



Department
for Work &
Pensions

**Department for Work and Pensions Digital
Reliability Engineering Service – Transformation**

**POTENTIAL SUPPLIER
REQUEST FOR CLARIFICATION**

**Crown Commercial Service
Digital Marketplace Framework
G-CLOUD 11 – LOT 3
RM1557.11**

CONTENTS –

- 1. Glossary**
- 2. Introduction**
- 3. Background**
- 4. Overview of Request for Clarification**
- 5. Request for Clarification Timetable**
- 6. Questions and Answers**
- 7. Submitting a Clarification Response**
- 8. Clarification Response Evaluation**
- 9. Contract Award**

Appendix A – Request for Clarification Terms

Appendix B – Buyer Requirements

Appendix C – Draft G-Cloud 11 Call-Off Contract

Appendix D - Request for Clarification

Appendix E – Request for Clarification Documents

1. GLOSSARY

1.1 In this Request for Clarification the following words and phrases have the following meanings:

“**Buyer**” means the Department for Work and Pensions (DWP)

“**CCS**” means Crown Commercial Service;

“**Clarifications Deadline**” means the time and date set out in paragraph 5 for the latest submission of clarification questions;

“**Clarification Response**” means the Potential Supplier’s formal offer in response to the Request for Clarification

“**Contract**” is the Draft G-Cloud 11 Call-Off Contract as set in Appendix C;

“**Marking Scheme**” means the marks allocated to a Potential Supplier depending on their question response;

“**Potential Supplier**” means a Supplier that submits a response to the Request for Clarification;

“**Request for Clarification**” means the process used to award a Call-Off Contract for the provision of the Department for Work and Pensions Reliability Engineering Service.

“**Supplier**” means the Potential Supplier with whom the Buyer will conclude the Contract;

“**Submission Deadline**” means the time and date set out in paragraph 5 for the latest e-mailed return of the Clarification Response; and

“**Total Relatively Assessed Score Available**” means the maximum potential score that can be awarded for a response to a clarification question.

2. INTRODUCTION

This Request for Clarification relates to the procurement of the Department for Work and Pensions Digital Reliability Engineering Service from a single successful supplier via a G-Cloud 11 Call-Off contract.

This Request for Clarification contains the information and instructions the Potential Supplier needs to consider if they wish to submit a Clarification Response.

This Request for Clarification is being conducted under the CCS G-Cloud 11 Framework Agreement (reference RM1557.11).

3. BACKGROUND

3.1 The Department for Work and Pensions (DWP)

DWP is responsible for welfare, pensions and child maintenance policy. As the UK’s biggest public service department it administers the State Pension and a range of working age, disability and ill health benefits to around 20 million claimants and customers.

The Department’s priorities include:

- running an effective welfare system that enables people to achieve financial independence by providing assistance and guidance into employment
- creating a fair and affordable welfare system which improves the life chances of children
- delivering outstanding services to our customers and claimants

3.2 DWP Digital Group

DWP Digital Group help DWP to transform the welfare system, delivering simpler, faster and easier services that reduce costs and achieve value for money and the range and complexity of what Digital Group delivers is significant. Digital Group supports 84,000 colleagues across DWP to achieve their goals and deliver a service to more than 20 million people.

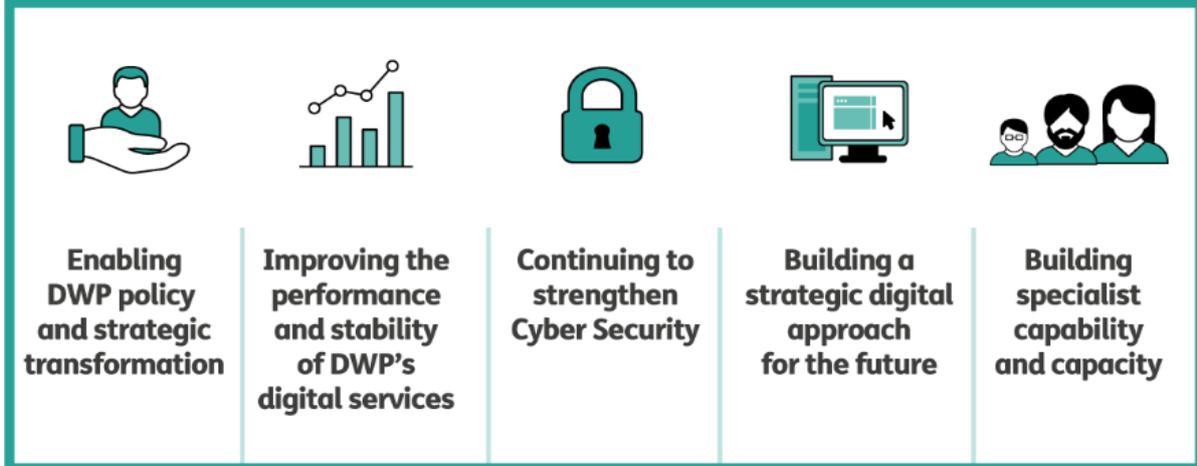
In recent years Digital Group have built the necessary foundations to support DWP transformation of the welfare system, including

- disaggregating large IT contracts and bringing elements in-house
- modernising legacy infrastructure
- stabilising service performance, and
- building internal professional digital skills.

Digital Group ambitions in 2019/20 build on their transformational journey and how they prepare for the challenges in the future with the five below goals:

1. Enabling DWP policy and strategic transformation
2. Improving performance and stability of DWP's digital services
3. Continuing to strengthen Cyber Security
4. Building a strategic digital approach for the future
5. Building specialist capability and capacity

DELIVERING OUR DIGITAL AMBITIONS 2019/20



The plan to deliver these five goals encompasses all Digital services, organised into three categories that each play their part in achieving these aims:

- Infrastructure and Strategic Services;
- User Facing Services and;
- Shared Products and Platforms.

This G-Cloud 11 procurement forms part of the transformation plan pertaining to Improving Performance and Stability of DWP's digital services.

3.3 Infrastructure and Strategic Services

DWP will increase the stability and security of its digital services by further advancing the transition to flexible hybrid hosting services. As part of this we will refresh our infrastructure and introduce enhanced Reliability Engineering Services.

Infrastructure Services are looking to appoint a single successful Supplier to deliver the DWP Digital RE Service in line with the requirements at Appendix B.

Under this Request for Clarification the Buyer reserves the right during the Term of the G-Cloud 11 Call-Off Contract Agreement to consider award of further Reliability Engineering service enhancements via contract variation(s).

4. OVERVIEW OF REQUEST FOR CLARIFICATION

4.1 The following appendices accompany this Request for Clarification:

4.1.1 Appendix A - Request for Clarification Terms

Sets out rights and obligations which apply to the Potential Supplier and the Buyer during this Request for Clarification.

4.1.2 Appendix B - Buyer Requirement

A detailed description of the Buyer requirements that the potential Supplier will be required to meet for the delivery of the Reliability Engineering Service.

4.1.3 Appendix C - Draft G-Cloud 11 Order Form

4.1.4 Appendix D - Clarification Response

The Potential Suppliers Clarification Response to the Clarification Questionnaire created by the Buyer, shall be used to evaluate the suitability of the Potential Suppliers to meet necessary criteria in order to provide the required services. This is used to provide final scoring and select the successful Supplier.

4.1.5 Appendix E - Request for Clarification documents

Technical and Financial clarification documents.

5. REQUEST FOR CLARIFICATION TIMETABLE

5.1 The timetable for this Request for Clarification is set out in the table below.

5.2 The Buyer may change this timetable at any time. Potential Suppliers will be informed if changes to this timetable are necessary.

5.3 The Buyer must receive all Clarification Responses before the Clarification Response Submission Deadline.

5.4 Clarification Responses received on or after the Clarification Response Submission Deadline may be rejected by the Buyer to ensure that all Potential Suppliers are treated fairly. The decision whether to reject a Clarification Response received after the Clarification Response Submission Deadline is made entirely at the Buyer's discretion.

DATE	ACTIVITY
19 th September 2019	Publication of the Request for Clarification
19 th September 2019	Question and answer period starts
27 th September 2019	Question period closes (" Question Deadline ")
30 th September 2019	Deadline for the publication of answers to all questions
3 October – 12 noon.	Deadline for submission of Clarification Responses to the Buyer Contact (" Submission Deadline ")

6. QUESTIONS & ANSWERS

6.1 Potential Suppliers may raise questions regarding any aspect of this Request for Clarification at any time prior to the Question Deadline.

6.2 Please send all requests for clarifications to CHERYL.DAVIES@DWP.GSI.GOV.UK – please insert "clarification" in the subject header of the email.

- 6.3 The Buyer will not enter into exclusive discussions regarding the requirements of this Request for Clarification with Potential Suppliers.
- 6.4 To ensure that all Potential Suppliers have equal access to information regarding this Request for Clarification, the Buyer will e-mail all responses to questions raised by Potential Suppliers on an anonymous basis within 48 hours.
- 6.5 All responses will be published in a final Questions and Answers document to all Potential Suppliers by 30th September 2019.

7. SUBMITTING A CLARIFICATION RESPONSE

- 7.1 The Potential Supplier must submit their Clarification Response Documents from Appendix E to: CHERYL.DAVIES@DWP.GSI.GOV.UK by **12 Noon on the 3rd October 2019**. Please ensure that the following phrase is inserted into the subject header of the email – **“Clarification response_ [insert supplier name]_ NOT TO BE OPENED UNTIL 12 NOON, 03/10/19”**
- 7.2 Clarification Responses must remain valid and capable of acceptance by the Buyer for a period of 180 days following the Clarification Response Submission Deadline to accommodate the Buyers governance regime within DWP. A Clarification Response with a shorter validity period will be rejected.

8. CLARIFICATION RESPONSE EVALUATION

- 8.1 Clarification Responses will be evaluated in line with the Marking Scheme set out in Appendices D&E and against the criteria outlined below.
- 8.2 The Total Relatively Assessed Score Available for each Question set out in Appendices D&E is in the below table.
- 8.3 Clarification Responses for question 4, 5, 6 and 7 will be evaluated and scored and the highest scoring Potential Supplier receiving the highest relatively assessed maximum score. Remaining Potential Suppliers will receive a relatively assessed score out of this maximum score on a pro rata basis dependent on how far they deviate from the highest scored response.
- 8.4 Clarification Responses for question 8 will be evaluated and the lowest cost Potential Supplier receiving the highest relatively assessed maximum score. Remaining Potential Suppliers will receive a relatively assessed score out of this maximum mark on a pro rata basis dependent on how far they deviate from the lowest cost.
- 8.5 This means the top scoring technical clarifications and lowest cost financial clarification will be awarded top scores and the other clarifications will be scored as a proportionate variance on each question. (To note: scores will not be rounded beyond 2 decimal places so 4.7854 will be 4.79 and 4.7848 will be 4.78; rounding .5 up and .4 down).

Question number	Criteria	RELATIVELY ASSESSED SCORE AVAILABLE
[1]	Company Information	Information Only
[2]	Potential Supplier Information	Information Only
[3]	Pass Fail questions	Not scored
[4]	Service Offering: Technical Expertise	15
[5]	Service Offering: Leadership and Transformation Delivery	15
[6]	Service Offering: Client Experience	15
[7]	Service Offering: Methodology & Proposed timeline	15
[8]	Whole life cost	40

Question number	Criteria	RELATIVELY ASSESSED SCORE AVAILABLE
Total		100

9. **CONTRACT AWARD**

- 9.1 The Potential Supplier that
- 9.1.1 achieves the highest relatively assessed combined total score for questions 4-8, alongside;
 - 9.1.2 achievement of all pass responses to question 3, and
 - 9.1.3 meets Buyers satisfaction via financial due diligence to safeguard the delivery of public services, of appropriate and proportionate economic and financial capacity to deliver the Contract;
- 9.2 will be deemed to be the Most Economically Advantageous Tender and will be awarded the Contract.
- 9.3 If two or more Potential Suppliers obtain the highest total score, the Potential Supplier with the highest score for the Financial Clarification will be deemed the winner and awarded the Contract.

Appendix A – Request for Clarification Terms

1. INTRODUCTION

- 1.1 The Terms of the Request for Clarification regulate the conduct of the Potential Supplier and the Buyer throughout the Request for Clarification. These terms also grant the Buyer specific rights and limit Buyer liability.
- 1.2 In these Terms of the Request for Clarification any reference to 'person' includes, but is not limited to, any person, firm, body or association, corporate or incorporate.

2. CONDUCT

The Potential Supplier agrees to abide by these Request for Clarification Terms and any instructions given in the Request for Clarification and agrees to ensure that any of its staff, contractors, subcontractors, consortium members and advisers involved or connected with the Request for Clarification abide by the same.

2.1 Contact and Canvassing During the Request for Clarification

The Potential Supplier must not directly or indirectly canvass any Minister, public sector employee or agent regarding this Request for Clarification or attempt to procure any information from the same regarding the Request for Clarification (except where permitted by the Request for Clarification). **Any attempt to do so may result in the Potential Supplier's disqualification from this Request for Clarification.**

2.2 Collusive Behaviour

- 2.2.1 The Potential Supplier must not (and shall ensure that its subcontractors, consortium members, advisors or companies within its Group do not):
 - 2.2.1.1 Fix or adjust any element of the Clarification Response by agreement or arrangement with any other person;
 - 2.2.1.2 Communicate with any person other than the Buyer about the value, cost or rates set out in the Clarification Response; or information which would enable the precise or approximate value, cost or rates to be calculated by any other person;
 - 2.2.1.3 Enter into any agreement or arrangement with any other person, so that person refrains from submitting a Clarification Response;
 - 2.2.1.4 Share, permit or disclose to another person access to any information relating to the Clarification Response (or another Clarification Response to which it is party) with any other person;
 - 2.2.1.5 Offer or agree to pay, give or does pay, give any sum or sums of money, inducement or valuable consideration directly or indirectly to any other person, for doing or having done or causing or having caused to be done in relation to the Clarification Response any other Clarification Response or proposed Clarification Response, any act or omission, Except where such prohibited acts are undertaken with persons who are also participants in the Potential Supplier's Clarification Response, such as subcontractors, consortium members, advisors or companies within its group, or where disclosure to such person is made in confidence in order to obtain quotations necessary for the preparation of the Clarification Response or obtain any necessary security.

- 2.2.2 If the Potential Supplier breaches paragraph 2.2.1 the Buyer may (without prejudice to any other criminal or civil remedies available to it) disqualify the Potential Supplier from further participation in the Request for Clarification.
- 2.2.3 The Buyer may require the Potential Supplier to put in place any procedures or undertake any such action(s) that the Buyer in its sole discretion considers necessary to prevent or curtail any collusive behaviour.

3. COMPLIANCE

The Potential Supplier agrees that in cases where their Clarification Response is deemed non-complaint when compared with the requirements set out within the Request for Clarification (e.g. terms and conditions) they will be excluded from the Request for Clarification.

4. RIGHT TO CANCEL OR VARY THE REQUEST FOR CLARIFICATION

- 4.1 The Buyer reserves the right:
 - 4.1.1 To amend, clarify, add to or withdraw all or any part of the Request for Clarification at any time during the Request for Clarification;
 - 4.1.2 To vary any timetable or deadlines set out in the Request for Clarification;
 - 4.1.3 Not to conclude a contract for some or all of the goods and/or services (as applicable) for which Clarification Responses are invited;
 - 4.1.4 To cancel all or part of the Request for Clarification at any stage at any time.
- 4.2 The Potential Supplier accepts and acknowledges that by issuing the Request for Clarification, the Buyer is not bound to accept a Clarification Response or obliged to conclude a contract with the Potential Supplier at all.

5. SUPPLIER OUTCOME LETTERS AND CALL OFF CONTRACTS

- 5.1 Upon Contract Award, Potential Suppliers will be notified of the Clarification Response outcome by email.

APPENDIX B - BUYER REQUIREMENTS

DWP Reliability Engineering Service – Transformation

1. OVERVIEW

The Technology Services function within Department for Work and Pensions (DWP) has embarked on a journey to develop cloud native services which support the design, build and operation of new internal and external facing business services utilising Hyperscale public cloud hosting providers – specifically Amazon Web Services and Microsoft Azure.

DWP have adopted a 'Cloud First' strategy which will see applications migrate to our Hyperscale public cloud services as we seek to close down traditional hosting platforms. Reliability Engineering will require continuous development and improvement to sustain and enable this journey

In addition, DWP continues to host a wide range of Hybrid Cloud applications based in data-centres. Implementing a new operating model to transform the way that support is provided adopting DevOps techniques building automation of processes to achieve transformation and commonality in services across a complex aging estate requiring support across a wide range of diverse technologies.

DWP Digital deliver these services through an adaptable strategic design subject to legislative change. Implementation of transformational change needs to provide a flexible service adaptable to change that will future proof delivery improving, performance, reliability and stability.

2. BACKGROUND

DWP is undergoing an operational transformation with Reliability Engineering playing a major part of evolution to the new operating model working towards implementation of a DevOps culture across our engineering practice.

Reliability Engineering is responsible for operation support, release duties and stability of the production environment. Focussing on delivery via automation, creating patterns and standards that are re-usable, aligned to our strategy for tooling and processes to achieve operational improvement and underpin a reliable and stable engineering service.

At the heart of this requirement is building a sustainable pipeline of in-house reliability engineers. We are looking for a supplier to lead the Transformational Change providing the experience to identify and implement the appropriate training programs drive the culture change throughout Technology Services and key stakeholders across the organisation.

3. PROBLEM STATEMENT

DWP is undergoing a massive transformation as services/applications are brought back under Departmental control after more than 20 years of outsourced managed services. We have already brought application support/maintenance, application development, hosting and desktop services back under Departmental control.

Following this, part of the 'World Class Service' strategy was to build and ensure processes and controls were in place for the successful on-boarding of migrated applications into live operations (Hybrid Cloud) to minimise the number of incidents in production and provide

Operational Reliability Engineering services for the applications. Ultimately this was anticipated to contribute to reducing the cost of running DWP Digital Services by reducing outages and downtime whilst providing an improved service to users and citizens.

As DWP modernises IT applications and services moving to Hybrid Cloud we want to evolve and grow our Reliability Engineering service offering building a sustainable resource pipeline that will deliver an in-house model to support Digital Services.

This Transformation requires collaboration across the Technology Services function aligning to the strategy and direction of our Hybrid Cloud Services, Infrastructure and Network Engineering, IT Operations and First Line Security to provide an end-to-end service for Lines of Business (LOB), the key domains within DWP covering: Children, Universal Credit Health, Pensions, Working Age and Shared Platforms.

Reliability Engineering will be required to maintain a reliable and stable service delivering to a transformational operating model impacted by legislative change.

4. CASE FOR CHANGE

DWP recognises the need to change the overall operating model and is moving into a new organisational structure to deliver and support IT services at a lower cost, with improved efficiency and agility.

The move to Reliability Engineering will introduce simpler working practices, efficient release of applications, ability to dynamically scale infrastructure to platform demands. This transformation relates to IT infrastructure, IT applications, IT tooling as well as people and processes, with business goal of zero production outages for DWP applications and services.

The approach will reduce the human intervention element in supporting our application estate moving away from the heavily resources inherent supplier based model. Standardising processes and automation of toil activities (manual repeatable tasks) through Reliability Engineering with a reduction in third party specialist resources.

We require the successful supplier to provide direction and leadership of the Transformational Change program establishing our Reliability Engineering provision created within the Engineering Practice contributing to the development of this community.

Delivering on our strategy to optimise technology investment, gain greater operational efficiencies, reduce technical debt and increase organisational agility. Proving and adapting job roles and pathways to build a sustainable DWP resource capability.

We are looking for help to lead and direct:

- Stakeholder Engagement across Technology Services
- Stakeholder Engagement with our Architecture and Software Engineering Professions
- A Team Evolution Strategy
- Privileged User Access in Operation
- Deployment Approaches in Operation
- Integration of Tooling Application Performance Monitoring
- Integration of Tooling Monitoring and Alerting
- Integration of Tooling Systemic Integration with DWP Enterprise Incident Management
- Delivery and implementation of a Reliability Engineering Operating Model

- Delivery and implementation of a Reliability Engineering Reporting Model

REQUIREMENTS SCOPE - RELIABILITY ENGINEERING SERVICE – TRANSFORMATION

THE SCOPE OF THIS G-CLOUD 11 PROCUREMENT EXERCISE IS LIMITED TO THE SCOPE OF REQUIREMENTS SET OUT IN THIS APPENDIX B.

ANY AND ALL PARTS OF A POTENTIAL SUPPLIER’S RESPONSE THAT RELATES TO ANY REQUIREMENTS OUTSIDE THE SCOPE WILL NOT BE TAKEN INTO ACCOUNT DURING THE EVALUATION OF POTENTIAL SUPPLIER CLARIFICATION RESPONSES.

Requirement	Description
<p>Provision of a small Management team (up to 3 resources) - to provide the direction and leadership of the Transformational Change program establishing our Reliability Engineering provision created within the Engineering Practice</p> <p>Supplier Services will be delivered on a fixed-capacity team basis, providing certainty of cost</p>	<p>The Supplier will have responsibility for:</p> <ul style="list-style-type: none"> • Providing leadership to define the Reliability Engineering Strategy and drive implementation through transformation of Services in support of the departmental vision for its Reliability Engineering. This includes establishing and encouraging the right mind-set and culture amongst key stakeholders in relation to Engineering disciplines • Create a plan of work for migration of applications into production under Reliability Engineering. Managing the plan of work to deliver the operating model, helping set priorities for the backlog of applications to ensure reliable and stable Services throughout migration and beyond • Managing and monitoring each Reliability Engineering team and their delivery activities (DWP/contingent labour), ensuring continued focus on automation and achievement of specific deliverables with outcomes aligned to the strategy and direction of our Hybrid Cloud Services, Infrastructure and Network Engineering, IT Operations and First Line Security within Technology Services and the wider service for Lines of Business (LOB) within DWP covering: Children, Universal Credit Health, Pensions, Working Age and shared Platforms. • Overarching responsibility for the successful delivery of the Transformed Reliability Engineering programme of activity within DWP with quarterly reviews assessing delivery of the operating model and levels of automation achieved to achieve transformation • Undertaking a Lead role within regular project governance established to manage the prioritisation of Reliability Engineering application backlogs aligned to DWP business criticality and ensuring the support of stakeholders to implement the activities. The outcome

	<p>of the project governance reviews will be the formal record of prioritisation with associated assurance criteria</p> <ul style="list-style-type: none"> • Build capability to produce a sustainable Reliability Engineering resource provision within DWP with quarterly reviews to assess levels of automation and achievement of transformation • The Supplier will need to implement a flexible approach to delivery in order to maintain a Reliability Engineering Service under potential legislative change that can affect DWP • Deliver scope with appropriate use of agile methodology • Transition to Hybrid Cloud embracing Infrastructure as Code principles and shared components in Cloud and how we embrace ways of working in our private Cloud • Transition plan on exit for handover of Supplier leadership and live running to DWP <p>Out of scope:</p> <ul style="list-style-type: none"> • Supply of resources for Reliability Engineering teams – these resources will be provided by DWP in their entirety. • Administration support for Reliability Engineering– these functions will be provide by DWP in their entirety.
<p>Reliability Engineering Service and Transformation - Outcomes</p>	<ul style="list-style-type: none"> • The Service should be delivered to enable DWP to embed DevOps ways of working and best practice within the agile and broader DWP Digital Community enabling us to develop our DevOps culture in our Digital Hubs • The Service should be delivered ensuring that deployment strategies for products are repeatable, scalable and highly available achieving commonality across our application estate • All Service deliverables should have comprehensive technical collateral/documentation for wider consumption • Build upon and enhance the Operating Model to embed Reliability Engineering across DWP Digital, including the transition of people, process and technology in conjunction with wider Technology Services functions and our Human Resources Teams

	<ul style="list-style-type: none"> • Build upon and enhance the Operating Model, communicate across DWP teams and stakeholders helping to drive forward the cultural and technical changes • • Embed DevOps culture and SRE principles and techniques • Help us to grow and establish an in-house thriving reliability engineering community • Flatten unnecessary hierarchies through experimentation • See Appendix B for the milestones for this service
<p>Building Reliability Engineering capability to develop the Reliability Engineering function</p>	<ul style="list-style-type: none"> • Define and establish training plans for Reliability Engineering within function in collaboration with the Service Management and Engineering Practice • Publish training material via Confluence • Establish ways for working to build knowledge and expertise • Establish coaching and mentoring (Pairing) across the function • Through champions establish working groups to build capability • Enhance current Engineering career pathways with the Engineering Practice
<p>Supplier Service Team</p>	<ul style="list-style-type: none"> • The Supplier must provide a team with the appropriate skillset to deliver the service and operate independently within the DWP business unit reporting to the Technology Services Senior Leadership Team, with day to day work driven by IT Operations and Hybrid Cloud Deputy Directors. This contract will be managed by the IT Operations Director. • The teams will be required to deliver through an on-site presence based at DWP Digital Hub locations in the North East, North West, Yorkshire and London • All members of the team must be SC cleared for the entire duration of the time they are working with DWP • Work with Technology Services Senior Leadership Team aligning Strategy, Delivery and Implementation across all functional areas
<p>Reliability Engineering and Transformation - Service Hours</p>	<ul style="list-style-type: none"> • See Appendix A for Core Hours for the Service • NB: There may also be the need for some out of hours working to support Reliability Engineering processes in handling incidents and major incidents– Appendix A also refers

<p>Reliability Engineering and Transformation - Contract Term</p>	<ul style="list-style-type: none"> • This will be a Statement of Work based G-Cloud contract, which will be agreed for up to two years, please note: the first SoW will initially be for 6 months. • The Contract term will initially be for 6 months up to the end of the 19/20 Financial Year (31 March 2020) with a view to extending on a 6 monthly basis up to the length of the contract providing that all milestones and outcomes have been agreed as achieved with DWP. • DWP want a view of the overall budget required and are seeking clarity on charges (see Question 8) split across two FY's.
<p>Service [or Project] Delivery specifics</p>	<p>See Appendix A for DWP service level and service performance requirements</p>
<p>Appropriate Security clearance to work on live data on the production estate</p>	<p>SC Clearance required for all Supplier personnel</p>
<p>Service on-boarding</p>	<p>DWP expects the Supplier to propose any one-off transitional activities to allow on-boarding of services followed by details of the full operational services to meet the requirements above. If such on-boarding requires delivery and associated milestone payments, then DWP expects the following at the minimal:</p> <ul style="list-style-type: none"> • The milestone dates, deliverables, outcomes, and associated acceptance criteria to be clearly defined • The milestone payments to be weighted with higher payments at the end of the delivery/on-boarding • Final milestone payment equivalent to the supplier margin being withheld • For any key defined milestones, appropriate failure remedies to be added to protect DWP on delay costs • Any failure in meeting milestones due to supplier cause will be rectified by the supplier at their own cost <p>DWP's expectation is for the Supplier to use Agile methodology for on-boarding. Attached is a sample template that encapsulates the principles above, even though the template is geared to a complete end-to-end Agile delivery, we hope that this provides guidance to suppliers on how to structure thier on-boarding approach.</p>

	 <p>Outcome Based Professional Services (</p> <p>NB: Suppliers should detail their expected on-boarding schedule within their proposal for DWP consideration</p>
Support, inform and train DWP staff as required to ensure a local capability can be established.	Knowledge Transfer to be built in

5. **APPENDIX A -**

Service Hour	Service Expectation
Standard Hours (DWP Core) Monday – Friday 08:00 – 20:00 Saturday – 09:00-13:00 Until Dec 2018* Saturday – 09:00-17:00 From Dec 2018*	All Core Services Priority 1-3 Incidents Priority 4 Service Requests Priority 5 Change Requests
Out of Hours Monday-Friday 20:01-07:59 Saturday - 13:01-08:59 Sunday Until Dec 2018* Saturday 13:01-08:59 Sunday From Dec 2018* Sunday and Bank Holidays	Priority 1 & 2 Incidents All scheduled Priority 4 & 5 Service and Change Requests

5.1 TABLE 1 – Incident, service and change Request PRIORITY Level Definitions

Incident Priority Level	Description
INCIDENTS	
Priority 1 - Critical	An outage to a business critical service resulting in a potential to affect Buyer business operations.
Priority 2 - Major	An incident relating to business critical service resulting in a potential Buyer departmental disruption.
Priority 3 - Minor	An incident where Buyer can continue to carry on with their activities, but this may have an imminent and significant impact on the business Services and/or Service Levels.
SERVICE AND PROJECT WORK REQUESTS	
Priority 4 – Service Request	Core hours Service Request or a Out of Hours scheduled Service Request
Priority 5 – Change Request	Core hours Change Request or Out of Hours scheduled Change Request

5.2 TABLE 2 - INCIDENT RESPONSE and resolution TIME – Standard hours

Incident Priority Level	Cut Off Time	Service Level Requirement
Priority 1 Critical	Initial Response -Within 0.25 hours of the Incident being identified	99.9%
	Initial Resolution -Within 2 hours of the Incident being identified	99.9%
Priority 2 Major	Initial Response -Within 0.5 hours of the Incident being identified	99.9%

Incident Priority Level	Cut Off Time	Service Level Requirement
	Initial Resolution -Within 4 hours of the Incident being identified	99.9%
Priority 3 Minor	Initial Response -Within 1 hour of the Incident being identified	99.9%
	Initial Resolution -Within 6 hours of the Incident being identified	99.9%
Priority 4 – Service Request	Initial Response -Within next Working Day of the Service Request being logged on the Buyer Service Desk Portal	99.9%
	Initial Resolution -Within 3 Working Days or otherwise to a period agreed between the Parties	99.9%
Priority 5 – Change Requests	Initial Response -Within next Working Day of the Change Request being logged on the Buyer Service Desk Portal	99.9%
	Initial Resolution -Within 3 Working Days or otherwise to a period agreed between the Parties	99.9%

5.3 TABLE 3 - INCIDENT RESPONSE and resolution TIME - Out of hours

Incident Priority Level	Cut Off Time	Service Level Requirement
Priority 1 Critical	Initial Response –Start of the response time will be within 0.5 hours of the Incident being identified	99.9%
	Initial Resolution -Within 4 hours of the Incident being identified	99.9%
Priority 2 Major	Initial Response –Start of the response time will be within 1 hour of the Incident being identified	99.9%
	Initial Resolution -Within 6 hours of the Incident being identified	99.9%
Priority 3 Minor	Initial Response -Within 2 hour of the Incident being identified	99.9%
	Initial Resolution -Within next Working Day of the Incident being identified	99.9%
Priority 4 – Service Requests	Initial Resolution -Within the agreed out of hours release	99.9%

Incident Priority Level	Cut Off Time	Service Level Requirement
	window agreed between the Parties	
Priority 5 – Change Requests	Initial Resolution -Within the agreed out of hours release window agreed between the Parties	99.9%

5.4 TABLE 4 - Service Credits – DWP reserve the right to apply Service Credits at the following levels within the future contract for RE

SLA/KPI	Service Credit payable
Less than the targets in SLA Tables 2 & 3 for 1 SLA failure in a given month	3% of monthly charge*
Less than the targets in SLA Tables 2 & 3 for 2 or more SLA failures in a given month	7% of monthly charge*
Less than the targets in SLA Tables 2 & 3 for 5 or more SLA failures in a given month	10% of monthly charge*

If the same SLA fails 3 times consecutively then this will be classed as a Material Service Breach

5.5 TABLE 5 – SERVICE MANAGEMENT

NB: The following Governance model is subject to change and will be agreed with the successful supplier.

Committees and meetings referred to Table 5 can be defined as part of on-going governance. The cut off times stated in the table below are indicative and will be agreed between the Parties as part of the operational governance procedure definition.

Service Element	Service Type	Cut Off Time and Other Matters
Service Management – Service Reporting (Weekly)	Formal service delivery committee weekly reports	Weekly every Monday by 12:00 for the period Mon 00:00 to Sun 23:59 of the previous calendar week
Service Management – Service Reporting (Monthly)	Formal service delivery committee monthly reports	Within 48hrs of the calendar month end and less than 5 Working Days prior to the scheduled times for service delivery meeting.
Service Management – Service Delivery Meetings	Monthly committee meetings as defined in the operating governance procedure to be agreed by both Parties (Offline via conference call)	Rescheduled meetings within 5 Working Days of the scheduled times

Service Element	Service Type	Cut Off Time and Other Matters
Service Management – Service Delivery Meeting Minutes	Meeting minutes for all governance meetings as defined in the operating governance procedure to be agreed by both Parties	3 Working Days for the Supplier to issue the minutes to Buyer plus a further 2 Working Day for Buyer to agree.
Service Management – Major Incident Bulletin	Hourly bulletins on progress for the Priority 1 Incidents where the Priority 1 Incident resolution Service Levels are not achieved by the Supplier	Bulletins will be provided by the Supplier during Core Hours on an hourly basis, for all other times, the Supplier will provide bulletins through the agreed escalation Where a Priority 1 Incident is being resolved by a third party outside of the Supplier's management, the bulletin frequency period will be agreed with Buyer
Service Management – Post Incident Review (PIR) Report for Priority 1 Incidents	PIR for Priority 1 Incidents where the Priority 1 Incident resolution lies with the Supplier	Within 24 hours the Priority 1 Incident resolution
Service Management – Post Incident Review (PIR) Report for Priority 2 & 3 Incidents	PIR for Priority 2, 3 & 4 Incidents where the such Incident resolution lies with the Supplier	Within 5 working days the Priority 2 & 3 Incident resolution
Service Management – Responsiveness	Availability to Buyer of the Supplier Service Delivery Manager or delegate(s) as per the defined escalation path	Supplier Service Delivery Manager or delegate(s) is available to Buyer as per the defined escalation path within 1 hour of contact initial contact by Buyer

6. **APPENDIX B -**

TABLE 1 – Milestone description, assurance criteria and reporting.

We are looking for the Supplier to specify in their written response the expected deliverables to achieve these overarching milestones and the charges associated. Milestones will be governed through a reporting cycle with achievement aligned to approval of invoices and payment release.

Title	Description	Assurance Criteria
Stakeholder Engagement - Technology Services	Alignment with Technology Services Leadership Team to deliver Reliability Engineering Capability influencing the end to end service delivered to our consumers (Improving the Performance and Stability of DWP's Digital Services)	Evidence of Stakeholder Engagement with references to notable decisions. How Technology Services Tooling, Shared Services, Security & Operational initiatives are being aligned with Reliability Engineering's deliverables.
Stakeholder Engagement – DWP Architecture and Software Engineering Profession	Alignment with the Strategy and direction of travel for the technical landscape working with the Leadership Teams in the Professions to deliver Reliability Engineering Capability as part of strategic directives (Improving the Performance and Stability of DWP's Digital Services)	Evidenced through working practices embedded within the Reliability Engineering Teams. Detailing how together we are shaping and Influencing the future architectural Landscape
Stakeholder Engagement – Lines of Business (LOB), covering: Children, Universal Credit Health, Pensions, Working Age and Shared Platforms	Adoption of Reliability Engineering approach and DevOps into ways of working aligning Reliability Engineers into LOB Teams as part of strategic directives (Improving the Performance and Stability of DWP's Digital Services)	Establishing Teams across all LOBs proving credibility and acceptance with Digital Teams. Trajectory of Stakeholders embracing transformation via Reliability Engineering for the services they deliver to citizens
Reliability Engineering Leadership and strategic and technical direction – Operating Model	The ways of working in which Reliability Engineering will deliver automation achieving transformational change: <ul style="list-style-type: none"> • Embedding DevOps culture, principles and engineering tooling and techniques throughout the Application Teams • Tactical solution for Privileged User Access • Backlog Prioritisation 	Build, enhance and iterate the Reliability Engineering Operating Model Definition of Value Proposition for Reliability Engineering – Why we do it, What we do, How we do it Definition of blueprints for key Offerings – see bullets Building on blueprints – Deliver Manual of 'How we work' to

	<ul style="list-style-type: none"> • Transition to entering Production Service • Operation • Operation Deployment Approaches • Incidents / Problem/ Post Mortem • Managing workloads via application of agile methodology • Operating Model Reporting, on-boarding, run & operate duties and automation improvement 	<p>undertake business, technical and non-technical key activities</p> <p>Increase in team capability, velocity and creation of technical patterns</p> <p>Improvements in metrics Management Information relating to incidents, problems, changes and releases</p> <p>Reporting Strategy governed via the reporting cycle</p>
<p>On-boarding and transformation of Applications and Applications Infrastructure into Reliability Engineering</p>	<ul style="list-style-type: none"> • On-boarding and transformation of Applications and Application Infrastructure into RE • Creating patterns and re-use • Automation and improvement focus on delivery 	<p>Evidenced with quality checks via:</p> <ul style="list-style-type: none"> • Volume of Applications Infrastructure undergoing Reliability Engineering assessment • Volume of Applications Infrastructure completing Reliability Engineering assessment and moved into ready to deploy / production status • Volume of Application Infrastructure completing Reliability Engineering assessment and moved into supported Reliability Engineering status •
<p>Team Evolution Strategy</p>	<p>Provide the view of teams skills and capability needs based on Application Portfolio and Hybrid Cloud Platform mix. including ability to</p> <ul style="list-style-type: none"> • Visualise landscape of Applications, Applications Reliability profile, Technologies, Platforms. • Evidence team capability, resource levels, alignment to application portfolio, technical and geographical needs 	<p>Define and refine Team Strategy, skills needs, size, geographic distribution.</p> <p>Define Hub Model for how resources should self-organise and adopt Agile approaches to work loads,</p> <ul style="list-style-type: none"> • On-Boarding, • Change, Incident, Reliability Engineering Process • Improvement, Automation and Reliability Improvements for Line of Business Applications

<p>Integration –</p> <ul style="list-style-type: none"> • Tooling • Tooling Monitoring and Alerting Integration • Tooling Systemic Integration with DWP’s enterprise Incident Management tooling • Application Performance Monitoring • 	<ul style="list-style-type: none"> • Key Applications on Hybrid Cloud integrated with DWP Digital’s chosen enterprise Application Performance Management (APM) tooling • All Reliability Engineering Supported Applications on Hybrid Cloud have suitable monitoring and alerting using DWP Digital’s chosen enterprise Monitoring and Alerting tooling • Systemic Integration with DWP Digital’s enterprise Incident Management tooling • Approach to drive Engineering Work to reduce Toil (manual, repetitive, automatable, tasks with no value, tactical) 	<p>Report current status and impediments relating to APM Integration with applications Hybrid Cloud Offerings – On Premise, AWS & Azure</p> <p>AWS Based Dev/Test APM deployed and available to integrate</p> <p>Prioritised list of applications targeted for APM Integration</p> <p>Report on applications Reliability Engineering Supported vs Non-Reliability Engineering Supported – detailing current status of alerting suitable vs unsuitable,</p> <p>Improvement plan for alerting and tooling where non-strategic tooling is in place</p> <p>Active improvements to Alerting</p> <p>Active alignment and integration to strategic tooling where not currently in place</p> <p>Co-ordination across Technology Services and application development and support teams to ensure connectivity and integration of offerings to deliver metrics / alerts integration</p>
--	---	--

APPENDIX C - DRAFT G-CLOUD 11 ORDER FORM



RM1557.11-G-Cloud-
11-Call-off-contract-w

APPENDIX D – REQUEST FOR CLARIFICATION

7. INTRODUCTION

- 7.1 This Appendix D sets out the questions that will be evaluated as part of this Request for Clarification.
- 7.2 The following information has been provided in relation to each question (where applicable):
- 7.2.1 Weighting – highlights the relative importance of the question;
 - 7.2.2 Guidance – sets out information for the Potential Supplier to consider when preparing a response; and
 - 7.2.3 Marking Scheme – details the marks available to evaluators during evaluation.

8. DOCUMENT COMPLETION

- 8.1 Potential Suppliers **must** provide a response to every question in the blue shaded boxes. All responses must be in Arial font, no less than size 11 and if detailed within page limits.
- 8.2 Potential Suppliers **must not** alter / amend the document in any way.
- 8.3 Potential Suppliers **must not** submit any additional information with your Clarification Response other than that specifically requested in this document.

9. RESPONSE TEMPLATE

PLEASE FORMALLY RESPOND USING THE ATTACHED CLARIFICATION DOCUMENTS AT APPENDIX E

[1] COMPANY INFORMATION		not scored
[1.1]	Please state your full company name	

[2] POTENTIAL SUPPLIER INFORMATION		not scored
[2.1]	Please state the contact's name	
[2.2]	Please state the contact's telephone number	
[2.3]	Please state the contact's e-mail address	
[2.4]	Please state the geographical locations that support the Buyer consideration and approval prior to Call-Off Contract signature	

[3] PASS/FAIL QUESTIONS		Pass/Fail
-------------------------	--	-----------

Please Note: The following questions are **Pass / Fail** questions, therefore if a Potential Supplier cannot or is unwilling to answer 'Yes', their Clarification Response will be deemed non-compliant and they will be unable to be considered for this requirement. The Potential Supplier should confirm by deleting the inappropriate answer.

[3.1]	Potential Supplier must confirm that they will accept all Digital Marketplace G-Cloud 11 Framework Agreement and Call-Off Terms and Conditions.	Yes	No
[3.2]	Potential Suppliers can deliver through SC Cleared Teams	Yes	No
[3.3]	Potential Suppliers are prepared to support through providing a fixed price, outcome based service	Yes	No

[4] Specific technical expertise and experience

Question:

Based on the Supplier G-Cloud offer identified, and the requirements as stated at Appendix B - Please describe your experience in building services which incorporate automation, reliability, and observability to underpin a reliability engineering service.

Please respond within the Technical Clarification Response document embedded at **Appendix E**

Marking Scheme:

The following marking scheme will be used to assess the response provided to this question:

0	Not met or no evidence – Response does not address all items above or evidence that the requirements outlined in Appendix B have been understood and addressed, response is minimal or generic.
1	Partially Met – Response addresses most items above and limited evidence that the requirements outlined in Appendix B have been understood and addressed, but response is minimal or largely generic.
3	Fully Met – Response addresses all items above and evidence that the requirements outlined in Appendix B have been understood and addressed.
5	Exceeded – Response addresses all items above and evidence that the requirements outlined in Appendix B have been understood and addressed. The response identifies value add opportunities.

[5] Leadership and approach to delivering transformational change

Question:

Based on the Supplier G-Cloud offer identified, and the requirements as stated at Appendix B: - Please describe your experience and approach to the delivery of technical and culture change in application support services.

Please respond within the Technical Clarification Response document embedded at **Appendix E**

Marking Scheme:

The following marking scheme will be used to assess the response provided to this question.	
0	Not met or no evidence – Response does not address all items above or evidence that the requirements outlined in Appendix B have been understood and addressed, response is minimal or generic.
1	Partially Met – Response addresses most items above and limited evidence that the requirements outlined in Appendix B have been understood and addressed, but response is minimal or largely generic.
3	Fully Met – Response addresses all items above and evidence that the requirements outlined in Appendix B have been understood and addressed.
5	Exceeded – Response addresses all items above and evidence that the requirements outlined in Appendix B have been understood and addressed. The response identifies value add opportunities.

[6] Client Experience

Question:

Based on the Supplier G-Cloud offer identified, and the requirements as stated at Appendix B - Please describe your experience to demonstrate delivery of a similar Reliability Engineering service as stated in Appendix B - to other similar organisations

Please respond within the Technical Clarification Response document embedded at **Appendix E**

Marking Scheme:

The following marking scheme will be used to assess the response provided to this question

0	Not met or no evidence – Response does not address all items above or evidence that the requirements outlined in Appendix B have been understood and addressed, response is minimal or generic.
1	Partially Met – Response addresses most items above and limited evidence that the requirements outlined in Appendix B have been understood and addressed, but response is minimal or largely generic.
3	Fully Met – Response addresses all items above and evidence that the requirements outlined in Appendix B have been understood and addressed.
5	Exceeded – Response addresses all items above and evidence that the requirements outlined in Appendix B have been understood and addressed. The response identifies value add opportunities.

[7] Service Offering: Methodology & proposed timeline

Question:

For the Reliability Engineering Service requirement; the Potential Supplier must explain how their proposed methodology and approach including proposed timeline will ensure

the successful transformation of the RE service.

Please respond within the Technical Clarification Response document embedded at **Appendix E**

Marking Scheme:

The following marking scheme will be used to assess the response provided to this question

0	Not met or no evidence – Response does not address all items above or evidence that the requirements outlined in Appendix B have been understood and addressed, response is minimal or generic.
1	Partially Met – Response addresses most items above and limited evidence that the requirements outlined in Appendix B have been understood and addressed, but response is minimal or largely generic.
3	Fully Met – Response addresses all items above and evidence that the requirements outlined in Appendix B have been understood and addressed.
5	Exceeded – Response addresses all items above and evidence that the requirements outlined in Appendix B have been understood and addressed. The response identifies value add opportunities.

[8] Whole life cost:

Question:

Fixed Price costs where Potential Suppliers are asked to provide a Financial Clarification Response detailing all costs associated with the delivery of Reliability Engineering & Transformation Service;

The Financial Clarification Response consists of the following cost elements:

- Outcome based deliverables to a fixed cost and a maximum resource of 3, excluding any administration
- Out of Hours charging
- SFIA / Blended rates

In your response we require you to split your charges across two Financial Years:

- 19/20 from 28 October 2019 to 31 March 2020
- 20/21 from 1 April 2020 to 30 September 2020
- 20/21 from 1 October to 31 March 2021

Also include and detail all discounting included and provide transparency of the margin and breakdown applied.

Potential Suppliers **MUST** provide their **Financial Clarification Response** document as an excel spreadsheet **at Appendix E** and attach in your e-mail with the Technical Clarification response.

(See Section 7 – Submitting a Clarification Response).

All costs **MUST** be in GBP and exclusive of VAT. Expenses are to be charged in accordance

with the Buyers expense policy as attached:



DWP Policy on
Expenses for Business

Supplier to embed their financial spreadsheet at Appendix E as their response

Marking Scheme:

This mark will be awarded to the lowest cost Potential Supplier. Remaining Potential Suppliers will receive a relatively assessed mark out of this maximum mark on a pro rata basis dependent on how far they deviate from the lowest cost.

The calculation that will be used to determine marks is as follows:

$$\text{Score} = \frac{\text{Lowest Proposal cost}}{\text{Proposal costs}} \times \text{maximum mark available}$$

Appendix E – Request for Clarification documents

- **Technical Clarification Response document**



RE Response
Template Final.docx

- **Financial Clarification Response document**

Embed your own excel spreadsheet