



NEXT FLOOD WARNING SYSTEM DESCRIPTIVE DOCUMENT

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1. Introduction

- 1.1. This Descriptive Document applies to the submission of Responses for the Next Flood Warning System (“**NFWS**”) procurement. This document should be read in conjunction with the other Procurement Documents.
- 1.2. This document, in conjunction with the notice published on the Find a Tender Service website (“**FTS**”) calling for competition (the “**Contract Notice**”) and the suite of draft terms, conditions and schedules (the “**Contract**”), sets out the EA’s requirements for the procurement, in accordance with the Public Contracts Regulations 2015¹.
- 1.3. All references to the “**EA**” or “**the Authority**” in this document set refers to the Environment Agency. The EA, an executive non-departmental public body sponsored by Department for Environment, Food & Rural Affairs (“**Defra**”), will enter into the Contract as the contracting authority on behalf of itself, with the option for the following bodies the utilise the services procured under this Contract:
 - (a) Other Defra Group bodies (as defined at <https://www.gov.uk/government/organisations#department-for-environment-food-rural-affairs>);
 - (b) Risk Management Authorities (as defined in the Flood and Water Management Act 2010 as an “English risk management authority” at <https://www.legislation.gov.uk/ukpga/2010/29/section/6>); and
 - (c) Other UK government departments (as defined at <https://www.gov.uk/government/organisations>).
- 1.4. All references to “**Procurement Documents**” in this document set refers to any instructions, invitations, Contract or associated documentation published during this phase of the procurement to Potential Suppliers.
- 1.5. All references to “**Potential Suppliers**” in this document set has the meaning attributed to “economic operators” in regulation 2 of the Public Contracts Regulations 2015 (“*means any person or public entity or group of such persons and entities, including any temporary association of undertakings, which offers the execution of works or a work, the supply of products or the provision of services on the market*”).
- 1.6. All references to “**Response**” in this document set refers to a Potential Suppliers request to participate in this procurement submitted in accordance with the instructions set out in the Selection Instructions.
- 1.7. To access the documents outlined in Annex 1, Potential Suppliers must register for a free account via the portal located at <https://defra-family.force.com/s/Welcome> (“**Atamis**”). Once Potential Suppliers have received their log in details, Potential Suppliers must log into Atamis and click the “Find Opportunities” section and select the listing under reference number “C5145”. Potential Suppliers must click “Register Interest” to continue. Potential Suppliers will then be able to view and respond to the opportunity under “My Proposals and Quotes”.
- 1.8. This Descriptive Document is written and provided in good faith; the EA reserves the right to alter any aspect of this document in any way and/or terminate the procurement at any time. This Descriptive Document summarises certain aspects of the procurement but does not purport to contain complete descriptions of it, nor to be all inclusive or contain all the information that a Potential Supplier may require when determining whether to take part in this procurement. No representation or warranty, express or implied, is or will be made, and no responsibility or liability is or will be accepted by the EA or any of its advisors as to the accuracy, adequacy or completeness of the information within this Descriptive Document. This Descriptive

¹ <http://www.legislation.gov.uk/uksi/2015/102/contents/made>

Document is not intended to form the basis of any investment decision or other evaluation by the recipient(s) and does not constitute and should not be considered as a recommendation by any person. The EA shall not be liable for any costs or expenses of any Potential Supplier in relation to any matter in connection with this procurement, howsoever incurred.

2. Subject matter of the procurement

2.1. Introduction to the EA

- 2.1.1 The EA is an executive non-departmental public body sponsored by Defra.
- 2.1.2 The EA works to create better places for people and wildlife, and support sustainable development.
- 2.1.3 Within England, the EA are responsible for:
 - (a) regulating major industry and waste;
 - (b) treatment of contaminated land;
 - (c) water quality and resources;
 - (d) fisheries;
 - (e) inland river, estuary and harbour navigations; and
 - (f) conservation and ecology.
- 2.1.4 The EA are also responsible for managing the risk of flooding from main rivers, reservoirs, estuaries and the sea.
- 2.1.5 The EA's priorities, as set out in the EA2025 strategy², are to:
 - (a) work with businesses and other organisations to manage the use of resources;
 - (b) increase the resilience of people, property and businesses to the risks of flooding and coastal erosion;
 - (c) protect and improve water, land and biodiversity; and
 - (d) improve the way we work as a regulator to protect people and the environment and support sustainable growth.

2.2. Introduction to the flood warning service

- 2.2.1 The EA has used a flood warning system³ ("FWS") to deliver a flood warning service to the public, partners and the media for over twenty years. The current system has remained largely unchanged for many years. FWS is supported by satellite systems maintained by the EA and third-party suppliers in order to provide accurate and up-to-date information to users. This is a complex technology estate, and includes telemetry systems, forecasting systems and services all feeding into messages being issued from the FWS. The current FWS contract currently expires in December 2024⁴. Volumetrics in relation to the existing contract are included in Annex 3.
- 2.2.2 At the core of FWS is the message dissemination system used by the EA to send warnings of flooding by text, email and telephone. It enables the EA to fulfil its statutory duty (under the Civil Contingencies Act⁵ as a Category 1 responder) to warn the public and the EA's partner organisations of risk to life and property because of flooding or the threat of flooding ("*2(1) A person or body listed in Part 1, 2 or 2A of Schedule 1 shall...(g) maintain arrangements to warn the public, and to provide information and advice to the public, if an emergency is likely to occur or has occurred*"). It holds 4,370 flood alert and flood warning areas (3500 and 870 respectively). There have been 2.8m registrations, mainly the public and businesses, but also utilities, emergency services and the media. Since April 2017, FWS has been used to send 16,228 flood alerts, 5,959 flood warnings and 59 severe flood

² <https://www.gov.uk/government/publications/environment-agency-ea2025-creating-a-better-place>

³ <https://www.fws.environment-agency.gov.uk>

⁴ <https://ted.europa.eu/udl?uri=TED:NOTICE:14015-2016:TEXT:EN:HTML>

⁵ <https://www.legislation.gov.uk/ukpga/2004/36/contents>

warnings. To do this, FWS sent more than 5m emails, 6m texts and made more than 10m telephone calls.

2.2.3 FWS also provides:

- a) a flood warning system for organisations with multiple locations, properties or assets ("**Targeted Flood Warning Service**" or "**TFWS**"). TFWS is currently a paid-for service for certain organisations (approximately 10% of current organisations). Charging ceased recently to allow the EA to consider the future charging policy. TFWS currently provides a service to over 110 registered organisations and over 1,100 users, providing flood warning services for over 100,000 locations; and
- b) a process⁶ whereby contact numbers that are not already registered to FWS are harvested from the major telephone operators ("**Extended Direct Warnings**" or "**EDW**"). The legal basis for this data exchange is the Civil Contingencies Act which enables the EA to use this data without the express permission of the public. The properties are contained in one of the ~3,500 flood warning areas in England and Wales⁷ and then those users are contacted via phone or SMS with any flood warnings.

2.2.4 A number of other EA services have a dependency on FWS within the flood warning ecosystem:

- a) the EA operate an internal system for ~600 users which provides a summary of flood warnings in force ("**Flood Warning Information Service**" or "**FWIS**") and takes a feed from FWS. FWIS provides information to "downstream" services such as those mentioned in paragraph b) through e). FWIS also provides a critical function to allow the EA's duty officers to manually update flood warning information if other methods are not available.
- b) FWS (via FWIS) provides flood alerts and flood warnings to the GOV.UK Check for flooding service ("**CFF**")⁸. The aim of CFF is to provide timely, up-to-date flood information in one online location, including local knowledge from communities and information from partners, enabling people to understand their flood risk easily, take action and recover from flooding. It hosts links which allow users to opt in for flood warnings and alerts based on location, monitor river levels and historical impact information, observed rainfall levels, and provides 5-day flood forecast. In 2020 the service had 6.2 million unique users and 65 million pageviews.
- c) FWS is used by flood-event trained call handlers (the "**Floodline**" service) to support the public in flood events and with flood warning registrations. Floodline is the EA's primary assisted digital and non-digital channel, covering England, Scotland, and Wales. The live flood warning feed for England is provided via FWIS. There is an equivalent service for live flood warnings in Wales, provided by Natural Resources Wales.
- d) The Defra Data Services Platform (the "**DSP**")⁹ provides flood warning area data and a live flood warning feed as open data. The live flood warning feed is provided by FWIS.
- e) The EA has an internal GIS system (Easimap) which shows flood warning areas and live flood warnings provided by FWIS.

⁶ <https://www.contractsfinder.service.gov.uk/Notice/Attachment/626ea994-4371-4d75-ab87-de8ac44af1d6>

⁷ Flood warning systems for Wales are not part of the NFWS scope

⁸ <https://check-for-flooding.service.gov.uk/>

⁹ <https://environment.data.gov.uk/>

2.3. Introduction to the Warning Improvement Project

- 2.3.1 The Warning Improvement Project (“**WIP**”) has been established to improve the way the EA prepare and communicate flood warnings. The objectives of WIP are:
- a) **to design a service that meets the needs of users.** The EA will aim to meet the needs identified during user research and target a minimal viable product (“**MVP**”) in line with the objectives of the project;
 - b) **to establish a service team that will continue to develop and evolve flood warning products and provide continuity of service for England from expiry of the current contract.** The EA will deliver a new website to sign-up and manage warnings, a message creating and sending engine in various forms (text, email and phone) including to those who haven't signed up, a reporting dashboard, and a mechanism for users to provide feedback. The EA will ensure that (up and downstream) interfaces to existing services that require the output of the service continue to work through transition; and
 - c) **to deliver a resilient cost-effective service that exploits modern technologies and innovation in line with the EA's incident management strategy.** The EA is seeking a service fit for the future, taking advantage of improvements in technology (e.g. increased use of automation, designing for the metaverse, virtual assistants to help with enquiries, personalised or geofenced flood warnings via mobile or smart devices).
- 2.3.2 The EA's critical success factors for WIP are:
- a) successful parallel running of NFWS with FWS before the current contract expires;
 - b) a successful interface with existing applications;
 - c) frequent releases of improvement;
 - d) infrastructure and application support 24 hours a day, 7 days a week for 365 days per year;
 - e) the ability for the product to be maintained and operated by a resourced hybrid team of skilled digital professionals; and
 - f) compliance with the Service Standard¹⁰ and Technology Code of Practice¹¹.

2.4. Introduction to NFWS¹²

- 2.4.1 The capabilities required for NFWS are set out in Annex 4 and summarised below:
- (a) to implement and cutover to the Supplier Solution in its entirety (the “**Beta**”) within eighteen (18) months of the Effective Date;
 - (b) to provide the core NFWS functionality for Users within England:
 - define (geographic) Operational Boundaries and Target Areas;
 - provide a Common Operational Picture by region;
 - create Warnings and manage Warnings in force;
 - allow Users and Organisations to Register to receive Warnings;

¹⁰ <https://www.gov.uk/service-manual/service-standard>

¹¹ <https://www.gov.uk/guidance/the-technology-code-of-practice>

¹² Defined terms used in this section shall have the meaning as set out in Schedule 1 (Definitions) of the draft Contract.

- issue location-based Warnings and other Messages through multiple Contact Channels;
 - obtain contact details for Unregistered Users for a region;
 - ingest data or publish data to GIS systems, address systems, flood risk mapping systems, telemetry systems, forecasting systems, and data sharing systems.
- (c) provide product delivery, user-centered services, IT Service Management and hosting;
- (d) provide the capability to introduce future services, such as additional geospatial services, new Contact Channels (e.g. social media, smart devices, mobile app), new flood and/or geospatial related digital services, and new Message types (e.g. environment related incidents, such as drought); and
- (e) provide the option for other Defra Group bodies, Risk Management Authorities, and other UK government departments to utilise the Services.
- 2.4.2. NFWS must have a product roadmap which includes functionality readily available in the proposed product suite beyond the functionality currently stated in the draft Contract that the EA may wish to implement via the Change Control Procedure. In addition, the Supplier must propose new ideas, innovations, and service improvements via a bi-annual Continuous Improvement Plan.
- 2.4.2 The EA will be seeking suppliers that provide:
- a) an implementation approach that prioritises minimising downtime and keeping users informed, ensuring a frictionless and disruption-free experience for existing users;
 - b) an implementation approach that sets out pro-active approaches to collaboration with third parties (including the EA and the outgoing supplier) and integration of the necessary (exit and implementation) programme activities;
 - c) a highly intuitive and usable “self-service” user-centric multi-channel platform, compliant with the Service Standard and developed using agile ways of working;
 - d) an approach to mass notification that maximises user adherence and influences behaviours to encourage users to take actions which reduce the impact of flooding;
 - e) a responsive state of the art platform which is adaptable to changing policy objectives and capable of meeting the changing ways in which the public interact with technology services;
 - f) a joined up, responsive, socially inclusive, user-centric support offering that provides a 360° view of the user and maximises the variety of contact channels which make it easier for users (throughout the technology competence spectrum) to interact with the service through a seamless user journey;
 - g) a supplier that improves awareness and user adoption of the platform, proactively promoting new ways to use the platform and increasing channel shift away from non-digital sources;
 - h) a portable, scalable and reliable cloud-agnostic platform, built using a standards based approach to enable rapid change, greater interoperability with other platforms, and closer integration of the core components;
 - i) a modular, reusable and future-proofed architecture which is flexible and adaptable to the EA’s broader needs and developments in technology;

- j) a supplier that leverages the user base to build a community around the service to enable continuous improvement;
- k) a multi-disciplinary, hybrid team that works in the open in a collaborative and transparent manner, moving away from a traditional combative “vendor vs client” model;
- l) a platform that uses processes to protect users’ privacy and secure the onwards transportation of data (built in accordance with the principle of least privilege for sensitive data), and recognises the importance of using data as an asset; and
- m) a methodology for IT service management aligned to best practice which drives consistency across the management of infrastructure and platforms to ensure consistent levels of performance and reliability.

3. Procurement approach

3.1. Introduction

- 3.1.1 This procurement is conducted in accordance with the Public Contracts Regulations 2015.
- 3.1.2 Due to the broad user base and business criticality of the NFWS, EA shall use a one-stage competitive procedure with negotiation (as detailed under regulation 29 of the Public Contracts Regulations 2015¹³) over a period of no more than 9 months. Whilst the EA will seek to minimise the cost of the procurement to all parties, the EA believes that holding focussed negotiations with Potential Suppliers on complex and challenging issues such as implementation before calling for tenders will increase the likelihood that implementation plans and proposed technical solutions will be fit for purpose, and therefore result in tenders which are capable of acceptance and represent greater value for money, yielding an overall lower, whole-life risk profile for service delivery.

3.2. Description of the phases within the procurement

- 3.2.1 The EA plans to undertake the procurement in a series of phases as outlined in Figure 1.

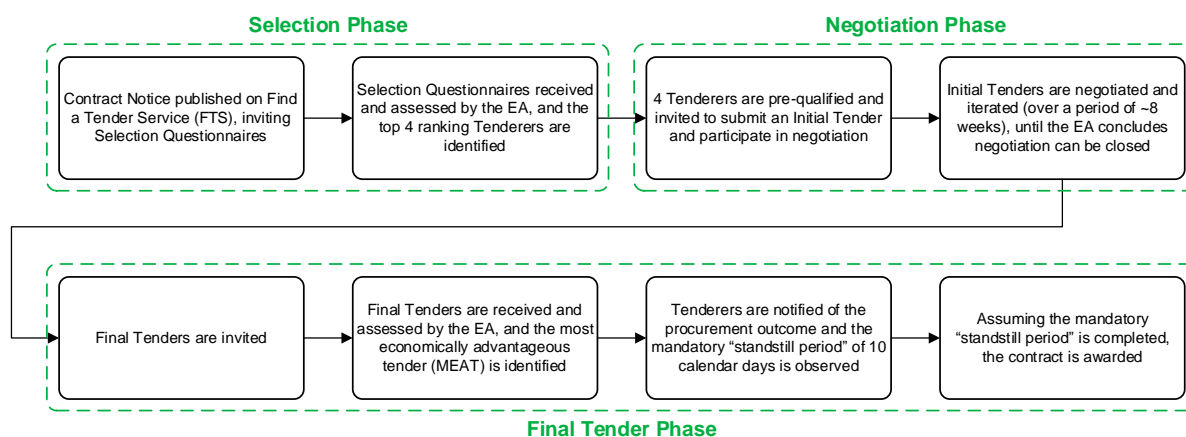


Figure 1: Procurement overview

Selection Phase

- 3.2.2 The objective of the Selection Phase is to identify 4 pre-qualified Potential Suppliers, provided that the minimum number is available, to invite to participate in negotiation. In this phase, Potential Suppliers may submit a Response comprising the list of documents outlined in the Selection Instructions in response to this call for competition.
- 3.2.3 Potential Suppliers will submit a document(s) outlining their proposed participation model, their compliance with mandatory and discretionary grounds for exclusion, their economic and financial standing, and their technical or professional ability (the "**Selection Questionnaire**" or "**SQ**"), in order to test the capacity and capability of Potential Suppliers' eligibility to take part in the procurement. Responses will be requested using the UK government standard Selection Questionnaire¹⁴. With respect to selection criteria, the Selection Questionnaire will test the areas in Table 1. Further detail regarding the submission of a Response, including the Selection Questionnaire, is set out in the accompanying Selection Instructions.

¹³ <https://www.legislation.gov.uk/uksi/2015/102/regulation/29/made>

¹⁴ <https://www.gov.uk/government/publications/procurement-policy-note-816-standard-selection-questionnaire-sq-template>

Atamis reference	Selection criteria
04	Economic and financial standing
06	Modern Slavery Act
07 7.1	Insurance
07 7.2	Skills and apprenticeships
07 7.3	Suppliers past performance
07 7.4	Sustainability
TE1	Transition and transformation of a public facing digital service
TE2	Customer relationship management (CRM) platforms
TE3	Public facing digital services
TE4	High-volume contact management platforms
TE5	Integration platforms

Table 1: Selection criteria

- 3.2.4 Subject to there being sufficient Potential Suppliers that are not otherwise excluded, and in accordance with regulation 29(12) of the Public Contracts Regulations 2015, the EA will limit the number of Potential Suppliers to be invited to participate in the subsequent phases of the procurement to 4 Potential Suppliers, who will be short listed in accordance with the Selection Instructions and will be invited to participate in negotiation.

Negotiation Phase

- 3.2.5 The initial objective of the Negotiation Phase is to invite initial proposals for meeting the EA's technical and commercial requirements ("**Initial Tenders**") from Potential Suppliers which will form the basis of subsequent negotiation. The Negotiation Phase commences with the issuance of the Invitation to Negotiation ("**ITN**") and circulation of the associated Procurement Documents.
- 3.2.6 As part of the Negotiation Phase, the EA will hold an inception meeting to familiarise Potential Suppliers with the terminology and concepts for NFWS, provide Potential Suppliers with an understanding of the requirements of the project, and describe the procurement in further detail.
- 3.2.7 The EA is seeking well-presented Initial Tenders which assist in refining its service and commercial requirements (not simply a statement on what the issues are) and content which is presented with relevant supporting evidence which is capable of being analysed, in order to enable fruitful negotiation.
- 3.2.8 Following receipt of Initial Tenders, the subsequent objective of the Negotiation Phase is to conduct a set of focussed negotiations with each Potential Supplier separately to discuss that Potential Supplier's Initial Tender (and any further iterations that may be requested) in order to identify and define the means best suited to satisfying the EA's needs.

- 3.2.9 In accordance with regulation 29(15) of the Public Contracts Regulations 2015, the EA will not award contracts on the basis of Initial Tenders without negotiation.
- 3.2.10 In accordance with regulation 29(19) of the Public Contracts Regulations 2015, this procedure will not take place in successive stages in order to reduce the number of Potential Suppliers (i.e. all Potential Suppliers will be invited to submit a tender upon closure of negotiation).
- 3.2.11 Subject to any health and safety or residual covid-19 constraints, it is intended that the negotiation is held face-to-face in London, with the option for participants to join remotely.
- 3.2.12 Throughout the Negotiation Phase, Potential Suppliers will be given the opportunity to undertake due diligence, produce a proof of concept (as set out in 3.8), submit clarification queries, and have focussed negotiations with the EA's employees. Further information for Potential Suppliers regarding these matters will be provided in the ITN.
- 3.2.13 At the end of this series of focussed negotiations, the negotiation shall be concluded and Potential Suppliers will be invited to submit their final offer ("**Final Tenders**").

Final Tender Phase

- 3.2.14 The objective of the Final Tender Phase is to invite Final Tenders from Potential Suppliers and identify the most economically advantageous Final Tender through assessment of the Final Tenders on the basis of the award criteria set out in paragraph 3.4. This phase will commence with the issuance of the Invitation to Submit Final Tenders (the "**ISFT**") and an updated (final) version of the Contract(s).
- 3.2.15 Once the most economically advantageous Final Tender has been identified, the EA will undertake verification checks.
- 3.2.16 For the most economically advantageous Final Tender which has passed verification checks, the EA will seek internal approval of the tender assessment. Following this approval, the EA intends to award contracts on the basis of this Final Tender (subject to completion of the mandatory standstill period).

3.3. Programme

- 3.3.1 The timetable for this procurement is provided below. Please note that the dates marked with an asterisk are indicative only and the EA will update the timetable should such dates be subject to change.

Phase	Activity	Dates
Selection	Contract Notice sent to FTS	05.12.2022
	Selection Phase Q&A event (register at https://forms.office.com/e/2bbna0w1T1)	10.01.2023 13:30 – 15:30
	Deadline for clarification queries	23.11.2023 10:00
	Deadline for Responses	30.01.2023 10:00
Negotiation	Issue ITN and invite Initial Tenders	27.02.2023 *
	Deadline for Initial Tenders	27.03.2023 10:00 *

Phase	Activity	Dates
	Round 1	24.04.2023 to 05.05.2023 (1 session per Potential Suppliers per week) *
	Round 2	15.05.2023 to 26.05.2023 (1 session per Potential Suppliers per week) *
Final Tender	Invite Final Tenders	12.06.2023 *
	Deadline for Final Tenders	17.07.2023 *
	Announce intention to award	November 2023 *
	Commence contract	January 2024 *

Table 2: Programme

3.4. Minimum Requirements

3.4.1 In accordance with regulation 29(2)(b) of the Public Contracts Regulations 2015, the requirements which are to be met by all tenders which shall not be subject to negotiation (the “**Minimum Requirements**”) are set out in Annex 2.

3.5. Award criteria

3.5.1 In accordance with regulation 29(2)(c) of the Public Contracts Regulations 2015, the award criteria for Final Tenders are set out in Table 3.

Award criteria	Weighting	Sub-criteria	Weighting
Quality	65%	Technical solution	55%
		Social value	10%
Price	35%		

Table 3: Award criteria

3.5.2 All aspects of the Final Tender assessment will be made against the requirements specified in the ISFT.

3.5.3 As required by PPN06/20¹⁵, the EA is required to explicitly evaluate social value, where the requirements are related and proportionate to the subject-matter of the contract. The EA is including the following social value measures in the NFWS procurement:

- a) Theme 2: Tackling economic inequality (create new businesses, new jobs and new skills);
- b) Theme 3: Fighting climate change (effective stewardship of the environment);
- c) Theme 4: Equal opportunity (tackle workforce inequality); and
- d) Theme 5: Wellbeing (improve health and wellbeing).

¹⁵ <https://www.gov.uk/government/publications/procurement-policy-note-0620-taking-account-of-social-value-in-the-award-of-central-government-contracts>

3.6. Areas for negotiation

3.6.1 The EA intends to hold focussed negotiation on the following key areas:

- a) **Implementation approach.** Discussion is required to explore how alternative implementation approaches can ensure a frictionless implementation for current FWS users, ensuring disruption is minimised for the existing user base through a pro-active communications management strategy. Implementation is a high reputational risk area (i.e. 2.8m registrations) and therefore discussion is needed to ensure implementation plans are deliverable. In addition, reassurance will be required that Potential Suppliers can design and build digital services that comply with the UK government's Service Standard, following the phases of an agile project¹⁶ (e.g. discovery, alpha, private beta, public beta, live). Specific attention will need to be given to how Potential Suppliers propose to invite a limited number of people to use the service (private beta) before cutover from FWS to the NFWS for all users (public beta). There are also seasonality constraints (i.e. flood season) which drive different operational priorities for the EA and will therefore require mitigation measures to be put in place.
- b) **Technical requirements.** Negotiation is required with regard to cost drivers and prioritisation of requirements. Negotiation is also required with regard to how best to meet the requirements to communicate with "unregistered" users (the EDW process as referred to in paragraph 2.2.3b).
- c) **Payment mechanism and performance management regime.** Discussions on the payment mechanism (including management of inflation) and performance management regime are required to ensure an appropriate level of risk transfer and to enable consideration of innovative solutions which might require different performance or payment structures.
- d) **Infrastructure and platform management rationalisation.** The current FWS estate is provided across a multitude of internal and external service provider agreements. One of the objectives of NFWS is to rationalise how these technology components are architected and managed from an IT service management point of view, in order to improve performance and reliability.
- e) **Roles and responsibilities.** Whilst WIP intends to procure a managed service for the NFWS, the EA intends to retain its internal digital services team with responsibility for product and delivery and user-centred design job families as set out in the Digital, Data and Technology Profession Capability Framework¹⁷. However, discussion is required to ensure resources are optimised (and "man marking" is avoided) and that responsibility is allocated to the party best placed to manage it to ensure user needs and various standards continue to be met. This may also involve co-developing a "joint statement of intent", setting out the hybrid ways of working, the critical success factors, and how the supplier/solution is a strategic fit for the EA. The EA are also keen to understand how the EA might "self-serve" via NFWS at a content or configuration level (e.g. make changes to static GOV.UK content) in order to reduce vendor dependency.
- f) **Opportunities for reuse.** Discussion is required to ensure that reuse of existing Defra Group or pan-government technology services (e.g. GOV.UK Services¹⁸, pan-government hosting agreements, Defra Group licensing agreements) is considered as to avoid unnecessary redevelopment of components.
- g) **Future proofing.** NFWS intends to provide a scalable solution that offers proportionate flexibility to be used across the EA, provide value-add features that

¹⁶ <https://www.gov.uk/service-manual/agile-delivery>

¹⁷ <https://www.gov.uk/government/collections/digital-data-and-technology-profession-capability-framework>

¹⁸ <https://www.gov.uk/service-toolkit>

can be used to replace other (aged) EA systems (in whole or in part), and enable improved interoperability between systems. It will be beneficial to discuss options for achieving scalability and reusability across the EA, Defra Group and the wider public sector (where practical) (e.g. for other types of warnings).

3.7. Data Room

- 3.7.1 The EA has identified certain operational, technical, and commercial information that Potential Suppliers may wish to access as part of this procurement. To enable this, EA will establish an electronic repository for these documents (the “**Data Room**”) in the Negotiation Phase, which can be accessed through Atamis. The EA may add to the Data Room additional information which Potential Suppliers may find helpful during this procurement.
- 3.7.2 Potential Suppliers will be required to execute a confidentiality agreement in order to access certain information in the Data Room.
- 3.7.3 Annex 3 has been populated with some initial information about FWS.

3.8. Proof of Concept

- 3.8.1 To increase confidence in the capabilities of the proposed solution, it is proposed that Potential Suppliers develop and present a light-weight software prototype of a next flood warning system which demonstrates a sub-set of capabilities (the “**Proof of Concept**”) in the Negotiation Phase. The Proof of Concept will therefore be required to demonstrate a limited number of capabilities including operational processes (e.g. create warnings, issue warnings, manage warnings in force), public user processes (e.g. register for warnings), and technical interfaces (e.g. demonstrating the API which integrates the back office systems with the GOV.UK “look and feel” website for account creation and preference management).
- 3.8.2 Detailed logistics for the Proof of Concept will be shared in the Invitation to Negotiate.

4. Contracting approach¹⁹²⁰

4.1. Contract model

- 4.1.1 The Cabinet Office contract tiering tool²¹ indicates that NFWS is a Silver contract.
- 4.1.2 A draft Contract has been published alongside this Descriptive Document, which is based on the government legal services model services contract (contract version 2.0 and schedules version 2.0)²².
- 4.1.3 However, some modifications have been made to simplify elements of the model services contract and make it more proportionate to the nature of the NFWS requirements. Some notable modifications include (but are not limited to):

Document	Amendments made
Core Terms	<p>The requirement for a Guarantee has been removed.</p> <p>The requirement for apprentices to represent 2.5% of the supplier personnel workforce for this contract has been added (as per PPN 14/15²³).</p> <p>The requirement to advertise sub-contracting opportunities and report on spend with SMEs or VCSEs (as per PPN 01/18²⁴) has been removed.</p> <p>The requirement to report on supply chain payment performance via a Balanced Scorecard Report (as per PPN 08/21²⁵) has been removed</p>
Schedule 1. Definitions	Removed unused definitions.
Schedule 3. Performance Levels	The requirement for a Balanced Scorecard Report has been removed.
Schedule 4. Standards	<p>Authority standards have been added.</p> <p>Sustainability requirements have been made relevant to the contract (e.g. the requirement for permitted or prohibited items and provision of detailed Sustainability Reports has been removed).</p>
Schedule 5. Security Management	The “assurance” short form version of the security requirements will be used in Schedule 2.4 (Security Management) as opposed to the “accreditation” long form version.
Schedule 7. Authority Responsibilities	Project specific responsibilities have been added.

¹⁹ Should there be any conflict between this section and the draft Contract then the draft Contract takes precedence.

²⁰ Defined terms used in this section shall have the meaning as set out in Schedule 1 (Definitions) of the draft Contract.

²¹ The contract tiering tool helps classify UK government contracts in gold, silver, or bronze by assessing value, complexity and level of risk. This tool can also help determine the criticality and level of contract management required.

²² <https://www.gov.uk/government/publications/model-services-contract>

²³ <https://www.gov.uk/government/publications/procurement-policy-note-1415-supporting-apprenticeships-and-skills-through-public-procurement>

²⁴ <https://www.gov.uk/government/publications/procurement-policy-note-0118-supply-chain-visibility>

²⁵ <https://www.gov.uk/government/publications/procurement-policy-note-0821>

Document	Amendments made
Schedule 14. Testing Procedures	The requirement for a traceability matrix and (draft) detailed test success criteria for each milestone have been added.
Schedule 15. Charges and Invoicing	<p>A gain-share mechanism has been added to incentivise efficiency and continuous improvement over the term of the contract.</p> <p>Price breaks provisions have been added.</p> <p>The allowable assumptions concept has been removed from Schedule 15 (Charges and Invoicing) in order to simplify implementation management.</p>
Schedule 18. Financial Distress	Any requirements related to “critical service contracts” have been removed.
Schedule 21. Governance	This schedule has largely been rewritten to enable a hybrid team approach.
Schedule 26. Service Continuity Plan	Any requirements related to “critical service contracts” have been removed.
Schedule 32. Intellectual Property Rights	Terms related to Software-as-a-Service (SaaS) have been added.

Table 4: Key contract amendments

4.1.4 Some key commercial principles of the draft Contract are outlined in further detail below.

4.2. Contract term

4.2.1 The initial duration of the Contract will be 6 years (which assumes up to 18 months to complete implementation, followed by 54 months of operational service), with the EA having the option to extend the Contract by an aggregate duration of up to an additional four years in two year increments (i.e. 6+2+2). This will provide the EA with 30 months of clear operational service before choosing to either re-procure the service and transition to a new provider, or exercise EAs option to extend the Contract, in order to maximise their investment.

4.2.2 The EA has assumed that the implementation of NFWS will be delivered through a parallel running approach and will take up to 18 months in totality. In a parallel running scenario, the NFWS technical solution will be built whilst the FWS solution remains operational and then cutover will occur (or a series of cutovers for incremental functionality releases) for users from the FWS to the NFWS on a specified date (or a series of specified dates for incremental functionality releases).

4.3. Contract value

4.3.1 The value of the Contract is expected to be up to £31,650,000 (net of VAT) during the overall maximum 10-year term, which includes the estimated cost of implementation, ongoing operational service charges, contract extensions, contract changes and an allowance for indexing of prices. The contract value is an estimate only and will be dependent upon whether an extension (in part or in whole) is enacted, whether any

optional services (in part or in whole) are enacted, the extent of any contract changes, and the indices used to index prices.

4.4. Payment mechanism

Implementation

- 4.4.1 It is anticipated that milestone payments during the implementation period will be linked to iterative releases of the NFWS. This may consist of some firm price elements for well-defined deliverables (e.g. Security Management Plan, Service Continuity Plan), as well as some capped time and materials or target cost milestone payments for system configuration and/or development activities. The payment mechanism is subject to negotiation.
- 4.4.2 There may be multiple Authority to Proceed (“**ATP**”) milestones²⁶, but as a minimum there will be one for completion of Beta, with a Contract Performance Point (“**CPP**”)²⁷ milestone three (3) months following Beta go-live.
- 4.4.3 It is proposed that ten percent (10%) of the amounts tendered by the Supplier will be retained for every milestone preceding a CPP milestone. Upon successful achievement of the CPP milestone, all milestone retentions will be released and paid to the Supplier.

Operational service

- 4.4.4 The EA intends to conduct a negotiation regarding the relative advantages and disadvantages of two potential payment mechanisms:
 - (a) an entirely fixed price (i.e. subject to indexation) service charge which is not adjusted dependent on volumes; or
 - (b) a fixed price (i.e. subject to indexation) service charge linked to an assumed volume ceiling (e.g. 100,000 SMS per Service Period), and a variable element for any transactions over and above the assumed volume ceiling (e.g. £0.001 per SMS).

Continuous improvement

- 4.4.5 The Contract will include a continuous improvement budget (subject to indexation) based on an assumed volume of days in any given contract year (e.g. 1,000 development days per annum) which can be used to procure additional services over and above the initial functional scope on a per project, per cost saving initiative, per sprint, per month, per quarter, or per story point basis.
- 4.4.6 Potential Suppliers will propose consumption-based price breaks (e.g. 10% discount at 200 days) as part of Final Tenders.

4.5. Performance management regime

Delay payments

- 4.5.1 If the Supplier fails to meet the test success criteria associated with any milestone (and therefore fails to meet the relevant milestone date(s)), delay payments will apply for the ATP milestone as detailed in Schedule 15 (Charges and Invoicing) of the draft Contract.

Key performance indicators and service credits

- 4.5.2 The draft Contract contains key performance indicators to incentivise performance in those areas which are deemed significant to the EA.

²⁶ In plain English, ATP is the term used to describe a significant “go live” event.

²⁷ In plain English, CPP is the term used to describe the end of “early life support” or “hypercare”.

- 4.5.3 Failure to meet the targets associated with a key performance indicator will result in service credits being deducted from service charges, as detailed in Schedule 3 (Performance Levels) of the draft Contract.
- 4.5.4 Deductions arising in respect of any failure to achieve key performance indicators will not exceed 20% of the total service charge otherwise due each month.

Addressing materially poor performance

- 4.5.5 Sustained, materially poor performance by the Supplier can lead to further possible remedies for the EA, including:
- (a) invoking the rectification plan process (clause 25 in the Core Terms);
 - (b) possible termination;
 - (c) possible damages claims; and
 - (d) appointing a remedial adviser (clause 27 in the Core Terms).

4.6. Ongoing value for money

Preventing excessive supplier profits

- 4.6.1 A mechanism to prevent excessive profits is included in part D of Schedule 15 (Charges and Invoicing) of the draft Contract. If the Supplier's overall margin exceeds a threshold level, the charges to the EA will be adjusted accordingly. This is supported by requirements for the Supplier to maintain open book accounts.

Benchmarking

- 4.6.2 The EA will be entitled to commission benchmarking of the Supplier's charges, to ensure the Contract continues to offer value for money as detailed in Schedule 17 (Benchmarking) of the draft Contract.

Continuous improvement gain share

- 4.6.3 A continuous improvement mechanism is included in Schedule 15 (Charges and Invoicing). This includes a 50/50 "gain share" (capped at 200% of the cost of the proposed change) for ideas proposed by the Supplier which reduce the cost of the service (i.e. in the event of the Supplier proposing an idea which reduces the cost of the service, the Supplier would receive 50% of those savings as a reward for proposing efficiencies). A worked example of the gain share mechanism is set out below.

Cost of the proposed efficiency change	Generated savings from the proposed efficiency change	EA gain share supplement	Supplier gain share supplement	Gross debit/credit to the EA
£100k	£125k	£62.5k	£62.5k	-£37.5k
£100k	£150k	£75k	£75k	-£25k
£100k	£250k	£125k	£125k	+£25k
£100k	£500k	£300k	£200k (capped at 200%)	+£200k
£100k	£750k	£550k	£200k	+£450k

			(capped at 200%)	
£100k	£1m	£800k	£200k (capped at 200%)	+£700k

Table 5: Gain-share worked example

Open book accounting

- 4.6.4 Potential Suppliers will be required to submit a detailed financial model as part of the Negotiation Phase and Final Tender Phase (called the “contract inception report”) that explains the Suppliers cost base, as detailed in Schedule 15 (Charges and Invoicing) and Schedule 19 (Financial Reports and Audit Rights) of the draft Contract.

Indexation

- 4.6.5 Indexation provisions will be subject to negotiation. It is proposed that milestone payments are not indexed (in order to provide an incentive for timely delivery) and that the cost base (but not any allowances made for risk or profit) for day rates and service charges are subject to a CPI based increase.

4.7. Risk exposure

Liabilities

- 4.7.1 The draft Contract provides for:
- (a) unlimited liability for certain defaults, including those covered by law;
 - (b) 150% of annual contract value for liabilities not covered by unlimited liability; and
 - (c) an allowance for General Data Protection Regulation (GDPR) liabilities.

Financial standing

- 4.7.2 Schedule 18 (Financial Distress) sets out the conditions, including the relevant metrics and credit ratings, used to monitor financial standing throughout the Contract.

Service continuity

- 4.7.3 Schedule 26 (Service Continuity Plan) sets out the terms used to promote proactive management of business continuity, disaster recovery, and insolvency risks.

4.8. IPR

- 4.8.1 The draft Contract provides for the following IPR treatments:
- (a) **Supplier’s software and pre-existing IPRs:** Supplier provides a license to the EA on a perpetual, royalty free, and non-exclusive basis;
 - (b) **New source code (“Specially Written Software”):** Ownership of the IPR resides with the UK government, except for those pre-existing components where IPR resides elsewhere. How IPR ownership works in respect of amendments to COTS software is subject to negotiation;
 - (c) **COTS software (“Third Party Software”):** Supplier ‘procures’ a grant of direct licence from the owner of the software to the EA, either under terms equivalent to those for the Supplier’s software or under the normal commercial terms (for COTS software);
 - (d) **EA data and pre-existing IPRs:** the EA provides a license to the Supplier for the purposes of this agreement throughout the contract term.

4.9. Change

- 4.9.1 The draft Contract incorporates variation mechanisms for handling contract changes, as detailed in Schedule 22 (Change Control Procedure) of the draft Contract. An important application of the contract change process will be in the pricing of new types of services (or any contract changes) that are developed during the life of the Contract.
- 4.9.2 The financial model referred to in paragraph 4.6.4 will form part of the Contract and will be used to price contract changes.

4.10. Governance

- 4.10.1 The EA recognises that the Contract needs to include a suitable governance regime, given the desire for an agile service that is able to respond to developments in technology.
- 4.10.2 Specifically, it will be necessary to have workable and efficient processes for contract management and governance, which needs to include:
- (a) appointment of authorised representatives of the parties including designated contract managers responsible for day to day governance;
 - (b) a clear commitment to ways of working through the co-authoring of a joint statement of intent;
 - (c) a proactive approach to intervention management by incorporating NEC provisions relating to early warning;
 - (d) a clear picture of the hybrid team, with proportionate assurance applied by both parties throughout the lifecycle of the service;
 - (e) establishment of committees of senior party representatives to monitor and supervise delivery of the project;
 - (f) a clear dispute resolution procedure to avoid and mitigate disagreements between the parties;
 - (g) an effective process for managing and authorising changes to the Contract; and
 - (h) an effective process for managing and reporting progress, which needs to include:
 - a responsive and transparent reporting system allowing performance and availability of the services to be measurable;
 - effective procedures for invoicing and billing of monthly service charges;
 - effective monitoring of service improvements; and
 - monitoring of the progress of delivery of these projects and changes to the Contract.

4.11. Standards and policies

- 4.11.1 Schedule 4 (Standards) of the draft Contract provides a list of standards that the Supplier will have to comply with. The list is not exhaustive; Potential Suppliers must review other parts of the draft Contract for any Schedule-specific standards to follow.

Annex 1: List of Procurement Documents

1. Volume 0: Tender documents
 - 1.1. Descriptive Document
 - 1.2. Selection Instructions
2. Volume 1: Draft Contract
 - 2.1. Core Terms
 - 2.2. Schedule 1. Definitions
 - 2.3. Schedule 2. Services Description
 - 2.4. Schedule 3. Performance Levels
 - 2.5. Schedule 4. Standards
 - 2.6. Schedule 5. Security Management
 - 2.7. Schedule 6. Insurance Requirements
 - 2.8. Schedule 7. Authority Responsibilities
 - 2.9. Schedule 8. Supplier Solution
 - 2.10. Schedule 9. Commercially Sensitive Information
 - 2.11. Schedule 10. Notified Key Sub-contractors
 - 2.12. Schedule 11. Third Party Contracts
 - 2.13. Schedule 12. Software
 - 2.14. Schedule 13. Implementation Plan
 - 2.15. Schedule 14. Testing Procedures
 - 2.16. Schedule 15. Charges and Invoicing
 - 2.17. Schedule 16. Payments on Termination
 - 2.18. Schedule 17. Benchmarking
 - 2.19. Schedule 18. Financial Distress
 - 2.20. Schedule 19. Financial Reports and Audit Rights
 - 2.21. Schedule 21. Governance
 - 2.22. Schedule 22. Change Control Procedure
 - 2.23. Schedule 23. Dispute Resolution Procedure
 - 2.24. Schedule 24. Reports and Records Provisions
 - 2.25. Schedule 25. Exit Management
 - 2.26. Schedule 26. Service Continuity Plan
 - 2.27. Schedule 27. Conduct of Claims
 - 2.28. Schedule 28. Staff Transfer
 - 2.29. Schedule 29. Key Personnel
 - 2.30. Schedule 31. Processing Personal Data
 - 2.31. Schedule 32. Intellectual Property Rights

Annex 2: Minimum Requirements²⁸

Ref	Document	Minimum requirement statement
MR1	Core Terms	With the exception of any paragraphs with square brackets and any consequential amendments required which relate to matters on which negotiation is permitted elsewhere in this table, the core terms are not subject to negotiation and are therefore a minimum requirement.
MR2	Schedule 1. Definitions	Definitions which relate to matters on which negotiation is permitted elsewhere in this table may also be negotiated, but all other definitions are not subject to negotiation and are therefore a minimum requirement.
MR3	Schedule 2. Services Description	This entire schedule is subject to negotiation.
MR4	Schedule 3. Performance Levels	The entirety of Annex 1 (Key Performance Indicators and Subsidiary Performance Indicators) is subject to negotiation. Otherwise, this entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR5	Schedule 4. Standards	Paragraph 10 (Authority's Standards and Good Industry Practice Guidelines) and Annex 1 (Sustainability) Paragraph 3.3 (Net Zero) is subject to negotiation. Otherwise, this entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR6	Schedule 5. Security Management	With the exception of any paragraphs with square brackets and any paragraphs identified by Potential Suppliers as being wholly incompatible with widely available cloud computing agreements or cyber security best practice, this entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR7	Schedule 6. Insurance Requirements	With the exception of any paragraphs with square brackets, this entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR8	Schedule 7. Authority Responsibilities	Paragraph 3 is subject to negotiation. Otherwise, this entire schedule is not subject

²⁸ Paragraphs and clauses containing square brackets, [TBC] (to be confirmed), or [TBN] (to be negotiated) can be assumed to be subject to negotiation.

Ref	Document	Minimum requirement statement
		to negotiation and is therefore a minimum requirement.
MR9	Schedule 8. Supplier Solution	With the exception of the appendix that requires population at the contract award stage, this entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR10	Schedule 9. Commercially Sensitive Information	With the exception of the table that requires population at the contract award stage, this entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR11	Schedule 10. Notified Key Sub-contractors	With the exception of the table that requires population at the contract award stage, this entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR12	Schedule 11. Third Party Contracts	With the exception of the table that requires population at the contract award stage, this entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR13	Schedule 12. Software	With the exception of the tables in this schedule that require population at the contract award stage, this entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR14	Schedule 13. Implementation Plan	With the exception of any paragraphs with square brackets, this entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR15	Schedule 14. Testing Procedures	The entirety of Annex 4 (Test Success Criteria) is subject to negotiation and any paragraphs identified by Potential Suppliers as being wholly incompatible with testing best practice. Otherwise, this entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR16	Schedule 15. Charges and Invoicing	With the exception of any paragraphs with square brackets (e.g. Indexation), the entirety of Annex 1 (Pricing Mechanism) and Annex 2 (Charging Mechanism and Adjustments), and any consequential amendments arising as a result of changes to Annex 1 and Annex 2, this entire schedule is not subject to negotiation and is therefore a minimum requirement.

Ref	Document	Minimum requirement statement
MR17	Schedule 16. Payments on Termination	With the exception of the table in this schedule that requires population at the contract award stage, this entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR18	Schedule 17. Benchmarking	This entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR19	Schedule 18. Financial Distress	With the exception of the tables in this schedule that require population at the contract award stage, this entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR20	Schedule 19. Financial Reports and Audit Rights	This entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR21	Schedule 21. Governance	This entire schedule is subject to negotiation.
MR22	Schedule 22. Change Control Procedure	With the exception of any paragraphs with square brackets, this entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR23	Schedule 23. Dispute Resolution Procedure	This entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR24	Schedule 24. Reports and Records Provisions	With the exception of any paragraphs with square brackets, this entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR25	Schedule 25. Exit Management	With the exception of any paragraphs with square brackets, this entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR26	Schedule 26. Service Continuity Plan	With the exception of any paragraphs with square brackets, this entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR27	Schedule 27. Conduct of Claims	This entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR28	Schedule 28. Staff Transfer	With the exception of any paragraphs with square brackets, this entire schedule is not

Ref	Document	Minimum requirement statement
		subject to negotiation and is therefore a minimum requirement.
MR29	Schedule 29. Key Personnel	With the exception of the table in this schedule that requires population at the contract award stage, this entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR30	Schedule 31. Processing Personal Data	This entire schedule is not subject to negotiation and is therefore a minimum requirement.
MR31	Schedule 32. Intellectual Property Rights	Provisions within Paragraph 2 (Transfer and Licenses Granted by the Supplier) relating to IPR ownership of Specially Written Software is subject to negotiation. Otherwise, this entire schedule is not subject to negotiation and is therefore a minimum requirement.

Annex 3: Volumetrics on the existing service

Number of service incidents: 178 incidents since April 2017.

Number of problems: 198 problems since April 2017.

SLA performance.

SLA	Measure	Target	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep
Availability 1	Each Service/software component that is linked to the issue of flood warnings and alerts shall be 99.999% available	99.999%	100%	99.738%	100%	100%	100%	100%	100%	99.817%	100%	100%	100%	100%	100%	99.913%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Availability 2	Where the System uses the internet to publish data, web pages shall be available 99.99%	99.999%	100%	99.738%	100%	100%	99.895%	100%	100%	99.817%	100%	100%	100%	100%	100%	99.913%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
P1 call response time	The Contractor shall respond to priority one calls within 15 mins. Number of calls >15 mins	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P1 call resolution time	The Contractor shall resolve priority one incidents within 1 hour. Number of calls >1 hour	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P2 call response time	The Contractor shall respond to priority two calls within 30 mins. Number of calls >30 mins	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P2 call resolution time	The Contractor shall resolve priority two incidents within 4 hours. Number of calls >4 hours	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P3 call response time	The Contractor shall respond to priority two calls within 1 hour. Number of calls >1 hour	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P3 call resolution time	The Contractor shall resolve priority two incidents within 1 working day. Number of calls >1 day	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P4 call response time	The Contractor shall respond to priority two calls within 1 working day. Number of calls >1 day	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
P4 call resolution time	The Contractor shall resolve priority two incidents within 4 working days. Number of calls >1 day	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Points	The number of service points accrued in the month	0	0	2.00	0	0	1.00	0	0	2.00	0	0	0	0	0	2.00	0	0	0	0	0	0	0	0	0	0	0

Number of messages: 24.97m messages sent between 2019 and 2022, comprising telephone 11.85m, SMS 7.55m, e-mail 5.56m, and XML 0.47m.

Data held: 80TB.

High level TUPE data: 6 employees, average age of 46, average length of service of 24 years, average base salary of £52k.

Current software in use:

Provider	License
Java	Java codebase
Digium	Digium G729 for Telephony
MySQL	MySQL
RHEL	Postfix
Veritas	Netbackup for physical tape drive
Oracle	Weblogic Support (NRW)
Apache	Apache
Postgres	Postgres Enterprise DB
GNUGPG	GNUGPG
Digicert/Symantec SSL Certificate	SSL Certs wild card 1 year
Microsoft	Microsoft Translator
RHEL	Sound eXchange (SoX)

Provider	License
Ordinance Survey	OS On Demand Maps
RHEL	Perl
Oracle	Weblogic
Sectigo/Comodo	InstantSSL OV Wildcard Certificate
Readspeaker (Ivona)	Readspeaker (Ivona)
Digium - Support	Asterisk
Oracle	(NRW) Weblogic Perpetual Licence
Veritas	NetBackup (NRW)
Oracle	(for DEV) Oracle Weblogic Server Standard Edition NUPS
Redhat	Red Hat Enterprise Linux Server, Premium
Amazon	Amazon Web Services

Annex 4: Conceptual service model

