

Training	LSP to support The Authority in their training needs Response should include: - approach to the provision of eLearning for end users for 365 - central management all future sourcing, pricing and administration of training needs - provide benchmarking on all providers to ensure best price and suitable locations - administer and deliver all of the SA technical training and eLearning Response restriction 1500 words exc pictures	Branded as 'Bytes Learning Services', Bytes has a dedicated training and learning team that is available to TfL/GLA to assist with the sourcing, management and delivery of all TfL/GLA's training requirements team. Bytes are unique in the UK, since we are the only Microsoft LSP with a dedicated, in-house, team focussed on delivering learning and training solutions to customers. This Learning Services team will act as a central resource within Bytes to source the best courses within the market - impartially and independently to meet your objectives. This will benefit TfL/GLA by saving you time and money - via our extensive relationships and superior buying power. Bytes Learning Services Bytes provides a complete sourcing service for software, technical, management and personal development training. In the last 12 months Bytes has administered 2,786 courses across 400 companies, in both the UK and internationally, making us perfectly positioned to help TfL/GLA find the right course. The Bytes approach to the provision of eLearning for end users for Office 365 As part of the benefit of your enterprise agreement, TfL/GLA will get a wide variety of free e-learning content for both your technical and end users. Included in this content are e-learning courses aimed at Office 365. These include:
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- Sharing and Working with Teams Using Microsoft Office 365
- Office 365 Fundamentals
- Communicating and Collaborating with Microsoft Office 365
- Microsoft Office 365 Expert - Permissions and User Accounts
- Getting Started with Office 365 for IT Pros
- File Storage, Collaboration, and Communication with Office 365
- Office 365 Essentials for Information Workers

Bytes can assist TfL/GLA with the use of the e-learning content. We will advise on how Learning Management Solutions can provide greater flexibility for ensuring people take the courses required, as well as provide visibility back to TfL/GLA on courses taken by its staff.

Bytes will also work with TfL/GLAs training teams to help publicise the e-learning resource, further assisting TfL/GLA in getting its employees skilled up.

In addition to the Microsoft e-learning content, Bytes can source additional e-learning content if required, or we can even create bespoke e-learning contents for your needs.

To compliment the e-learning Bytes can source other Office 365 pre and post migration tools, including:

- On-Line Material
- Fresh Training Videos on all Office 365 Plans
- A Training portal with easy searching and a wealth of content

- Multiple language videos (French, German, Spanish, Swedish)
- Learning paths for Office 365 user training
- Tech Track Training for portal administrators

Central management all future sourcing, pricing and administration of training needs Whether project based, continual or ad-hoc learning, we have a wealth of experience and invaluable resources to help your staff reach their full potential by sourcing the best training courses according to TfL/GLA and the candidates needs.

Via a single point of contact within Bytes, TfL/GLA will be able to source and book all required business related, soft skills and IT-related training. Our Training Advisors can advise employees on differing learning options, suppliers, courses and certifications.

All training events will be administered and managed for all Onsite 'closed' and offsite 'public' courses by a dedicated and highly experienced Training Coordination Team, who will minimise TfL/GLA training procurement costs through effective Supplier Management and streamlined booking processes.

Bytes have developed an on-line portal available to TfL/GLA, giving you access to course information on-demand, when you need it. We can also integrate with any existing internal systems that you may

have in place.

We can provide tailored on-site and off-site training solutions, with any number of vendor or technology variables. As well as our full software training courses, we also offer help on software migrations, upgrades and any new software features.

The Learning Services Team will assist TfL/GLA by:

- Sourcing Training from many providers around the country
- Provide excellent negotiated pricing based on our buying power
- Book TfL/GLA training candidates onto the relevant courses, handling all the administration and communications between the training provider and candidate
- Follow up with candidates, post training for feedback.

Bytes can deliver a complete Managed Training Service. This is a solution geared around supplier management and training administration. The primary objectives of providing a service of this kind to TfL/GLA are to:

- Reduce internal administration associated with training within TfL/GLA, allowing them to focus on core business objectives.
- Provide consistent and high calibre training to TfL/GLA employees through effective management of best of breed suppliers, often consisting of established and existing suppliers to these customers.
- Provide a consultative based approach that works proactively for TfL/GLA whilst delivering transparently a service as part

of their own internal team.

- Provide and operate effective automated booking systems that reduce administration and speed up workflow, without compromising accuracy and levels of service.
- Increase employee's perceived value of the training service whilst reducing overall training expenditure where appropriate and possible to do so.

Provide benchmarking on all providers to ensure best price and suitable locations

The Bytes Learning Services team has partnered with a wide number of accredited and approved training providers across the UK. This will help ensure Bytes will be able to offer relevant training courses to TfL/GLA wherever and whenever the training is required.

Training can be in a variety of ways to suit TfL/GLA and your staffs requirement. The types and locations of training delivery can include:

- Flexible Classroom training delivered either on-site or at the training providers location.
- Seminar style training for up to 100+users
- Workshops on key skills
- Floor walkers for 1-1 desk side support
- Super user training to enable in house delivery
- Help desk training to prepare for support calls
- Multiple live meeting sessions for shift workers

Our trainers can mix and match delivery styles to meet with

TfL/GLA requirements, giving your system users a blended learning experience that fits around them and their work commitments.

In sourcing training Bytes continuously benchmarks pricing across all courses offered by the Training providers. The Bytes Learning Services team is highly experienced in providing training, and over the years has a comprehensive record of benchmark pricing for a wide range of training courses. This, together with the fact that Bytes has huge buying power for training, ensures TfL/GLA will always receive the best price for its training needs.

Administer and deliver all of the SA technical training and eLearning

With Bytes Software Services acting as TFL's Software Assurance Benefit's Administrator we look after the full administration of your training vouchers including:

- Updating/announcing any new Microsoft courses available
- Sourcing the correct Microsoft technical course
- Doubling up the number of training vouchers available under the Microsoft Agreement, and administering these with the correct learning providers, and within their terms and conditions.
- Give guidance on VLSC E-Learning contents/reporting (recommend LMS if required)
- Offering you a choice of availability as we work with a number of Certified Partners of

Learning (CPLS); including

- o Global Knowledge
- o QA
- o Combined Knowledge
- o Knowledge Academy

To further assist with the management of Software Assurance training vouchers, Bytes have a dedicated training team who will bring extra benefit to TfL/GLA by:

- Obtaining correct authorisation process (to avoid misuse of your training vouchers)
- Provide a re-branded Learning Portal advertising the Microsoft courses available.
- Forward training statements detailing usage and remaining balance of benefits
- Communicate any new Microsoft ruling on how to utilise the benefits to meet with MS/CPLS rules
- Forward expiry date reminders on remaining benefits 6 months before the agreement expires to avoid losing the benefits
- A dedicated team of Learning Co-ordinators to give support and advise on recommend courses
- Arrange for a Microsoft Specialist to deliver a Training Needs Analysis on IT teams current skills set

For e-learning, we can give guidance on the e-learning courses available and how the online training portals can be used. If TfL/GLA desire a greater degree of visibility for their users use of e-learning, we can recommend, supply and implement learning management solutions, should TfL/GLA not already have one. The Microsoft e-learning content

		can then be uploaded into your Learning Management System for a greater level of reporting on course usage.
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Audit Service and on-going reporting

The LSP will undertake an initial project as part of service commensment to understand what Microsoft products have been installed across Authority's IT estate (this includes are entities that are part of The Authority and including the GLA), what Microsoft software licenses are actually owned by Authority, whether these be under volume agreements or purchased as shrink-wrapped box products (Fully Packaged Products), and how these compare to each other. The output of this activity will be documented in an ELP (Effective License Position) statement highlighting any over or under licensing and recommendations for actions. We would expect the supplier to provide a SoW highlighting the resources that would be required to assist.

LSP to confirm compliance to this requirement and detailed response as to approach

Response restriction 1500 words exc pictures

Upon award of the contract, and once the agreement is live, Bytes will perform the initial project to deliver an ELP for TfL and the GLA. It is worth noting that Bytes have already very recently delivered an ELP to TfL. Bytes are in a unique position with TfL, in that we are already delivering SAM services and regular ELPs. Bytes already have the systems and processes in place to continue the delivery of this service.

For this initial project, Bytes will take a point in time review to fully understand what products have been installed across the TfL/GLA estate, what software licenses are actually owned, whether these be under volume agreements or purchased as OEM/embedded Products, and how these compare to each other. The findings from this assessment will be used to input into discussion around future technology and licensing options to determine possible alternatives to reduce costs. The output of this activity will be documented in an ELP ("Effective License Position") statement highlighting remediation activities against the current estate and future software strategies.

Project Initiation

To kick-off a reporting period, an initiation meeting will need to be held between TfL/GLA and Bytes to formally clarify and agree objectives, scope, deliverables, schedule and resources, and document any constraints, risks and issues identifiable. The output of this meeting will me a Scope of Works (SoW) document which will highlight the resources from a TfL/GLA side to assist in the project. It is critical at this stage to ensure the success of each review that TfL nominate an overall sponsor and project manager to coordinate TfL/GLA activities. The core activity of the service is the production of the initial ELPs

along with remediation and future technology and licensing strategies. Each reporting period will be split into three main stages as detailed below.

Stage 1 - Discovery

This stream of activity addresses the collection and collate of inventory/install data and license entitlement details.

With regard to install data gathering this will be provided from TfLs discovery tool, currently System Centre. To verify the target devices in scope Bytes will provide TfL with a VBScript to extract data from Active Directory to list all computers in the estate so that active computers e.g. those connected within the last 60 days can be identified. Bytes will agree with TfL those devices that should be included in inventory data collection, and where any are missing from the TfL discovery data Bytes will work with TfL on methods to capture those devices.

Software licensing requirements on servers will in some cases be driven by factors other than just determining what software is installed. These include what role the server plays e.g. development, testing, production etc. and how many users or devices can connect to the server. Furthermore applications and platforms delivered within "Thin Client" (e.g. Citrix) environments will need to be considered along with the control mechanisms used to restrict access to relevant users. This information will be gathered by the completion of worksheets and through workshops with TfL application and infrastructure owners.

Having collated all installation and configuration data Bytes will prepare a draft ELP outlining the installed software for ratification and sign-off by TfL.

In parallel to the install data being

collected Bytes will also collate all contract and entitlement data. In looking at "Entitlement" this falls into two categories, "Volume" and "Non-Volume". Non-Volume considers entitlement accrued from OEM licenses and purchases of boxed (retail) products. Volume considers contracts held with the nominated vendors under which TfL has historically procured software. Details of what has been bought under these agreements and as such what TfL is entitled to can usually be gained directly from the software vendor upon written authorisation.

To produce the entitlement analysis the following activities will be undertaken:

- Clarification of the organisational profile (TfL and GLA business names) under which licenses would have been purchased.
- Letter of Authority ("LoA") completed and returned to Bytes to enable Bytes to approach the software vendor to obtain TfL and GLA license entitlement data (e.g. the Microsoft License Statement, "MLS").
- Review of contract terms to determine restrictions or conditions in place covering use of technologies in scope.
- Confirmation of type, number and validity of owned licenses.

Having collated license entitlement into a structured report, this will be submitted to TfL for ratification and sign-off.

Stage 2 - Assess

This stage covers the comparison of the installation and entitlement data gathered to determine the effective license position or obligation.

In addition to the basic licensing position, Bytes will provide analysis of software contracts and positions where there is a delta. This analysis will outline remediation options and strategies addressing:

- Potential compliance exposure due to licensing shortfalls.
 - Reinstatement costs where licenses (software assurance) are no longer valid (if this option is available).
 - Upgrade costs where license entitlement is at the incorrect versions.
 - Opportunities for cost avoidance through surplus licenses.
 - Potential estate rectification where software products are not required or where the infrastructure configuration is not in line with the terms of available licenses.
- Remediation options will be documented and discussed with TfL to identify areas for further consideration.

Stage 3 - Envision

To determine the best long term options for TfL/GLA Bytes will feedback and undertake a series of discussions to understand the future business and technical direction. This will yield technology and licensing options against which any current remediation activity will be considered as well as future technology and licensing alternatives developed.

Once Bytes has identified appropriate licensing and technology options, Bytes will provide advice on how best to migrate to these and through which agreement types to ensure costs are minimised whilst providing TfL/GLA with the volume, scope and functionality of licenses to support the business in the long term.

The output from this analysis will be captured in a written report as well as presented back to key stakeholders within TfL. This effectively forms the end of a reporting cycle, however Bytes can support TfL in ongoing activities both from a licensing and technical infrastructure perspective as required.

True up Services

The LSP will assist The Authority with the annual Microsoft true up declaration by identifying what additional software has been purchased in the last 12 months and how the Authority's license position has grown. The LSP will support The Authority and work with the SAM representatives to run an inventory of the IT estate to determine the effective licence position against valid deployments to ensure the Authority's true up is accurate

Response should include:
Detailed description of how the LSP would approach this including project management methodology used and common issues they would seek to proactively address for TfL

Response restriction 1500 words
exc pictures

Bytes will fully assist with the true up processes required to ensure compliance with the Enterprise Agreement terms. Once the Enterprise Agreement has been activated, Bytes will seek to have an initial meeting with TfL, to define the management process and procedures with TfL for the new agreement. As part of this meeting will be to give guidance as how products and orders are placed under this agreement. The type of topics covered in this guidance include:

- How new products, not previously purchased in the agreement, can be added.
- Which products in the agreement must be purchased at the time of deployment
- Which products in the agreement can be purchased at the anniversary
- Pricing structures of the agreement and how prices are 'locked-in'
- How licenses can be reduced throughout the agreement
- Products with Monthly pricing and those with Annual pricing

This initial meeting will also set processes to ensure Bytes are made aware of new deployments as they happen. As part of this tender requirement, there is a need for regular ELPs, and these will need to be scheduled to coincide with the information deadlines for the annual true-up. However there will be products in the agreement that need to be paid for at time of their deployment, and timely notification to Bytes on these new deployments will be essential to ensure an accurate and compliant true up.

The T-36 Plan is Microsoft's Methodology for the management of an Enterprise Agreement from the date it is started through to its renewal date, 36 months later. Bytes supports this methodology and adds value to it by guiding customers through its use, and offering advice and guidance on how Microsoft will seek to work with the customer throughout the agreements life. The T-36 Plan is fully integrated into our online portal, automating and simplifying the process.

This T-36 plan will provide TfL/GLA with a clear view of the agreement milestones over the duration of the Enterprise contract, and the activities carried out to ensure the Licence Agreement maps to the TfL/GLA strategic roadmap. To accompany the T-36 plan Bytes create a Teaming Agreement with Microsoft whereby we commit to working together with Microsoft to deliver the T-36. Once the agreement has been set up and notifications received, a 3 year schedule of activity will commence which includes:-

- Account Planning Update (EA newly signed), kick-off meeting, quarterly, half year review meetings
- Account & Business Overview that includes the services, partners, growth and deployment plans
- Software Assurance (SA) – Activation
- True-Up Services including Software Discovery, Usage and reporting at Server and Desktop Level.
- Implementation Guide
- Portal Demonstration & Setup

including uploading of software contracts to be managed

- Technology Review Meeting
- SAM Review with quarterly licence statements (MLS Reports)
- Software Assurance Review including Training Vouchers Usage, HUP Marketing, SDPS, DDPS
- Training entitlements, budgets and plans

A significant part of the EA contract from TfL/GLA relies on regular inventory reporting and regular ELP provision. As stated previously, the ELP provision will be scheduled to coincide with the timescales for the annual True up.

The yearly process for TfL/GLA will be as follows:

Monthly

- Reporting to Bytes on products deployed that need to be paid for at the time of deployment.
- Reporting to Bytes on products un-installed from the estate, where those products are normally paid for at the time of deployment.
- Calculation of the number of any additional licenses required and Bytes to provide TfL/GLA with a quotation for the purchase of these products.
- TfL/GLA to place an order through the agreement for any additional products.

Annually

- The latest ELP to be used as the basis for the Annual True up. Production of this is to be times to coincide with the information requirement timescales for the True up.
- Internal analysis by Bytes with our licensing and SAM experts

to look at all viable options as a result of the ELP.

- Calculate the annual price per product by the number of licenses in use at anniversary – Bytes to provide a detailed breakdown to TfL/GLA for the anniversary payment.

- Review of True Up position by Bytes, TfL/GLA, to take into account software requirements for the forthcoming year. Aim is to reduce the number of licenses wherever possible, and maximising value for money.

- Review of licensing metrics, and any licensing changes that could benefit.

- Production of final quotation for the True Up for approval by TfL/GLA and production of purchase order.

Common issues re True Up. The True Up process itself is relatively straightforward, however it does rely on a number of factors to ensure information has been gathered correctly and in a timely manner. Some common issues that can be addressed include: Unsatisfactory outputs from the software discovery tool.

Wherever possible this should be automated and provided in a usable format.

Lack of software usage information. Although software deployments can be easy to track, real savings come from tracking whether deployed software is actually being used. Unused software can be un-installed and have their licenses pulled back centrally for re-deployment, and therefore saving money.

Changes during the ELP production process. In the

		production of an ELP, the first stage is to collect inventory data. Once this is done, entitlement data is applied to it and comparisons drawn. This comparative analysis can take several weeks before the ELP is produced. However, if changes to the estate are made while the ELP is being prepared, then these may not be reflected in the final ELP. With a constantly changing and dynamic infrastructure, any ELP will go out of date very quickly, however Implementation of change control procedures should minimise the effect.
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Periodic Reporting

The LSP will be required to provide periodic reporting on the following:

- Periodic (every 4 weeks) effective licence positions for the TfL estate.
- Bi-annual effective licence positions for the GLA estate.
- Quarterly deployment summaries as a precursor to the annual true-up for the TfL estate
- Bi-annual deployment summaries as a precursor to the annual true-up for GLA EA estate
- Quarterly report detailing the recommendations around licence management resolutions for TfL estate
- Bi-annual report detailing the recommendations around licence management resolutions for GLA
- biannual report detailing the recommendations around cost savings opportunities for TfL and GLA
- monthly reports on Cloud utilisations including cost saving opportunities and/or efficiencies
- annual report on savings realised

Response should include:
Detailed description of how the LSP would approach this including examples of similar reporting and suggestions of other appropriate reports

Response restriction 1500 words exc pictures

Bytes confirm that regular reporting on the TfL/GLA estates can be provided. However they do rely on appropriate resources from TfL/GLA being available, and it is highly recommended that an appropriate SAM tool is implemented throughout the estates, to provide an efficient method of continually reporting deployments and capturing entitlements. An appropriate tool should also be able to measure software usage so that unused licenses can be identified and re-harvested throughout the estates to significantly reduce procurement costs.

It has been noted that through the clarification responses for this procurement exercise that monthly ELP reports are now only required quarterly.

To achieve the reporting cycles required, this will be delivered as a mix of full ELPs and interim baseline and deployment summaries, to capture changes to the TfL/GLA estates.

Reporting Cycles

Reporting cycles and their frequency will be defined on the commencement of the service and adjustments made if required during the initiation phase of the project to ensure they align with business requirements. The control framework to ensure that the reporting dates are met, and that the integrity of the data is consistent, will also be put in place at the same time.

The most challenging element of the reporting is gathering and refinement of the inventory data. It is strongly recommended that GLA/TfL invest in a toolset that lends itself to discovery and licence management to support the activity. Otherwise there is a risk that the reporting cycle outlined in the requirements may prove overly time consuming to GLA and TfL staff. Furthermore if the data gathering is time consuming, it may

detract from the important exercise of remediation.

If it is not possible to invest in an appropriate toolset, the reporting cycle will need to be sensitive to the customers 'Business as Usual' activities and resulting resource availability. To this end, Bytes recommend that the reporting cycle incorporates a Baseline ELP followed by Deployment Summary Position and half yearly 'Interim ELP's' to capture the change and minimise the effort that is needed by GLA/TfL technical staff.

ELP Reports

ELP reports are products of a Software Licence Review which is a comparison of the Effective Deployment Position (EDP) relative to the Entitlement owned. In the absence of an implemented licence management toolset, the constituent data extracts and script outputs need to be extracted or run manually by GLA/TfL at a frequency dictated by the reporting requirement.

The Baselining exercise is a full and complete analysis of all inventory and entitlement data sets and includes recommendations about remediation activities whilst the 'Interim ELP' report captures any change to the infrastructure without re-baselining entitlement and will monitor the progress of the remediation activities and their potential effect on the ELP.

The estate can be re-baselined either annually or half yearly by a complete refresh of all the data sets however given the experience that Bytes has had working with TfL and other customers over the last three to four years, it strongly recommends that the baselining activity is only completed annually, to support the true up activity. This is because the manual data collection and refinement process can be time consuming on the customers internal resource and time needs to be provided between

each iteration to allow for remediation activities to be completed and the impact of the changes captured. Bytes recommended approach has the advantage of minimising the required workload for TfL/GLA staff, removes some of the reliance on a licence management toolset and allows time for some of the recommended remediation activities to be implemented. With this approach

1. Baseline ELP will be produced in advance of the Annual True Up activity.

2. Deployment Summary capturing the 'change' to the server infrastructure will be created in the quarter post ELP production.

3. 'Interim ELPs' showing the impact the updated EDP on the baselined ELP will be completed half yearly.

'Baseline ELP's' and 'Interim ELP's' will be presented as an excel spreadsheet accompanied by an executive presentation detailing trends or risks and recommendations on remediation activities and possible licence management resolutions for GLA/TfL.

Effective Deployment Position EDP's, are the product of the data cleansing exercise and would be produced annually as a precursor to the annual true-up for GLA EA estate and in support of the Interim ELP production either quarterly or bi-annually, in line with GLA and TfL's stated needs. Given that the data gathering element can be time consuming to the customer, Bytes recommends that a full data cleanse is completed at least annually to support the Baseline ELP (the precursor of the annual true up), and just the 'change' is captured in a Deployment Summary report produced in the quarter post ELP production. Capturing the change will require the manual update of a server template and workshop to discuss

strategic changes to the rest of the environment, for instance the introduction of application distribution using Citrix.

Cloud utilisation

Azure consumption and Office 365 subscriptions and trends analytics can also be incorporated in the reports provided as part of the monthly reports to GLA and TfL. This can only be done if Bytes if either:

- Bytes is granted the appropriate level of access rights to the respective organisations Cloud portal/tenant
- Or extracts of the required data are taken and sent to Bytes on a scheduled basis. The consumption and trend analysis will be presented in a dashboard to both organisations.

Management and Cost Saving reporting.

The Bytes account management team will be able to provide summaries as required detailing the recommendations on license management, ensuring that TfL/GLA have a clear view of suggestions from Bytes on how to license the estates. In any interaction with TfL/GLA there is likely to be regular advice and recommendations on how to license the estates on a more efficient basis.

Annually Bytes will be able to detail a report on cost saving measures, both recommended and already utilised. Some of these recommendations may include the use of other licensing programmes, or changes to the method of licensing individual products/suites. In addition, if an appropriate toolset is implemented, the savings realised in re-harvesting licenses can be captured and reported.

Sample Reports

Reports can be provided in a variety of formats, however three anonymous sample reports have been provided and attached to the

tender response.