide an assessment of the Buyer's current maturity against each of the DAMA Knowledge Areas. This assessment will include an analysis of what is working well in that area, areas of concern, and initial recommendations for how the Buyer should be looking to develop its maturity.
Assess readiness for change	Civica will conduct a readiness assessment with key stakeholders via interviews and/or surveys to measure the readiness of different areas within the organisation to adopt and embed the changes. This can be aligned with our data maturity assessment to ensure we consider the people aspects of change

required to drive and embed new behaviours and ways of working. We will also look across the organisation to see what the change landscape looks like to assist with our implementation roadmap and identify opportunities for linking initiatives to minimise impact and maximise coherence.

The initial assessment covers the 8 change themes within our Civica Change Framework to provide a baselined report highlighting risks and gaps within each theme against which we can plan and prioritise change activities. This assessment will be repeated at key stages throughout the initiative to make sure that things are on track and new risks or areas that require additional reinforcement are identified and addressed.

Expected Buyer Outcomes

The report will provide an open and honest assessment of the Buyer's current level of maturity across the DAMA or CDDO data management capabilities and propose a target maturity level for each that is realistic and achievable over a 3-year period. Linking these management capabilities to the Buyer's business goals, objectives and priorities will assist with:

- Highlighting the foundational activities that are required to increase maturity levels.
- Managing expectations around what is achievable in terms of data management capability uplift.
- Identifying key decisions that will need to be made during the Vision & Strategy and Roadmap phases.
- Understanding how receptive the organisation is to adopt new ways of working with data.

2.3. Data Governance Service

Service Features and Benefits

Features	Benefits
• DAMA Data Governance Framework, Data Management Body of Knowledge (DMBoK) • Data Management Maturity Assessment Baselines As-Is and establishes To-Be • Target operating model designed to complement existing governance structures • Organisational design for effective data management, centralised/federated models • Implementation roadmap developed for data governance and data management functions • Establishes Data governance Office, service design, roles, processes, assurance • Data governance team, Data Governance Council/Board, working groups established • Roles and responsibilities are defined, business glossary is established • Training for data owners, data stewards and data custodians • Enables data governance to meet DPA18 and GDPR compliance	• Improved control and risk management, manages data as an asset • Provides a roadmap and recommendations for increasing data management maturity • Implements defined ownership and accountability of business data • CDMP-certified Data management professionals trained in best practice • A scalable solution to enable organisational wide compliance • Manages and improves quality, data sharing and AI enablement • Ensures that data management activity is directed by agreed principles • Identifies and addresses data skills needs/gaps through training needs analysis • Data Governance Office (DGO) improves data quality, standards, business value • Alignment with AI Governance and readiness, standardised business/technology terms

Scope



Our Data Governance Service is built upon best practice as defined by the Data Management Association (DAMA) DMBOK and ensures that Buyers manage their data as an asset throughout its lifecycle. DAMA puts Data Governance at the centre of all data management activities. This is because there are a set of roles, responsibilities and accountabilities that are critical to ensuring that data management is conducted in a coherent and effective manner.

Our Data Governance Framework (DGF) can be tailored to any size of Buyer to ensure that the implementation of Data Governance is appropriate to their strategy and resources. If required, we can conduct a maturity assessment and help to build the business case for Data Governance.

Once a Data Governance programme has been established, our DGF identifies the existing data management roles and implements a governance regime that formally recognises these roles and provides appropriate support. The DGF seeks to avoid increasing headcount and looks to fulfil the appropriate number of Data Owner, Steward, and Custodian roles with minimal impact to other business activities. Principles, policies, standards, processes, and procedures are created as necessary to enforce the Data Governance regime.

To support the Data Governance team as they grow and develop, Civica can deliver specific training interventions for Data Owners, Stewards and Custodians and will provide ongoing coaching and mentoring. We also work with Buyers to develop a Communications Strategy and Plan for raising awareness across the entire workforce and have a model for addressing Data Literacy in terms of both data producers and data consumers. Finally, our DGF has a specific component that targets DPA18/GDPR compliance and is designed to ensure that Buyers can demonstrate an adequate level of compliance to the Information Commissioner's Office.

Our proven framework will help you establish governance structures ensuring your data is effectively managed as a critical business asset. The governance framework includes maturity, change management, roles (data owners, stewards, custodians), responsibilities, literacy, training, education, communications, principles, policies, standards, processes, procedures, ethics, compliance (e.g., GDPR / DPA18 and ISO27001).

Our data and information management services are complementary and tightly aligned. The distinction still matters in terms of the skills and techniques that apply for effective management, but a consistent approach is needed across both in practice to enable effective intelligence, security, and policing outcomes.

Project Approach

A typical Data Governance project consists of five stages.

Phase	Description
Assess	- Establish the scope for Data Governance and identify all stakeholders. (Note that we recommend starting with a single entity such as a product, implementing an end-to-end Data Governance solution and then rolling out further). - Identify what the Buyers' business drivers, vision and objectives are for improving data management. Data Governance is typically the starting point for improving Data Quality, implementing Master Data Management, or driving better Business Intelligence and Analytics. - Assess the baseline data management maturity to understand current strengths, weaknesses, and priority areas for improvement. - Establish the target level of data management maturity to inform subsequent stages of the DGF.
Design	- By the end of this stage the Buyer will have a Data Governance Office in place. - Establish requirements and constraints to understand a realistic level of Data Governance. Typically, this will come down to available budget and resources. - Tailor Civica's DGF to understand to what degree each component of the framework needs to be implemented.

	- Identify Target Operating Model that will minimise the impact on existing governance structures. - Design the Implementation Roadmap.
Build	- Define the six to ten Data Principles that will drive all data management activity going forward (framed as statements with rationales and implications in accordance with TOGAF best practice). - Define the new organisational structure and associated roles (i.e., Data Owners, Stewards and Custodians plus Data Governance Council, Data Working Groups). - Define the Terms of Reference and accountabilities for the above. - Define Data Governance policies, standards and processes that will ensure adherence to the Data Principles.
Rollout	- Establish transition readiness and risk ensuring that the area in scope for Data Governance implementation is prepared for the rollout and, critically, is bought into the change required and keen to improve data management. - Fill the Data Governance roles and establish the new structures. - Implement Data Governance policies and processes. - Train those with Data Governance roles in their responsibilities and provide communications to wider workforce to ensure that they are aware of the change and the impact it will have on them.
Operate	- Expand the training provision to cover the whole workforce and maintain the drumbeat of communications. - Measure performance of Data Governance regime to ensure processes have been embedded and expected activity is occurring. Plan for future maturity assessments. - Expand the scope of Data Governance to other entities or domains, implementing a feedback loop for continuous improvement. - Build on Data Governance and plan to develop other data management functions such as DQM or MDM.

Added Value and Innovations



A team of Data Management consultants, most of whom are Certified Data Management Professionals (CDMP), deliver Civica's Data Governance Services. This team of experts guide and assist Buyers in the implementation of data management best practices that underpin successful digital transformation and cloud adoption. Our DGF and methodology is based upon the Data Management Body of Knowledge (DMBoK) produced by Data Management Association (DAMA) and combined with 40+years of hands-on experience. Our consultants helped to establish the UK Chapter of DAMA, and we have maintained our commitment to supporting DAMA through board level representation ever since. Civica consultants are experts in all aspects of Information and Data Management, covering the complete Information Value Chain from the ingestion or creation of raw data through to insight and analytics. Therefore, we can advise and assist Buyers not just on the specific Data Service they have procured, but how that Data Service relates to other areas of Information and Data Management that they perhaps have not considered. So, for example, DQM is dependent upon effective Data Governance, Data Architecture and Metadata Management being in place and will enable MDM, Data Integration and Interoperability, Business Intelligence and Insight and Analytics. This is the holistic view that our consultants bring by deploying the DMBoK.

Our collaborative approach to working with our Buyers ensures that Buyer staff are upskilled in Information and Data Management techniques and practices. Our consultants, with their decades of knowledge and experience, coach, and mentor Buyer teams so that when the engagement is over the Buyer is completely self-sufficient.

Expected Buyer Outcomes

- Individuals fulfilling the Data Governance roles follow processes and procedures, and comply with the principles, policies, and standards.
- Effective communication with end users is in place to ensure awareness of Data Governance principles, policies, standards, processes, and procedures.
- Monitoring of the timeliness of data providers.
- Data validation issues are addressed to ensure data is corrected at source.
- Monitoring of quality metrics and management of end users to ensure that data is being managed as an asset.
- Buyers' data and information management maturity is increased, and their in-house capabilities improved to leave them self-sufficient.
- Data management best practice is in place and underpins successful digital transformation and cloud adoption initiatives.

By utilising our DAMA aligned Data Governance service we ensure that Buyers have the necessary controls and processes in place to manage their data as a key corporate asset. We help our Buyers grow and develop their Information and Data Management capability so that we can handover all activities to effective Buyer teams. Ultimately, we help Buyers to assure their data which reduces costs, drives better decision making and enables insight to be gained.

Civica's data and information management services are complementary and tightly aligned. Modern tools, especially in an AI-driven environment, consume and produce structured, semi-structured and unstructured data and content. In traditional systems data becomes information only when it is governed, contextualised, and trusted. AI collapses the gap between the two with information use at ingestion rather than publication.

The distinction still matters in terms of the skills and techniques that apply for effective management, but a consistent approach is needed across both in practice to enable effective intelligence, security, and policing outcomes. Information management provides the trust, context, and accountability, while data management provides the quality, structure, and scale.

2.4. Data Quality Management Service

Service Features and Benefits

Features	Benefits
• Uses our proven DAMA aligned Data Quality Management Framework • Based on the DAMA DMBok (Data Management Body of Knowledge) • Data Quality Audit to assess the health of data. • Organisational design for effective data quality management • Access to a broad range of profiling and cleansing tools • Development of data quality reports and dashboards • Formal data quality return on investment (ROI) assessment • Implementation of business aligned data quality metrics and indicators • Solutions compliant with ISO8000	• Better decision making enabled by trusted data • Assures data for exploitation by MDM, BI, insight, and analytics • Delivers a sound foundation for data migration • Reduces rework downstream caused by data errors • Quality is managed from the point of data capture/creation • Data is actively managed by data stewards • Issues are investigated and resolved early in the data lifecycle • Rectifying errors early reduces operating costs • Improved regulatory compliance

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|--|---|
| <ul style="list-style-type: none"> Processes built upon ISO9001 QMS and ISO27001 ISMS accreditation | <ul style="list-style-type: none"> ROI tracking confirms tangible benefits |
|--|---|

Scope



For Buyers to be able to exploit their data with new cloud services, the data must be fit for purpose. Data Governance is part of the answer, but a Data Quality Management (DQM) solution applies Total Quality Management techniques and practices to enterprise data to ensure that it conforms to user requirements. Civica's DQM Service is built upon best practice as defined by the Data Management Association (DAMA) and enables Buyers to assure the quality of their data assets throughout their lifecycle thus enabling effective Master Data Management, Business Intelligence, Insight and Analytics, and, ultimately, optimal decision making. We have a proven framework for implementing DQM which can be ISO8000 compliant if requested by the Buyer. Our Data Quality Framework (DQF) can be tailored to any size of Buyer to ensure their implementation of DQM is appropriate to their strategy and resources, focusing on the data that is key to business performance.

Civica's DQF begins by implementing the foundations required on which to build a robust Data Quality (DQ) capability, though some elements may be in place if the Buyer has already established Data Governance. This component of the framework assesses the Buyer's level of maturity and establishes the initial scope for DQ activity (which is often a burning DQ issue the resolution of which will grab attention). We also work with the Buyer to set the right DQ project team in place for them and put a plan in place to move from a Proof of Concept, through the Pilot phase to a full rollout. The remainder of our DQF then addresses for critical areas:

- Establishing the DQ organisation.
- Developing a hierarchy of dimensions, measures and indicators that can be coded or entered into the DQ toolset of choice.
- Designing and implementing DQM processes, from profiling of data to issue resolution.
- Designing the reporting mechanisms required by different stakeholder groups.

Civica is tool agnostic when it comes to DQM, so our service tailors our dimensions, measures, and indicators methodology to the Buyer's chosen tool set. Finally, our DQM service builds on Data Governance to implement new roles, processes, and procedures.

Please note that this service can also include the development of data quality dashboards to aid decision making and support the ongoing improvement of data quality within the Buyer's organisation.

Typical Project Approach

A typical DQM project consists of five stages consisting of the following activities:

Phase	Description
Assess	- Establish the scope for DQM and identify all stakeholders remembering that the aim of DQM is not to try and encompass all enterprise data, but to focus on the data with the greatest impact. - Understand the current approach to DQM (there are usually pockets of uncoordinated DQ activity being undertaken). - Conduct a gap analysis to map the Buyer's existing capability to Civica's best practice DQM model in order to understand where they are deficient. - Identify which DQ building blocks are required, providing the Buyer with a clear plan for what needs to be done in their organisation to implement an effective DQM capability.
Design	By the end of this stage, the Buyer will have their chosen DQ toolset in place: Design new or revised DQM processes to implement Civica's proprietary FIRM approach to DQM (Find, Investigate, Remedy and Monitor).

	• Design the Target Operating Model and identify the associated training requirements. • Translate the business rules the data needs to conform to into DQ Indicators that software can use to assess the data. • Identify potential reporting solutions and design an agreed solution to meet the Buyer's requirements.
Build (the Pilot)	• Implement the new or revised DQM processes that were developed in the previous stage. • Establish structure and roles required to execute and maintain DQM capability. • Implement and test the initial set of DQ Indicators. • Implement and test the proposed DQ reporting suite.
Rollout (the Pilot)	By the end of this stage the Pilot will have been signed off • Train and educate Data Stewards and Data Custodians in DQM (this builds on Data Governance activity). • Establish the initial schedule for undertaking DQM assurance, an audit programme covering the full scope of the pilot. • Establish a DQ Community of Interest as a forum to primarily support the Data Stewards and to share best practice and lessons learned as the capability develops. • Begin raising awareness of DQM across the workforce as a fundamental aim of DQM is to increase the quality of data and this requires, amongst other things, those who create and update data to pay due care and attention to what they do.
Operate (as business as usual)	• Expand the scope of DQM activity as per the plan into new business areas or data domains. • Train the wider workforce in the fundamentals of DQ and ensure a regular drumbeat of communications. • Refine the DQM capability as lessons are learned ensuring continuous improvement.

Added Value and Innovations



A team of Data Management consultants, most of whom are Certified Data Management Professionals (CDMP), deliver Civica's DQM Services. This team of experts guide and assist Buyers in the implementation of the data management best practices that underpin successful digital transformation and cloud adoption.

Our Data Quality Management framework and methodology are based upon the Data Management Body of Knowledge (DMBoK) produced by the Data Management Association (DAMA) and combined with decades of hands-on practical experience. Our consultants helped to establish the UK Chapter of DAMA and we have maintained our commitment to supporting DAMA through board level representation ever since.

Civica consultants are experts in all aspects of Information and Data Management, covering the complete Information Value Chain from the ingestion or creation of raw data through to insight and analytics. Therefore, we can advise and assist Buyers not just on the specific Data Service they have procured, but how that Data Service relates to other areas of information and data management that they perhaps have not considered. For example, DQM is dependent upon effective Data Governance, Data Architecture and Metadata Management being in place and will enable MDM, Data Integration and Interoperability, Business Intelligence and Insight and Analytics. This is the holistic view that our consultants bring by deploying the DMBoK.

Our collaborative approach to working ensures that Buyer's staff are upskilled in Information and Data Management techniques and practices. Our consultants, with their many years of knowledge and experience, coach, and mentor teams so that when the engagement is over, the Buyer is completely self-sufficient.

Expected Buyer Outcomes

These include:

- Easy detection, identification of risk and prioritisation of DQ issues.
- Formal handling of DQ issues through to their resolution and the prevention of recurrence, reducing or removing their negative impact and associated costs.
- Organisation wide visibility of the health of the data including trends (i.e. is DQ getting better?) with the ability to compare business units.
- Automated monitoring of key data assets with the ability for ad-hoc audits if required.
- A culture of continuous DQ improvement.

Ultimately, by utilising our proven DQF, Buyers will assure the quality of data their organisation receives, creates, and maintains.

2.5. Data Skills and Culture Service

Service Features and Benefits

Features	Benefits
• Organisation data skills assessment and gap analysis • Incorporation of GDAD, SFIA and recognised industry best practice • Alignment with organisational objectives and data maturity targets • Organisational design for effective data professions capability development • Comprehensive support framework for data professions • Effective change management and communications planning • Metrics and KPIs to measure skills improvement and cultural adoption • Building strong communities and networks • Career pathways and personal development, Training Needs Analysis (TNA) • Integration with workforce planning and recruitment strategies	• Alignment with Industry to attract and retain talent • Proactively identifies and addresses data skills needs/gaps through targeted training • Identifies relevant certification and training to support personal development • Skills framework tailored to organisation needs, grow data professions capability • Structured and managed data capability development • Organisational design aligned to size, complexity, data maturity, strategic objectives • Encourages personal growth with supported skills development • Enhanced collaboration and knowledge sharing across communities • Better alignment of training investment to organisational priorities • Managed change with measurable outcomes

Scope



Our Data Skills and Culture Service is designed to help organisations build and sustain a strong data skills capability and culture through ensuring data is treated as a strategic asset across the organisation. This service provides a structured approach to assessing, developing, and embedding professional data skills throughout the workforce, aligned with organisational objectives and recognised best practice frameworks such as GDAD, SFIA, and industry standards.

We begin by conducting a comprehensive data skills assessment and gap analysis to benchmark current capability against data maturity models. Based on these insights, we develop a tailored strategy for skills development and cultural adoption, ensuring alignment with organisational priorities and long-term goals.

Our service includes organisational design for effective data professions capability, roles-to-skills mapping, and the creation of a comprehensive support framework for data professionals. We define clear career pathways and personal development plans, incorporating relevant training, certifications, and mentoring opportunities to encourage continuous growth.

To drive successful adoption, we deliver structured change management and communication plans, build strong communities and networks, and implement governance and accountability mechanisms. We also provide metrics and KPIs to measure progress and demonstrate value.

The outcome is a managed, sustainable data capability that supports organisational size, complexity, and strategic objectives. By fostering a culture of continuous learning and collaboration, we enable organisations to attract and retain talent, close skills gaps, and empower their workforce to make confident, data-driven decisions.

Project Approach

A typical Data Skills and Culture project consists of five phases.

Phase	Description
Assess	Conduct organisation-wide data skills assessment and gap analysis. Benchmark against GDAD, SFIA, and recognised industry standards. Evaluate current data maturity and alignment with organisational objectives. Identify priority areas for capability development and cultural change.
Design	Develop a tailored data skills framework aligned to strategy and resources. Define roles-to-skills mapping and career pathways for key data roles. Create a training needs analysis and development strategy. Establish governance and accountability mechanisms for capability growth.
Build	Develop comprehensive support framework for data professions. Design targeted training interventions and identify relevant industry and specialised certifications. Create change management and communication plans to drive adoption. Build metrics and KPIs to measure skills improvement and cultural embedding.
Rollout	Implement change and communications plans to drive adoption. Launch awareness campaigns and engagement activities across the organisation. Establish communities of practice and networks for collaboration. Embed governance processes and monitor initial adoption.
Operate	Provide ongoing support for capability and cultural development. Monitor progress against KPIs and report measurable outcomes. Refresh plans based on evolving organisational needs and maturity. Sustain communities, governance, and continuous improvement initiatives.

Added Value and Innovations



Civica brings a mature and well-established Data Professions Capability, developed and refined over many years to meet the evolving needs of Central Government and Defence. As a trusted partner and leading supplier of data professionals, we understand the unique challenges and demands within these sectors. Our approach includes continuous horizon scanning to anticipate emerging opportunities and

threats, ensuring our clients remain ahead of the curve.

We have built our capability using proven methodologies aligned with industry best practice and government frameworks. This ensures that our services not only meet current standards but also align with future direction and policy initiatives by default.

A key differentiator is Civica's Data Skills Development Framework and Assessment Tool, designed using SFIA, GDAD, and industry best practice. This framework can be adapted and tailored to your organisation's needs, significantly reducing development time and accelerating capability uplift.

Our Data Skills and Culture Framework offers a structured yet flexible approach to building data capability, regardless of organisational size or complexity. By leveraging our deep understanding of government and industry initiatives, we ensure alignment with emerging thinking and strategic priorities.

We can additionally offer the use of AI-driven tools for skills assessment and gap analysis.

If required, Civica Learning is a comprehensive learning management system that supports digital, classroom, and blended learning experiences, enabling organisations to deliver skills development and CPD. It hosts diverse content formats (e.g. eLearning, videos, podcasts, documents, and links) and offers mobile access online or offline. Learning Content Creation focuses on designing engaging eLearning and microlearning content tailored to organisational objectives. Content Master specialises in technical learning content for Microsoft solutions, including eLearning and instructor-led training, and operates as an official global Microsoft supplier and Gold Partner.

Change Management is recognised by DAMA as critical to the success of large data programmes and our Data Management Consultants are largely certified CDMP professionals with many years' of experience in delivering high profile projects and programmes that have successfully delivered sustainable change.

Our consultants, with their decades of knowledge and experience, coach, and mentor Buyer teams so that when the engagement is over the Buyer is completely self-sufficient.

Expected Buyer Outcomes

- Clear visibility of the current capability and gaps. The Buyer will gain an accurate picture of their workforce's data skills and cultural maturity, enabling informed decision-making on where to invest.
- Alignment of skills development with strategic objectives. Capability building initiatives are directly linked to organisational priorities, ensuring resources are focused on delivering measurable business value.
- A comprehensive skills framework. A comprehensive, skills-based framework with self-assessment capability that builds a flexible workforce, untethered from rigid roles, enabling personalised development pathways, fostering cross-functional collaboration, and ensuring rapid adaptability to changing organisational need.
- Targeted training and development strategy. Training needs analysis identifies priority areas, enabling buyers to implement focused interventions that close critical skills gaps.
- Governance and accountability for capability growth. Frameworks and KPIs provide oversight, ensuring progress is monitored and benefits are realised over time.
- Sustainable communities and knowledge-sharing networks. Managed communities of practice and peer networks that encourage collaboration, continuous learning, and innovation.

2.6. Data Quality Dashboards Service

Service Features and Benefits

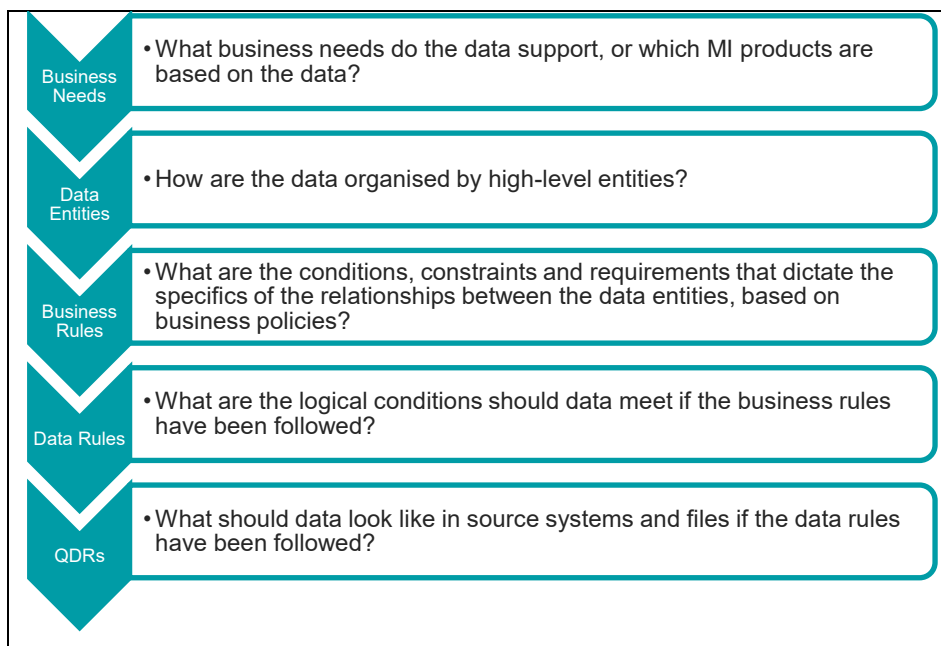
Features	Benefits
• Focuses on business-critical data and quality critical data conditions • Metrics grounded in precise and accurate quality dimension rules (QDRs) • Business need-level data quality summarised from underlying QDR results • Business dimension (e.g. organisation, product) level DQ summarised from QDRs • Drill-down from DQ summaries to QDRs affecting summary DQ • DQ targets reflect business priorities and related data impacts	• Focus on data quality signal, rather than noise • Confidence that targeted and accurate measurement drives summary metrics • Data quality issue risk to business need fulfilment flagged • Easy to isolate data quality issues to teams, products • Quickly isolate the type of data quality problem and causes • Data quality targets that reflect business priorities

• Tracks actual against target DQ performance • Provides tailored DQ metrics to different data governance/DQM roles • Clear relationship between opinions on data quality and objective measures • Clear relationship between DQ performance and business policies	• Quickly isolate data quality issues, their severity and fix urgency • Tells data owners, stewards, producers what they need to know • Objective insight into subjective opinion on data quality • Provides data-grounded evidence of business policy compliance
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Scope

Our data quality dashboards are built around a hierarchy of information that establishes a clear relationship between business needs and policies and the fitness for purpose of data at the level of records and fields in your business systems and/or semi-structured data sources like Excel files. This hierarchy is shown in the diagram.

This structure allows us to focus on only the data that are critical to the fulfilment of the business



needs and therefore business impacting if they have quality issues. It also gives us a logical structure on which a hierarchy of data quality metrics can be constructed to produce views of data quality that are tailored to different roles in the organisation. For example, business data stewards will mainly focus on data quality metrics at the QDR and data rule level. Data owners will be interested in a more summarised view of performance at the data entity or business need level.

If the customer has a data quality issues log, we import key information from this into the dashboard and link each issue to relevant QDRs, where applicable. Issues logs of this type are usually compiled based on feedback from data consumers on issues with the quality of data that impact their ability to perform their roles. Whilst this information is valuable as an indicator or the areas in which data quality issues are causing business impacts, it is subjective and not necessarily accurate in terms of the stated size or scope of the problem. In our dashboards we link the issues to QDRs that quantify in precise terms the magnitude and scope of data affected by the issue.

We recommend that each data quality dashboard is limited to one data subject area – for example People, Product or Logistics data. The dashboards are intended to drive action to ensure the data are continuously fit for the purpose of fulfilling the business needs they exist to primarily support. We will work with the customer roles who own the related data standards and/or who have expertise in the use of the data by the business to fulfil the needs.

Our dashboards are built using conventional BI tools, such as MS Power BI, consuming data quality results that are tagged with relevant business dimensions – for example product or organisation. This enables us to summarise data quality at the level of members of the relevant dimensions and to segment data quality metrics by individual dimension members – for example by individual product or team.

Project Approach

Our DQ dashboard implementation projects are broken into four major phases:

- Create the data quality rules catalogue
- Configure the QDRs and assure their accuracy
- Design the dashboard
- Build, test and deploy the dashboard

These phases are described in the table below.

Phase	Description
Create the data quality rules catalogue	• Work with the project sponsor to identify and agree the data subject area, or other specification of data scope. • Identify and prioritise business needs. • Understand the processes that fulfil the business needs. • Identify and record the business entities that participate in the processes and the related critical data elements. • Identify the business policies that apply to the processes and define and record the related business rules. • Specify the logical conditions data should meet if business rules are followed and record data rules. • Specify the specific conditions data should conform to at source (e.g. in business systems) if data rules are followed and record as QDRs.
Configure the QDRs and assure their accuracy	• Write QDR scripts and run against source data extracts to generate pass/fail results. • Confirm accuracy of QDR specifications (in rules catalogue) and scripts by analysing pass/fail results for false positives and negatives. • Re-work QDR specifications and/or scripts if false positives or negatives present in pass/fails. • Baseline QDR performance.
Design the dashboard	• Design datamart schema. • Design ETL pipes to land and stage QDR pass/fails, rules catalogue structure, DQ issues data and to generate summarised DQ results. • Identify relevant business dimensions. • Specify business questions to be answered by dashboard and related conceptual and logical DQ metrics, including logic for producing summarised DQ metrics based on underlying QDR results. • Agree visualisations.
Build, test and deploy the dashboard	• Build datamart schema. • Build ETL pipes. • Build visualisations. • Produce user guide. • Test accuracy of DQ metrics against logical metrics specification. • Perform user acceptance testing. • Deploy dashboard to live.

Added Value and Innovations

Our data quality dashboards are not structured around the conventional approach to producing summarised data quality metrics, which is to summarise by data quality dimension – for example “Completeness”. This allows us a greater degree of flexibility in producing summarised metrics that are tailored to business perspectives on the data than would be the case if summarising by DQ dimension were hard-wired into the structure.

The structure of our rules catalogues is unique and enables us to achieve the following:

- Ensure we focus on data that are critical to business needs and to the quality aspects of those data that are business affecting
- Build a coherent hierarchy of information tailored to different data perspectives in the customer organisation
- Build a business-oriented view of data quality that is meaningful to non-technical stakeholders

Our dashboards can be integrated with conventional data quality tools. Therefore, if the customer has an existing data quality tool, we can construct the dashboard to ingest the outputs produced by the data quality rules that have been configured in the tool. We can then produce more sophisticated and business-friendly visualisations than are available in most off-the-shelf tools.

Our approach to setting targets for QDRs ensures that the target concerned reflects both the criticality of the related business need and the impact on that need of data failing the QDR. This furnishes customers with a precise tool for identifying data quality issues, as issues are defined as the occurrence of a QDR performing below target.

Expected Buyer Outcomes

The buyer will be in a position to:

- Assess risk to the accuracy of AI models – use our DQ dashboards to track data drift in training data
- Distinguish between data quality signal and noise through our focus on critical data quality requirements in relation to business needs
- At-a-glance understand data quality risk to business needs through our approach that measures data against detailed quality specifications (QDRs) and uses smart summation logic to quantify data quality at business need level
- Zero in on data quality hotspots by drilling down from summary DQ metrics to poor performing QDRs and source record identifiers.
- Know whether what’s being said about data quality is supported by facts – our dashboards link data consumer reported data quality issues to objective quality measurement of the affected data.
- Track data quality against targets that reflect business priorities – each QDR has a target that combines the criticality of the business need the data supports with the impact on that need of data failing the QDR.

2.7. Knowledge & Information Management and Intelligence Services

Service Features and Benefits

Features	Benefits
• Information Governance: policies, standards, roles, controls, risk management • Taxonomy & Metadata Management: enterprise taxonomy, business metadata, content types	• Increase findability and reuse of knowledge assets across the enterprise • Establish clear information governance with policies, roles, and controls

• Content Lifecycle Management: creation, review, approval, retention, disposition • Knowledge Capture/Sharing: communities of practice, expert networks, playbooks, lessons-learned • Search & Retrieval Optimisation: search tuning, result relevance, synonyms, curated answers • Records & Compliance: retention schedules, legal hold, privacy-by-design • Digital Workplace Enablement: collaboration patterns, hubs, templates, and content services	• Standardise taxonomy/metadata to drive classification, search, and records management • Optimise content lifecycle from creation through retention and disposition • Enable knowledge capture and sharing practices embedded in daily work • Reduce regulatory, privacy, and eDiscovery risk • Measure outcomes with practical KPIs (search success, time-to-find, classification coverage)
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Scope

This helps organisations to govern, structure and leverage unstructured and semi-structured information (documents, emails, media, chats, wikis) for compliance, risk reduction, and higher-value decision-making. The service integrates people, process, and technology to build sustainable capabilities aligned to business outcomes.

Civica's data and information management services are complementary and tightly aligned. Modern tools, especially in an AI-driven environment, consume and produce structured, semi-structured and unstructured data and content. In traditional systems data becomes information only when it is governed, contextualised, and trusted. AI collapses the gap between the two with information use at ingestion rather than publication.

The distinction still matters in terms of the skills and techniques that apply for effective management, but a consistent approach is needed across both in practice to enable effective intelligence, security, and policing outcomes. Information management provides the trust, context, and accountability, while data management provides the quality, structure, and scale.

Project Approach

Typical engagement phases and commercial models:

- Assessment (4–8 weeks): fixed price based on scope and size.
- Strategy & Design (6–12 weeks): fixed price with defined deliverables.
- Implementation (variable): time & materials or milestone-based.
- Managed Service (ongoing): monthly subscription for governance and tuning.

Assumptions & dependencies include:

- Access to relevant stakeholders, repositories, and existing documentation.
- Client ownership of content quality and change sponsorship.
- Licensing and platform availability for selected tools.
- Data protection impact assessments where required.

Roles & Responsibilities – Civica Consultancy Team:

- KIM Engagement Lead – accountable for outcomes and stakeholder alignment.
- Information Architect – designs taxonomy, metadata, and search.
- Records & Compliance Specialist – designs retention, disposition, and legal hold.
- Change & Adoption Lead – designs and delivers adoption program.
- Technical Consultant – configures platforms and integrations.
- Project Manager – planning, governance, and RAID management.

Roles & Responsibilities - Client:

- Executive Sponsor – sets vision and secures funding.
- Information Owners – accountable for content quality and lifecycle.
- Stewards – maintain metadata standards and taxonomy.
- Legal/Compliance – defines requirements and approves controls.
- IT Platform Team – operates and supports technology.
- End Users – adopt practices and provide feedback.

Phase	Description
Discovery & Assessment	• Stakeholder interviews, workshops, and surveys. • Content & repository inventory (sources, volumes, ROT analysis). • Current processes, policies, and tools review. • Maturity assessment across governance, taxonomy, lifecycle, search, adoption.
Design	• Operating model and RACI (information owners, stewards, governance boards). • Taxonomy & metadata design (business terms, facets, entities, synonyms). • Content lifecycle blueprint (creation, review, retention, disposition). • Records & compliance model (legal, privacy, regulatory requirements). • Search experience design (curation, tuning, relevance, answers). • Adoption & change strategy (personas, comms, training, champions).
Implementation	• Configure platforms (e.g., SharePoint, Teams, Microsoft Purview, OpenText, M-Files). • Establish repositories, content types, metadata fields, and policies. • Implement workflows for review/approval, retention, disposition, legal hold. • Pilot and iterate with business units; scale through templates and guardrails. • Integrate with collaboration and line-of-business systems as needed.
Training & Adoption	• Role-based training for owners, stewards, and end users. • Knowledge capture practices (playbooks, communities of practice). • Communication plan, champions network, feedback loops. • Support model (helpdesk, office hours, knowledge base).
Continuous Improvement	• Governance forums and review cycles. • Metrics-driven enhancements to taxonomy, search, and workflows. • Periodic audits and compliance checks. • Innovation backlog (AI enrichment, new patterns, automation).

Deliverables:

- Current State Assessment Report (information audit, maturity, risks, opportunities).
- KIM Strategy & Roadmap (6–24 months) aligned to business outcomes.
- Governance Framework (policies, standards, RACI, operating model).
- Enterprise Taxonomy & Metadata Model (controlled vocabularies, content types, tagging guidelines).
- Content Lifecycle Design (templates, workflows, retention schedules, disposition rules).
- Technology Recommendations (platform fit, capabilities, configuration guidance).

- Implementation Plan (phased roll-out, dependencies, change & adoption plan).
- Training & Enablement Materials (playbooks, job aids, quick-reference guides).
- Measurement Framework (KPIs, dashboards, review cadence).

Added Value and Innovations

The service is technology-agnostic but commonly leverages Microsoft 365 (SharePoint, Teams, OneDrive), Microsoft Purview (information protection, data lifecycle, eDiscovery), and leading content services platforms (OpenText, M-Files). Selection and configuration align to the governance model and business use cases.

Optional add-ons:

- AI-driven enrichment: auto-classification, entity extraction, summarisation, Q&A knowledge bots.
- Platform integrations: M365 (SharePoint, Teams), Microsoft Purview, OpenText, M-Files, ServiceNow, Atlassian.
- Migration & Remediation: content inventory, ROT (redundant, obsolete, trivial) clean-up, deduplication.
- Advanced eDiscovery workflows and defensible disposition.
- Managed service for ongoing governance, metadata stewardship, and search tuning.

Service Level Options (Managed Service):

- Quarterly taxonomy and search review.
- Monthly governance board and KPI report.
- SLA-backed response to metadata and search tuning requests (e.g., 5 business days).
- Incident support for compliance and eDiscovery events.

Risks & Mitigations:

- Low adoption of new practices → Mitigation: co-design, champions, incentives.
- Taxonomy complexity → Mitigation: iterative design, usability testing, governance.
- Integration and migration challenges → Mitigation: phased pilots, automation, rollback plans.
- Compliance gaps → Mitigation: early involvement of Legal/Compliance, periodic audits.

KPIs & Success Metrics:

- Search success rate (first-result, top-3 click-through).
- Average time to find key information.
- % of content classified/tagged with required metadata.
- Compliance audit pass rate and number of incidents.
- Reduction in ROT (volume and %).
- User adoption measures (active usage, satisfaction, NPS).
- Cycle time for content approval and disposition.

Expected Buyer Outcomes

- Reduced time-to-find and improved decision velocity.
- Lower risk via compliant retention and privacy-by-design.
- Higher quality data for analytics and AI through better metadata.
- Operational resilience and continuity of knowledge.
- Cost savings from ROT clean-up, deduplication, and streamlined processes.

2.8. Master Data Management Consulting Service

Service Features and Benefits

Features	Benefits
- MDM readiness assessment with practical roadmap for implementation - MDM implementation roadmap integrated with business, technology, and data strategies - Identify authoritative sources of master data (systems of record) - Best practice MDM governance covering principles, policies, processes, and roles - MDM business case evaluation including ROI calculation - Implement match, merge, and survivorship rules, plus data stewards' workflows - Implement Single View, 360-degree view, and 720-degree view solutions - Data Protection Impact Assessment to ensure GDPR DPA18 compliance - Solutions supported: Civica Multivue, Informatica, SAS, Talend and Microsoft	- Creation of golden record/single view for core business entities - Operational MDM consistently shares and updates master data across systems - Ensures accurate data is leveraged in all business processes - Analytical MDM improves insight with complete picture and single view - Support for “tell us once” and “know your customer” processes - Data Protection by design and by default - Assured compliance with data quality standards - Aligned with DAMA DMBOK best practice - Realise benefits of multi-agency data sharing - Provides a common data backbone for digital transformation initiatives

Scope



We have developed a suite of MDM Frameworks that cover the following phases of the MDM lifecycle: Readiness assessment; Technology selection; MDM implementation and creation of a reliable Single View; Establishing effective MDM governance and processes. Our frameworks are suitable for:

- Operational MDM whereby the “golden record” is propagated back to operational systems so that operational business processes are using the best possible data for core entities.
- Analytical MDM whereby data from disparate systems feeding systems of insight are dynamically resolved so that all relevant facts are correctly linked to the same entities improving the quality of reporting and analytics.

Project Approach



In practice MDM implementations are based on a subset of the following activities. It is not intended for the activities to be executed strictly sequentially. The method is tailored for each Buyer and data subject area and some degree of iteration and parallelism is expected to take place.

In parallel with the MDM implementation, it is often necessary to assess, design, build, rollout and operate a data governance framework, to exercise the required level of control over the data being mastered.

Phase	Description
Establish Business Requirements	Conduct workshops with process contacts to identify concepts and associated definitions in the subject area. Use the results to develop / extend outline business requirements.
Analyse Source Systems	Refine inventory of Systems of Entry and consuming systems and collect additional required system details. Collect and catalogue relevant meta-

	data associated with the identified systems and conduct data quality assessments against all potential Systems of Entry.
Model Data	Conduct workshop(s) with system contacts to agree attributes, rules, definitions, and prioritisation for use in the logical data model. Review the conceptual data model and either develop a bespoke logical model or extend the identified industry standard model.
System Requirements	Specify the data mappings and rules between attributes in the Systems of Entry and attributes in the System of Record. Specify the data mappings and rules between attributes in System of Record and attributes in the consuming systems. Analyse and record details of the impact on and necessary changes to all identified systems.
Select MDM Architecture and Toolset	Define the MDM Architecture to be used, and select tools to provide Data Integration, DQ and MDM capabilities - based on their ability to support the system requirements.
Build Data Sourcing Components	Develop physical data model and plan, load, and test integration Master Data Environment. Plan & perform initial population of System of Record.
Build Data Distribution Components	Develop components that make data available to consuming systems. This can include components to update the Systems of Entry with enriched data.
Build Data Quality Components	Develop components to monitor DQ and develop Data Enrichment web services to be used by Systems of Entry in order to help end-users to improve data quality at the point of data entry.
Build User Interfaces & Workflows	Develop user interfaces and associated workflows for Data Stewards.
Conduct End-to-end Testing	Test the behaviour of the Master Data Environment with respect to the subject area, testing each data concept throughout its lifecycle from creation through to retirement.
Conduct Acceptance Testing	Define and execute the deployment plan for the Master Data subject area and perform acceptance testing.

Added Value and Innovations



Our MDM Frameworks are integrated with our other data management frameworks & aligned with the DAMA DMBOK. The frameworks are vendor neutral, but we have partnerships with:

- Civica MDM - our own MDM solution, optimised for local government and healthcare sectors, creating single view of the citizen and household.
- Informatica - an industrial strength, multi-domain solution for large scale, mission critical solutions.
- Talend - an open source, multi-domain solution that is highly customisable.
- Microsoft - a multi-domain solution that is fully integrated into the Microsoft stack; Civica is a Microsoft Gold Partner.

Data Management, Data Migration and Data Architecture are core competencies of our Consulting practice. Many of our consultants hold TOGAF 9/10 certification and/or CDMP (Certified Data Management Professional). We have helped to establish the UK Chapter of DAMA in 2002 and we have maintained our commitment to supporting DAMA through board level representation ever since.

Additionally, we have extensive experience in successful projects that must comply with UK Government protective marking, operating at, and above, Official-Sensitive levels of requirement and satisfying NCSC cloud security principles.

Expected Buyer Outcomes

Civica is a full-service MDM partner not just a software solution vendor. As a result, we are able to ensure that Buyers realise the full benefits of effective Master Data Management, including:

- Creation of golden record and single view for core business entities.
- Operational MDM consistently shares and updates master data across systems.
- Analytical MDM improves insight with complete picture and single view.
- Ensures accurate data is leveraged in all business processes.
- Improved Buyer experience enabled by complete view of Buyer data.
- Better insight from analytical systems by connecting all relevant facts to core entities.
- Improved data quality for core data entities at the heart of the business.
- Reduced fraud.
- Regulatory compliance including GDPR/DPA18.
- Realise the benefits of multi-agency data sharing.

2.9. Artificial Intelligence (AI) Assurance Service

Service Features and Benefits

Features	Benefits
• Responsible, ethical AI aligned to public sector standards and regulation • AI governance framework (accountability/risk/controls), for AI usage, integrating data governance • Advanced analytics and predictive modelling to support decision-making • AI, Natural Language Processing (NLP), harness Large Language Models (LLM) • Text analytics for insight extraction, sentiment analysis, chatbot use cases • Robust infrastructure for handling large-scale data processing with seamless scalability • Ongoing monitoring, optimisation and support maximise AI value and adaptability • Establish AI governance operating model with roles and responsibilities • Establish trusted data sources for AI training • Align with existing governance structures, build on trusted data	• Supports informed decision-making through reliable predictive analytics and forecasting • Improves operational efficiency through controlled automation and streamlined workflows • Alignment of AI solutions to defined organisational needs and objectives • Enables proportionate, tailored AI use to support efficiency and innovation • Supports compliance with data protection, information governance and AI ethics • Enables safe/appropriate use of AI-driven approaches within governance controls • Builds trust/confidence among stakeholders through transparent and accountable AI practices • Supports organisational credibility and long-term reputation under public scrutiny • Achieve AI readiness through literacy, high quality-data and repeatable processes • Preparation and maintenance Algorithmic Transparency Recording Standard (ATRS) records

Scope

There is not just one possible solution to the AI problem; rather, it is about applying the right tool for the right job. The first step is understanding what tools are available, and where they add most value, and where they do not. A Governance Framework is needed to oversee the delivery of AI solutions for end-to-end benefit, from laboratory prototypes to real world deployment. Some problems will require the application of a Machine Learning use case, where there are large data volumes and the need to learn from what has gone before and predict what might happen in the future. Other problems will be more focused on process optimisation, where robotic automation becomes the most valuable approach, and Machine Learning would be a sledgehammer to crack a nut.

Developing solutions from concepts to production, embedded and supported solutions requires investment and a robust, consistent process. Part of this concerns the investment in and provisioning of technical development, DevOps, testing and infrastructure. It also concerns the process of building and deploying a team, including the required skills and roles, and a clear support model. Solutions developed as Proofs of Concept (PoCs) cannot be immediately deployed as production solutions – often this will be driven by the technical design and architecture of the solution, the infrastructure it needs to reside on, the data refresh requirements and how users will access it. Not all solutions developed will need to go beyond PoC or prototype.

Project Approach

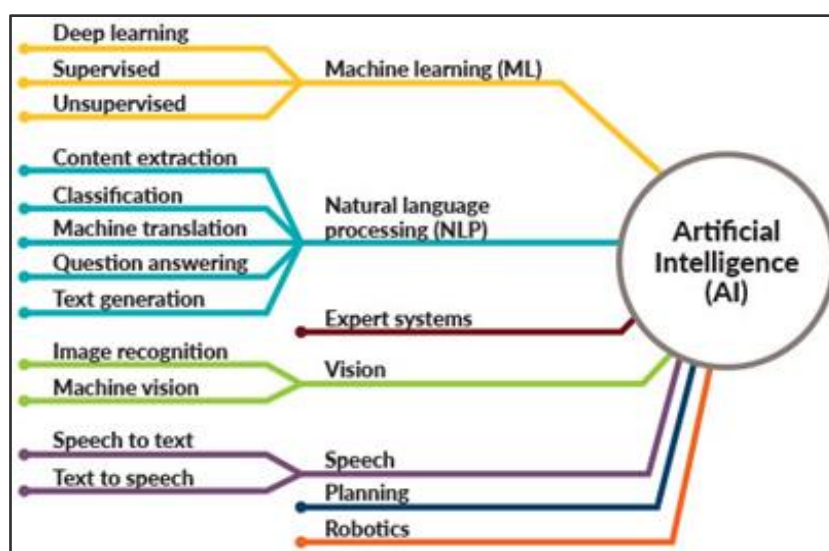
Phase	Description
Understand	In the initial workshop, we collaborate closely with your team to gain insights into your organisation's objectives, challenges, and data landscape. By understanding your unique needs and requirements, we lay the groundwork for developing tailored AI solutions.
Model	Apply user centred service design and GDS Service Standard to AI enabled services: re model workflows, roles, skills, and interfaces so AI agents/models are embedded in the service blueprint, rather than bolted on. 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	Map services to the UK AI Standards landscape and help departments participate in standards development (risk management, assurance, measurement, interoperability), leveraging the UK AI Standards Hub. Design and deliver AI solutions aligned to defined organisational requirements and service objectives. Using scalable infrastructure and established engineering practices, we deploy appropriate models and algorithms to address identified needs and support the achievement of agreed outcomes.
Recommend & Evaluate	Assess the performance of AI solutions against agreed objectives and measures and provide evidence-based recommendations for improvement. This supports continuous enhancement of AI capability and ensures ongoing alignment with organisational priorities and service needs.
Rollout	Establish transition readiness and risk ensuring that the area in scope for AI governance implementation is prepared for the rollout and, critically, is bought into the change required and keen to adopt AI. Fill the AI governance roles and establish the new structures. Implement AI governance policies and processes. Train those with AI governance roles in their responsibilities and provide communications to wider workforce to ensure that they are aware of the change and the impact it will have on them.
Operate	Expand the training provision to cover the whole workforce and maintain the drumbeat of communications.

Phase	Description
	Measure the performance of AI governance regime to ensure that the processes have been embedded and activity is occurring as expected. Plan for future maturity assessments. Expand the scope of AI governance to other entities or domains, implementing a feedback loop for continuous improvement.
Continuous Improvement	Governance forums and review cycles. Metrics-driven enhancements to taxonomy, search, and workflows. Periodic audits and compliance checks. Innovation backlog (AI enrichment, new patterns, automation).

Added Value and Innovations



Our AI and ML service supports public bodies to improve decision-making through evidence-based analytics and forecasting, and to increase operational efficiency through well-governed automation. Responsible use of AI, underpinned by appropriate governance and compliance with relevant regulation and standards, helps manage risk and maintain effective oversight, while enabling safe and proportionate innovation and building trust and confidence among stakeholders.



Expected Buyer Outcomes

These will include:

- Improved decision-making through evidence-based insight and predictive analytics.
- Increased operational efficiency through streamlined and controlled workflows.
- Strengthened organisational capability to support delivery of public services.
- Reduced operational, legal and reputational risk through compliance and governance controls and assurance that AI is being used legally, ethically, and responsibly.
- Increased confidence under audit, assurance and regulatory scrutiny.
- Enhanced organisational credibility and public trust through transparent and accountable use of data and AI.
- Established capability to oversee investment in AI, development of AI projects and deployment of AI into operations.
- Established policies, procedures, and standards for the application of AI.
- Assurance that AI algorithms are trained on data that is fit for purpose.
- Sharing of best practice, including tools, methods, and data, across AI projects.
- Assurance that the organisation is AI ready.

3. About Civica

3.1 Overview

New policies, advances in technology, restrictive budgets and rapidly changing cyber security risks put increasing pressure on government, while citizen expectations of your services continue to rise.

Our mission is to accelerate the digital transformation of public services, helping you create data-centric, secure solutions and intelligent, AI-driven services built around your goals, budgets and the needs of the citizens you serve. All with minimal disruption. All with expert support. For over 20 years, our focus has been exclusively on central government and defence, establishing a track record of lasting impact. We understand your drive to strengthen critical change programmes, driving better outcomes for citizens, businesses and communities, and value for money for taxpayers. We can turn your imperatives into reality. Faster.

3.2 Core Propositions

Civica's Central Government & Defence (CGD) Division's core offerings comprise:

Expertise on Demand



We share our knowledge, tools and approaches to build centres of excellence and enduring capability within your teams. Whether you require individuals or high-performing autonomous teams, we provide public sector domain experts who understand your challenges and have solved them before.

Intelligent Solutions



We design and build AI-driven intelligent software solutions using trusted data to transform your services. Alongside your teams, we create exceptional citizen experiences, modernise your software, integrate or deploy leading SaaS solutions, or build new intelligent solutions, improving efficiencies and reducing the cost to serve.

Managed Services



Once live, we ensure your systems deliver maximum value and return on investment, adapting as policy changes, technology evolves, cyber threats grow and user needs shift. We can manage your new solution or support your existing tech stack, minimising operating costs as we go.

3.3 Civica Innovations

Civica identifies and develops technology innovations to complement its mission of transforming the way its Buyers work, enabling them to drive improved outcomes for UK citizens, 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.
- Using innovative image processing AI to optimise passenger flow and improve passenger experience and safety at a regional airport

Our innovation labs provide a facility to co-create new ideas and technologies with a Buyer. Our innovation champions help promote and apply advanced technologies such as artificial intelligence, machine learning and augmented and virtual reality, to public service delivery. Peer-group sessions with Buyers have helped fuel the innovation focus, to mutual benefit.

3.4 Full List of G-Cloud Services

This is the list of GCloud service categories provided by Civica's Central Government & Defence (CGD) Business Unit:

- Managed Hosting Services for Azure, AWS and Civica private cloud.
- Cloud professional services covering:
 - Application Transformation
 - Digital Services
 - Change Management
 - Data Management, Data Architecture, Data Analytics and Data Engineering
 - Microsoft (M365, Power Platform and D365)

3.5 Other Framework Agreements

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

Framework	Description
GCloud 14 (RM1557.14)	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.
Technology Services 4 (RM6190)	Lot 1 Technology and Digital Consultancy Services; Lot 2 Transition and SIAM; Lot 5 and 5a Application and Data Management.
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.
Digital Outcomes and Specialists 7 (RM1043.9)	Lot 1 - Digital Outcomes; Lot 2 - Digital Capability & Delivery Partner; Lot 3 - End User Services; Lot 4 - User Research Studios & Participants.
Big Data & Analytics (RM6195)	Lot 1: Design, Build & Run Services; Lot 2: Commercial Off-The-Shelf (COTS) Software.
Artificial Intelligence (RM6200)	Discovery and consultancy services related to artificial intelligence (AI), implementation and support of AI systems, end-to-end partnerships, and AI technologies.

3.6 How to Obtain Further Information

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