Contents

1 INTRODUCTION ................................................................................................................... 4
  1.1 BACKGROUND .................................................................................................................... 4
  1.2 GLUE REPLY ....................................................................................................................... 4
  1.3 METHODOLOGIES AND APPROACHES ............................................................................ 8
  1.4 SAFE AND AGILE – AGILITY AND FLEXIBILITY ............................................................. 8
  1.5 PROJECT AND WORK PACKAGE CONTROL ..................................................................... 9
  1.6 DELIVERING VALUE ....................................................................................................... 9
  1.7 VALUE FOR MONEY AND DISCOUNTS ......................................................................... 9

2 INTEGRATION AND BUSINESS OUTCOMES DRIVEN ARCHITECTURE ................................ 10
  2.1 SOLUTION ARCHITECTURE AND DESIGN .................................................................... 10
  2.2 SERVICE-ORIENTED ARCHITECTURE (SOA) ............................................................... 10
  2.3 EMERGING TECHNOLOGY SOLUTIONS ........................................................................ 10
  2.4 SOLUTION DELIVERY AND MANAGEMENT ................................................................ 10
  2.5 CLOUD INFRASTRUCTURE DESIGN ............................................................................. 11
  2.6 SYSTEM, APPLICATIONS, TOOLS AND PLATFORMS SELECTION .................................. 11
  2.7 MI BI AND CRM INTEGRATION ....................................................................................... 12
  2.8 CLOUD READINESS ...................................................................................................... 12
  2.9 BUSINESS CAPABILITY-LED PLANNING ....................................................................... 13
  2.10 BUSINESS OUTCOMES DRIVEN ARCHITECTURE ....................................................... 13

3 INTEGRATION ....................................................................................................................... 15
  3.1 INTEGRATION CAPABILITIES ......................................................................................... 15
  3.2 SERVICE INTEGRATION .................................................................................................... 16
  3.3 INTEGRATION FRAMEWORK DESIGN & IMPLEMENTATION ....................................... 17
  3.4 INTEGRATION FACTORY DESIGN & IMPLEMENTATION .............................................. 18
  3.5 RELEVANT EXPERIENCE .............................................................................................. 21
  3.6 OUR INTEGRATION USP .................................................................................................. 21
  3.7 DEVELOPMENT APPROACH – INTEGRATION MOBILISATION .................................. 24
  3.8 ONGOING INTEGRATION AND INTERFACE DEVELOPMENT .................................... 27
  3.9 REQUIREMENTS CONFIRMATION AND USER STORY DEVELOPMENT ....................... 28
  3.10 QUALITY ASSURANCE AND TEST MANAGEMENT .................................................... 28
  3.11 ALIGN TO HYBRID DEVELOPMENT APPROACH ....................................................... 28
3.12 CONTINUAL UPSKILLING ......................................................................................................................... 28
3.13 INTEGRATION AND API METHODOLOGY .............................................................................................. 28
3.14 INTEGRATION VALUE & BENEFITS: ......................................................................................................... 29
3.15 KEY INTEGRATION DIFFERENTIATORS FOR REPLY ........................................................................... 29

4 ADMINISTRATIVE AND MISCELLANEOUS .......................................................................................... 30
4.1 SECURITY AND CLEARANCES ................................................................................................................. 30
4.2 ISO 27001, ISO9001 AND CYBER ESSENTIALS PLUS .............................................................................. 30
4.3 BACKUP, RESTORE AND DISASTER RECOVERY ...................................................................................... 30
4.4 INTELLECTUAL PROPERTY (IP) ............................................................................................................... 30
4.5 ON-BOARDING AND OFF-BOARDING ....................................................................................................... 30
4.6 TRAINING AND SKILLS TRANSFERENCE ................................................................................................. 30
4.7 SERVICE PRICING AND DISCOUNTS ........................................................................................................ 31
4.8 ORDERING AND INVOICING ...................................................................................................................... 31
4.9 TERMINATION TERMS ............................................................................................................................... 31
4.10 CONSUMER RESPONSIBILITIES .............................................................................................................. 31
4.11 RISKS, ISSUES AND OPPORTUNITIES .................................................................................................... 32
4.12 STAKEHOLDER ENGAGEMENT ................................................................................................................. 32
4.13 PLACE OF WORK ...................................................................................................................................... 32

Reply Ltd 2019
1 INTRODUCTION

1.1 BACKGROUND

Government is realising the opportunities being offered by ever changing technology to make savings, improve productivity, efficiency and effectiveness procuring the technical support necessary through the G-Cloud framework and the Digital Marketplace. This Document provides some background in Glue Reply and specific and wider capabilities and approaches, who have been engaged with GCloud since its inception.

1.2 GLUE REPLY

1.2.1 Glue Reply Experience & Capability

Glue Reply, Reply Ltd is an innovative UK based SME specialising in data and Information architecture, integration, storage, management, exploitation, optimisation, digital transformation, Cloud enablement and Internet First Strategies and policies. Glue Reply’s core proposition is to help organisations maximise the value from their change and technology investments by helping them define, design, implement and resource best practice solutions. Glue Reply works with blue chip and smaller companies and Government departments as a trusted advisor as well as being known for getting stuck into the nuts and bolts of an ICT problem/project to ensure the desired outcome.

Our core consultants, most SC cleared, some DV cleared, work with clients to deliver business outcomes through the exploitation of ICT. This specifically includes the applicability of Cloud services and integration of systems, applications and portals using APIs, ESB’s such as Mulesoft, Dell Boomi and other middleware solutions, OnPrem or Cloud based and integration of IoT sensors and data capture devices. Our core capabilities cover all architecture domains, data, integration, security and ICT transformation and the development of Services and Service Oriented Architecture (SOA).

Glue Reply provides high value, independent advice on the technology solutions, including traditional ICT applications as well as Social, Mobile, Big Data, Cloud, IoT and Blockchain to Machine Learning, AI and Robotic Process Automation (RPA) that support delivery of your organisation’s or objectives. We focus on your strategic objectives; developing, if required, a Capability Led Architecture to inform an appropriate, efficient and effective Technology Solution (People+Process+Tools+Information), that is fit for your purpose.

1.2.2 Architecture
Glue Reply were included in Gartner’s Market Guide\(^1\) for Business Outcomes Driven Enterprise Architecture in November 2017.

We assist in the strategy definition, value justification and establishment of Enterprise Architectures at all levels of enablement - business process, data/information, applications/functionality, technical infrastructure, integration and security. We provide proven artefacts (frameworks, reference models, templates, standards, guidelines, patterns, governance models etc) to accelerate the introduction, deployment and adoption of EA best practice. We work in a pragmatic way adopting the appropriate parts of industry recognised frameworks such as TOGAF and apply Glue’s own gEAM, enterprise architecture method and gDAM, design authority method to ensure a successful implementation. We are experienced in using and providing advice on most of the leading EA tools including Troux/Metis, ARIS, Adaptive, Sparx EA and IBM’s Telelogic System Architect.

A core capability evolving over years and proven with major international companies including retail and telecoms sectors is Capability Led Architecture. Our approach is to focus on your Business Objectives or Operating Model to refine your Business Reference Model demonstrating linkage with Information, Application and Technology Reference Models as may exist or be required. This means we focus on your objectives to deliver an appropriate fit for purpose architecture addressing “People+Process+Tools”.

1.2.3 Managed Services

Glue Reply supports client in many ways from days of support as part of our Design Authority as a Service to multi-year, multi-disciplinary Managed Services, summarised below.

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1.2.4 Achievements and Accreditations

- **ISO 27001**
- **ISO 9001 Certified**
- **Gartner** Market Guide for Business-Outcome-Driven Enterprise Architecture Consulting
  - The **only** UK Headquartered specialist listed in the market guide
- **BCS Organisational Member**
- **DAMA United Kingdom** Longstanding Corporate Members
- **Team Defence Commended Information Excellence Awards 2019**

1.2.5 Value Add

- Intellectual Property – exploit opportunities to utilise existing Reply IP
- CIO and Architecture Advisory Services – agreed time to provide advisory services
- Organisation Expertise – exploiting Glue Reply’s experience in developing IT competencies, practices and services
- Innovation – Reply has invested heavily in innovation covering a wide range of areas from IoT to mobile payments
- Other Industry Expertise – recognise and exploit the fact that different industries are more advanced in some disciplines, for instance using our expertise in customer centricity to support a better Resident engagement

1.2.6 Design Authority as a Service (DAaaS)

We provide Design Authority as a Service to provide the specialist technologists need to assure your designs and ensure effective integration between Cloud and on-prem systems applications and services, especially in an era of high complexity with multiple personal devices, operating systems, both system and mobile. Our DAaaS allows deployment of skilled resources just for the period of time required, often just a couple of days. For example to assess a design using Dynamics 365, Biztalk and or Azure if the enterprise has adopted the Microsoft stack across OnPrem and Cloud, On prem or Cloud.
1.2.7 API, ESB, service and microservices

Glue Reply actively seeks innovation and to keep up with innovation. This requires us to understand technologies and their applications and the risks, issues and opportunities for deploying new technologies in legacy ICT estates. Being truly technology and supplier agnostic we pride ourselves on being able to provide completely objective assessments of different approaches. Few engagements start at the outset of a transformation programme and we accept that enterprises will often have made decisions and investments in technology. We accept this and ensure that we find a best practice approach to integration and implementation, whilst pointing out risks, issues and opportunities. Solutions include Mulesoft and Dell Boomi.

1.2.8 Integration and Open Source

The origin of Glue was in the emerging use of integration technology as a key part of the solution to ‘integrating the enterprise’ where good architecture practice and functionally rich application technologies alone were not enough. Glue provides a complete range of integration and data management services which include: assisting in the creation and evolution of Integration Centres of Excellence, in particular the concept of an Integration Factory; assisting in migration to middleware integration architectures. We have expertise in API development and a range of middleware, integration and data management technologies including Mulesoft, IBM WebSphere, SAP NetWeaver, Oracle Fusion, Microsoft BizTalk, Dell Boomi, Fuse, Service Mix, Tibco / Staffware, Sun JCAPS (SeeBeyond), Software AG (webMethods), RedHat Apache Camel and more. We have can and have developed Open Source platforms for clients and upskilled local staff to provide internal capability.

Additionally, we determine the system dependencies between your legacy or new, COTS/MOTS or bespoke systems to maximise the value of your current ICT estate through integrating that estate, often without new expense on new systems. We have SMEs in MS Dynamics CRM, SAP CRM and ERP, Oracle (including OBIEE, 11g, SOA BPM) and IBM platforms, and with various basing, including secure Cloud of course and development options. We have a number of re-useable integration delivery management tools (e.g. patterns) that enable us to accelerate the time to delivery whilst also reducing risk and cost of ownership, even in those environments where our clients have offshore delivery partnerships in place.

1.2.9 Total Data™ (Big or Small)

Glue Reply is experienced in all aspects of data and Big Data management. We can help you understand what Big Data means to you and what it could or could not do for you, as it means different things to different people and enterprises. Our view is that data is an asset that needs to be managed as a whole; hence our trademarked approach is ‘Total Data’. This includes strategies for technical solutions but importantly emphasises the People and Process aspects, particularly Data Governance. We have methods and approaches for Master Data Management, Data Storage, ETL, Master Catalogue Services, Information and
Reference Models, Canonical Data Modelling, Data Centres of Excellence, Data Automation and more.

1.2.10 Innovation

Glue Reply has invested in a number of offers that exploit today's technology to provide business solutions to its customers. We have for example developed the concept of ‘Proximity’ in the Retail sector which is a suite of technology and business services that enables a Retailer to get closer to its customers, enabling a dialogue or conversation to continue with the customer long after they have left the store or the website. Other areas of exploitation include Social Media and Mobile Solutions which we have delivered across Government, Industrial and Commercial sectors.

1.2.11 Proven Approach & Accelerators

Glue Reply will wherever possible utilise its IP accelerators to support this engagement and to provide the customer with a set of deliverables exploiting our industry expertise. This will enable rapid deployment of the significant body of knowledge we have built up based on our experience across sectors including Retail, Finance, Government and Telecoms. Incorporation of this Intellectual Capital will enable the Glue Reply Team to focus on the delivery of value.

1.3 Methodologies and Approaches

Glue Reply as a leading independent SME in the Information, Architecture, Integration, Exploitation and Management domain are well versed in the application of many methodologies and approaches from APM, PRINCE2 and OGC MSP to ITIL3, Agile, SAFe, Rapid Application Development, CI/CD, DMSD, Service Oriented Architecture (SOA) and application of TOGAF, or other widely used architectural frameworks. However our experience over the last decade in the Government and Defence, Retail and Commercial, Financial Services, Telecommunications and Media sectors has allowed us to develop our own Best Practice approaches and methodologies. Our generic approach is to be flexible and evolutionary in our outlook but above all to focus on supporting the delivery of the enterprises objectives and vision, through optimising their exploitation and use of data and information, no matter how secure the environments.

1.4 SAFe and Agile – Agility and Flexibility

Many of our projects are Agile and some Scrum and we are experienced in applying the methodologies and approaches in the Public and Private sector. We understand that whilst many enterprises, public and private can see the benefits of Agile and Scrum, governance processes may not be so attuned. We provide the full range of support and service from a full Scrum team with a qualified and experienced Scrum master with Business Analysis, Solution Architecture and development individuals of individual Scrum leadership, architects, analysts individual platform, Web services, UX, UI and developers.

We apply Agile and SAFe pragmatically to ensure we get the best of the method, but also see being agile in the way we work as a key to success. Programmes often benefit from a mix of Agile and Waterfall to deliver what is needed, as there is always a deadline or a
release date especially for major transformation programmes and legacy change programmes and projects. We support larger complex projects with Resource and Deliverables Tracking, to transparently discuss and assess progress and resourcing mix and future needs, risks and issues.

Successful projects combine agility with flexibility with simple but effective controls and communication. Working with agility and flexibility allows us to be proactive as well as reactive, we take appropriate time to review our and the projects direction and progress to provide best value and remain consultative.

1.5 Project and Work Package Control

We generally apply the chosen methodology of the client; typically in government we employ PRINCE2 and MSP structures to support projects. We are ISO27001, Cyber Essentials certified and our Quality Assurance processes are based upon and compliant with our ISO 9001 accreditation. The first stage of any project or Work Package is to ensure that we and the client agree the scope, expectations and outcomes agreeing timelines, deadlines and deliverables and dependencies, against which our performance can be measured.

We expect to have regular face to face meetings with the client and relevant stakeholders and for both parties to work collaboratively, flexibly and openly to achieve the desired outcomes. We can support projects with approaches such as Resourcing as a Service and Resource and Deliverables tracker, seeking to be transparent about progress and resources used, as one of the controls we put in place, as well Supplier Performance Reviews.

1.6 Delivering Value

Glue Reply are an independent and agile SME with a great track record with our Government and Defence, Retail, Telco and Financial Services clients including the MoD, the Home Office, Sainsbury’s, Vodafone, Rolls Royce, BMW, RBS, AXA, Sony, John Lewis Partnership, BMW, Jaguar Land Rover, NHS Blood and Transplant, East Thames Group (Housing), London Borough of Hillingdon, London Underground and Waitrose. Our mix of deep capability and client focus at highly competitive prices allows us to win work through recommendation and reputation. We will be pleased to offer pricing models that align with customer constraints, which we believe, when combined with the accelerators and know-how that Glue Reply is able to deliver, represents a significant value for money option.

1.7 Value for Money and Discounts

We will be pleased to offer pricing models that align with customer constraints. We have provided a standard SFIA rate structure, which we believe when combined with the accelerators and know-how that Glue Reply is able to deliver, represents a significant value for money option. The prices quoted are the maximum we would charge by grade / skill for short engagements and we may offer discounts or rebates.
2 Integration and Business Outcomes Driven Architecture

Glue Reply’s Solution Design and Technology Delivery capabilities can help the organisation to maximise the value derived from your IT spend. Our consultants are able to realise the enterprise class IT systems that enable high business performance: they have the experience, business knowledge and depth of technology expertise required to help to create a technology architecture foundation to support the business objectives.

Glue Reply is able to offer a range of solution architecture, IT system design and delivery services which will help to ensure that all new projects and programmes remain in alignment with business, IT, and Enterprise Architecture (EA) strategies.

The Glue Reply approach is based on four principles: people, process, pragmatism and collaboration. The method is to appraise each client’s requirements in such a way as to ensure that there are demonstrable benefits at every stage; everything is underpinned by business imperatives that will realise a return on investment. Our collaborative working practices ensure that we work closely with you leaving you with successful technology solutions that you own, understand and use for the benefit of your organisation.

We have a breadth and depth of consulting delivery experience across multiple industry sectors, including defence, government, retail, CPG, telecommunications, utilities and financial services. This is coupled with unrivalled knowledge in cross-industry solutions such as supply chain management, HR and CRM.

Glue Reply’s Solution Design and Technology Delivery service includes:

2.1 Solution architecture and design

This includes designing the future state, enterprise class IT solutions that understand the underlying core technologies and are flexible and visionary, yet pragmatic.

2.2 Service-oriented architecture (SOA)

Glue Reply can offer support from designing and implementing SOA solutions, to building effective, business process driven IT.

2.3 Emerging technology solutions

Glue Reply has core competencies in key technologies and is able to deliver innovative and forward facing IT solutions. This includes emerging technologies and IT solutions such as cloud computing, event-driven architectures and sustainable green IT.

2.4 Solution delivery and management

Glue Reply is able to deploy highly skilled consultants to deliver enterprise class IT solutions across both business application and integration technologies.
2.5 Cloud infrastructure design

Glue Reply is able to support in terms of virtualisation through to Platform as a Service (PaaS) both in a design and assurance capacity. Reply are one of only 24 members of the AWS Global Premier Partner Group, are a Microsoft Azure award winning Gold partner and one of few UK Google Cloud Platform partners, for which we have a specific GCloud 9 offer.

2.6 System, applications, tools and platforms selection

Although Glue Reply have Platinum and Gold level partnerships with major IT platform providers including Oracle, Microsoft and IBM, which allows us to optimise and configure their platforms and tools, we are technology independent. Therefore, we objectively assess requirements and develop the criteria for the selection of systems, applications, tools, and platforms. Glue Reply can provide help at all points within the design and development lifecycle of a business improvement initiative from the initial identification of possible technology-enabled business change through the identification of the appropriate technology to the delivery of the technology and its integration into the business. Glue Reply works with its clients to help them on this path including providing full knowledge transfer to internal staff where required.

It is imperative in our view to have a clear view of the overall value stream and the value added through the design and development lifecycle; this can be expressed in terms of the capabilities required to make the value stream effective and the features required of the procured systems, tools, applications, platforms and services that enable the creation of the required capabilities. This includes detailed integration analysis, planning, development and delivery, along with the data migration and transition management when moving to new systems, or integrating legacy with new. Glue Reply can help with:

- Identification of the capabilities needed to deliver improved business performance through Cloud enablement;
- Identification of the features that information services and information technology must provide in order to create the required business capabilities.
- Identification of the appropriate information technology procurement strategy to deliver a cost effective solution; in particular making choices between procuring software, platforms, integration or infrastructure as a Service.
- Delivering the best trade-off between customisation of off-the-shelf services and process and people change to provide the required capabilities at the lowest possible cost.
- Consolidation of fragmented IT landscapes with many different solutions to similar business problems, both within an organisation and across organisational boundaries through the use of shared services;
- Integration of self-developed, customised and off-the self information services that are hosted inside and outside of an organisation through the creation of a logical business and application architecture and the development of APIs, standard
interfaces and message formats. Supported platforms include Mulesoft Anypoint, Boomi, Talend and others, and can be deployed as supported and maintained IPaaS on AWS, Azure or Google Cloud Platform (GCP).

- Requirements management within an agile and cloud delivery paradigm, including continuous prioritisation and management of trade-offs and business change issues.

We tackle these challenges through the provision of business analysis services that are:

- Focused on the key strategic initiatives of the organization;
- Defined within the context of an enterprise capability reference model and a set of value stream models.
- Defines the business change required in terms of clearly articulated capability development requirements.
- Defines the information services required in terms of clearly defined features that are related to the capability development requirements;
- Provides support to the management a portfolio of business change and IT projects that will deliver the capabilities and features that do not currently exist;
- Provides the means of prioritising requirements based on their contribution to the strategic initiatives;
- Provides a repository of architecture models that document the existing and future business architecture and its relationship to the information services architecture;

### 2.7 MI BI and CRM Integration

Many services are required to support decisions and provide confidence in those decisions; we can design and deliver Management Information and Business Intelligence integration as well as Agile platform configuration. We determine the system dependencies between your legacy or new, COTS/MOTS or bespoke systems to maximise the value of your current ICT estate through integrating that estate. We have SMEs in MS Dynamics CRM and AX, in SSIS, SAP CRM and ERP, Oracle (including Fusion, OBIEE and SOA BPM) and IBM platforms.

### 2.8 Cloud Readiness

Adopting Cloud based solutions is Government, via CCS policy. It is a form of out sourcing whereby an Enterprise’s Infrastructure, Platforms, Software, Information or Data, is held off premises by a 3rd party, mostly. Clouds can be hybrid, OnPrem or hosted remotely and may be private or public. We provide an assessment of the Enterprises ability, aptitude and maturity towards Cloud basing service development and use and implementation within their ICT estate and Digital Strategy. Cloud hosting can be advantageous but often has limits that OnPrem infrastructure does not, and can be quite expensive especially where major interfaces are require to be provided by the supplier. We have a formal approach to conducting these reviews based upon our EA and SOS maturity approaches.
2.9 Business Capability-led Planning

In terms of Business Capability-led Planning, a particular specialism of Glue Reply, we focus on your business’s objectives and strategy to inform design and development activities guiding us in assessing what you currently do, why and with what [people, process and tools], then to derive:

- Quantified goals and objectives enabling the measurement of success and the assessment of change.
- A simple measurement of today’s capability and what is required to support the business goals; basic, good, better and best.
- A simple assessment of the systems and technology development required to deliver the required capabilities; out of the box, modification or replacement
- The building of business-outcomes driven Roadmaps.
- Quantified goals and objectives enabling the measurement of success and the assessment of change
- A simple measurement of today’s capability and what is required to support the business goals; basic, good, better and best.
- A simple assessment of the systems and technology development required to deliver the required capabilities; out of the box, modification or replacement
- The building of a business-outcomes driven Roadmap.
- We can provide a Solution Architecture or Enterprise Architecture if required, along with:
  - Master Asset Services
  - Master Data Services, and Data Quality.
  - Master Catalogue Services
  - Common Information Models
  - Information Reference Models

2.10 Business Outcomes Driven Architecture

Glue Reply was included in Gartner’s Market Guide for Business Outcomes Driven Enterprise Architecture in November 2017. Glue Reply was the only UK Headquartered SME of the 22 companies listed. Our overarching approach drives all that we do to ensure that the focus is always on the outcomes contracted for but also those outcomes we might

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identify that can also be delivered as Quick Wins or as Value Add, often within the construct of the contract.
3 Integration

The origin of Glue was in the emerging use of integration technology as a key part of the solution to ‘integrating the enterprise’ where good architecture practice and functionally rich application technologies alone were not enough. Glue provides a complete range of integration and data management services, which include: assisting in the creation and evolution of Integration Centres of Excellence; assisting in migration to middleware integration architectures. We have expertise in a range of middleware, integration and data management technologies including Mulesoft Anypoint, Dell Boomi, IBM WebSphere, SAP NetWeaver, Oracle Fusion, Microsoft BizTalk, Tibco/Staffware, Sun JCAPS (SeeBeyond) and Software AG (webMethods). We have a number of re-useable integration delivery tools (e.g. patterns) that enable us to accelerate the time to delivery whilst also reducing risk and cost of ownership.

3.1 Integration Capabilities

Reply provides a full suite of integration capabilities to its clients. As an organisation we support our clients through the full lifecycle and advise them as they grow in maturity. Reply works onsite as a client side advisor, we pride ourselves on the fact we are not an offshore SI, instead we focus on high productivity as we work alongside our clients.

Reply has an extremely well defined and established Integration Practice. This practice has in excess of 75 experienced Integration Designers, Developers and Architects, all based on the UK and 100% travel mobile to our clients.

Almost all of Reply’s integration consultants are trained and certified across multiple technologies giving them a breadth and depth across integration. The number of resources we have access to is shown below:

The skills levels we can deploy include:
3.2 Service Integration

In today’s IT environments there is a lot more emphasis on service orientated provision of technology solutions. This means that traditional point to point integration approach becomes less appropriate. Service Orientated Architecture (SOA) and design are a good fit for organisations that wish to achieve vendor independence and utilise Cloud services more.

Glue Reply has a strong track record in SOA and integration space and has in-depth knowledge of the following technologies:

- Service Development Mulesoft
• Service Development Boomi
• Service Development OSB
• Service Development WebSphere
• Service Development Tibco
• Service Development Talend
• Service Development WebMethods

Glue Reply’s Integration Excellence can help your organisation to:

• Capitalise on the technology investments such as Enterprise Service Bus
• Implement service-enabled integration to drive re-use and standardisation within the organisation
• Promote underlying architectural patterns through the use of methods, frameworks and accelerators that ensure quality and speed of SOA deployment
• Establish an integration centre of excellence within your organization using the Glue Reply Competency Centre Framework

Our ethos of working closely with our clients to ‘coach’ as well as ‘consult’ means that once we complete the design and architecture, we work with you to ensure that you have all the right skills to keep Integration Excellence evolving.

3.3 Integration Framework Design & Implementation

Glue Reply has a concept of an Integration Factory. This concept has come about from many years of delivering successful projects and consists of a number of tools that enable software solutions to be designed and developed rapidly using our best practice templates. We are able to design and implement an Integration Framework that will be hosted within the existing customer environment and allows for development and sustainment organisations to consistently deliver and support solutions. The key components of the Integration Framework are illustrated in the Figure, below. The framework includes:

• Delivery Architecture: Tooling used to design, build, test and deploy solutions to the Runtime architecture.

• Runtime Architecture: The execution platform for solutions including:
  o Platform Framework Capabilities Overview
  o Customer specific Solution Patterns
  o Platform Framework Architecture
    ▪ Functional Decomposition & Responsibilities
    ▪ Component Interactions
  o Framework for delivering a Technical SOA Service
- Framework for Building Adapters
- Framework for Routing, Mediation & Orchestration
- Management of Large File Transfers
- Data Transformation
- Security Design
- Design Standards & Naming Conventions

- Service Management Architecture: The support environment for resolving in service and transition to service issues

The Integration Framework will include repeatable and enduring components for building services, orchestrations, mediators and adapters allowing for:

- Improved efficiency in service development
- Consistent component design
- Re-use of existing objects, designs

### 3.4 Integration Factory Design & Implementation

#### 3.4.1 Introduction

The provision of this capability will draw heavily on Glue Reply extant processes for delivering an Integration Factory. Glue Reply offers tailored versions of Glue Reply’s IP by the creation of a set of processes and documentation for use in the LogNEC programme. This work will be done in conjunction with the customer, and our assumption is that the deliverables are dependent on a collaborative engagement from the evolving Integration Factory. The outputs consist of a set of processes and documentation to allow the initiation, management and running of the Integration Factory and includes the following:

- Analysis and Design
- Build and Test Processes
- Release and Deployment
- In service support
- Document Templates
- Product Breakdown
- Analyst/Designer Guidelines
- Developer Guidelines
- Release Manager Guidelines
- Project Manager Guidelines

The Glue Reply Integration Factory consists of a team with the skills, knowledge and facilities required to design, build and deploy interfaces that transfer information from one information service or application to another. In particular, the team are capable of producing a uniform product whilst meeting a specific business requirement.

### 3.4.2 Elements of the Integration Factory

The Integration Factory consists of the following elements:

- A suitably trained and experienced team covering all elements of the service lifecycle from identification to service management and support.
- A development environment consisting of the tools required to support the design, build, deployment and testing of the integration factory.
- A development method; a specialisation of which has been delivered to the Log NEC Programme previously and which forms the basis of the Log NEC ICC Framework.
- A set of standards covering all aspects of the service lifecycle and in particular standard designs that can be matched to a business requirement and quickly instantiated.
- Re-usable utility services that can accelerate to the time to deployment of a production ready solution.
- Development and exploitation of a canonical data model to support standardised messaging.
- Knowledge transfer to enable in-house team to up-skill and to provide support services.
- Proven change management procedures with supporting templates and artefacts.

### 3.4.3 The Integration Factory Methodology

As illustrated in the Figure below, the Integration Factory method comprises the following phases:
• Think and Plan Design
  o Identify & Profile
  o Architect & Model
• Assemble using parallel Sub-Projects
  o Technical Design
  o Implementation
  o Functional Testing
  o Packaging
• Assess & Evolve
  o Integration Test
  o Acceptance Test
  o Deployment and Handover
  o In addition, there are a number of enabling services comprising:
    • Project Management
    • Design Assurance
    • Change Management
    • Knowledge Management

Service Integration method
3.5 Relevant Experience

Reply has extensive relevant experience supporting organisations to implement integration technology, mature its practices, and design and develop key integration services.

Specifically relating to projects leveraging the IIB technology Reply has completed multiple engagements ensuring the effective use and adoption of the tooling to deliver a broader business outcomes and technology step change. Below are a number of examples of our key IIB engagements:

- Boots - Development of integrations to support the introduction of SAP. Also for introduction of Kiosk, ePrescriptions and other strategic initiatives
- Game - Introduction of IBM WebSphere technologies including IIB and Commerce Suite
- Domestic & General - IIB Design and development services, including for the UK’s 2nd largest customer MDM solution
- DWP - IIB Design and Development services to support a major transformation programme
- BBC - Development of IIB and Process Server platform to support end-to-end federated processes
- WorldPay - Independent review of WorldPay’s New Acquiring System including IBM IIB for authorisations and Oracle ODI for settlements plus other technologies
- UBS - Architecture, Design and Development of high resilience settlement platform for Investment Bank
- HSBC - Independent Architecture review for HSBC covering IBM integration topology across 5 Global data centres to deliver sub-second response times for ATM and Internet Banking
- MOD Logistics - Architected the Future Logistics Information Service including IIB, Datapower and Data Stage/Info Stage
- GSK - Architecture for multi-integration platform with GSK
- M&S - Developed core integration patterns and their implementation into IIB. Led onboarding of over 1000 suppliers onto new B2B and IIB integration estate
- Volkswagen Group – Implementation and technical configuration of IIB in the UK.
- BMW – Integration Lead for National Key Account Management project.

3.6 Our Integration USP

Reply does not have any direct competitors for integration services in the broadest context, as there is no clear equivalent covering multi-technology, multi-industry and not focused on
wider project delivery. The type of competitors Reply face are in all cases less specialist in the area of integration and more technology specific or large general purpose SIs. Reply has on numerous instances beaten the technology vendor themselves in competitive tenders for services on their technologies. Whilst in these cases Reply undoubtedly does not have more experience in the technologies, the breadth of experience and wider best practice has been seen as a significant difference. Reply has a wealth of IP developed to accelerate consultants’ delivery, this includes:

- Detailed reference architectures (Enterprise Service Architecture) defined at a conceptual and logical level, and then mapped to physical technologies
- Service Method. Our method has been customised into many organisations, it has even been licensed and it formed the basis of the MOD Service Methodology.
- Standards, Policies, Processes, Guidelines etc. Reply has developed a wealth of key artefacts to enable very rapid productivity and standardisation of approach. These have also been well road-tested and used by many multi-national organisations
- Strong Multi-Integration experience. Reply has worked extensively with organisations to deliver federated and common ways of managing multi-integration platforms. Whether it is management of the separation of API and ESB type technologies, ETL and ESB or multiple like-for-like technologies. Here are some examples –
  - GSK – developed a multi-integration architecture covering IBM WebSphere, IBM ESB and SAP PI
  - MOD – developed a multi-integration architecture covering Oracle Service Bus, IBM WebSphere/IIB, TIBCO, Axway and IBM DataPower
  - AXA – developed the UK instance of a Group integration platform for APIs and integration that itself was integrated to multiple integration platforms
  - Kraft (Mondelez) – interoperability architecture between SAP PI/PO and multiple other integration platforms
- Capability models to drive top-down business capability-based planning in many industries, including Banking and Retail. This was how the IT roadmap was developed for Sainsbury’s and we have done the same in Retail banking with our Retail Banking capability model. We also have an insurance capability model which was used in the development of AXA Group’s model which is used across every Operating Company in the largest insurer in the World.
- Reply has truly technology independent services, for instance in the last 5 integration technology selections Glue Reply has executed in 2016/7 there were 4 different technology recommendations due to consideration of most appropriate fit. We put effort in to understand the client context and make being client-side meaningful.

Reply doesn’t just provide integration services, our organisation has been at the forefront of
the integration industry innovation, and here is a depiction of just some examples:

<table>
<thead>
<tr>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002-2003</td>
<td><strong>SOA and BPM architecture and delivery.</strong> Delivered one of the very earliest examples of an SOA and BPM technology combination working together in the UK.</td>
</tr>
<tr>
<td>2003-2004</td>
<td><strong>Multi-channel architecture.</strong> Delivered what was widely regarded as the first true e-commerce multi-channel architecture supporting click and collect, text and take-home, ring and reserve, remote stock finder etc. enabled by integration</td>
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<tr>
<td>2001-2004</td>
<td>Largest SAP Rollout in Europe. Glue designed and built over 200 services supporting over 600 end-points (later reduced through system rationalisation). The programme also included wide scale process rationalisation.</td>
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<tr>
<td>2005</td>
<td>One Vision Interoperability Layer. Glue delivered an interoperability architecture and pilot for BBC that supported media sharing between federated autonomous businesses. This was the forerunning capability to support initiatives such as the BBC iPlayer.</td>
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<tr>
<td>2006</td>
<td>Event Driven Architecture. Glue Reply delivered the architecture and runtime integration platform for a $400M USD business change programme. Possibly the first event driven architecture with embedded deterministic processing and inversion of control.</td>
</tr>
<tr>
<td>2006</td>
<td>Rapid SOA Delivery. Delivered an industrialised SOA backbone to a FTSE 100 company including a full suite of technical services and numerous HR services in 20 elapsed days.</td>
</tr>
<tr>
<td>2007</td>
<td>MOD. Defined the MOD SOA method based on Glue’s own mature Enterprise Service Method (gESM). Later also defined the Defence Information Reference Model (DIRM) which forms the basis of the MOD IS Strategy</td>
</tr>
<tr>
<td>2008</td>
<td>MOD. Defined the Electronic Data Exchange solution for the MOD to support all communications between MOD and its industry partners, based on the architecture delivered by Glue on MOD Industry Interconnect.</td>
</tr>
<tr>
<td>2008</td>
<td>Service Based Solution. Commissioned by a client to define a service method and support the ground-up rebuilding of their core business solutions using SOA. Delivered as an ASP to over 200 airlines. The client licensed Glue Reply’s service method and still to this day uses it to on-board new airlines</td>
</tr>
<tr>
<td>2009</td>
<td>Oracle Service Bus. First implementers of Oracle Fusion middleware Service Bus (OSB) globally. During a technology selection Oracle acquired BEA and Aqualogic integration platform; Glue Reply worked with Oracle to deliver the platform</td>
</tr>
<tr>
<td>2009</td>
<td>AXA – SOA. Delivered an SOA Enterprise Architecture and ESB infrastructure targeted as an integration Platform as a Service (PaaS) for AXA that enabled them to effectively offshore delivery with multiple delivery partners but still control implementation consistency. Glue Reply delivered the architecture for enabling the PaaS model</td>
</tr>
<tr>
<td>Date</td>
<td>Description</td>
</tr>
<tr>
<td>--------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>2010</td>
<td>Real-time Trading. Glue led the architecture and governance on the development of Ladbroke’s real-time betting trading application using a Complex Event Processing (CEP) rules engine.</td>
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<tr>
<td>2012</td>
<td>API Monetisation. Glue Reply developed an API for a key client to enable information sharing and packaging of a solution by third parties. The API included a cutting edge content push model which was an industry-first</td>
</tr>
<tr>
<td>2013</td>
<td>Banking API. Developed a banking API to allow monetisation and democratisation of Banking mobile app development</td>
</tr>
<tr>
<td>2013</td>
<td>Microservices. Delivered a microservices architecture for application supplementation as part of an Integration Strategy</td>
</tr>
<tr>
<td>2014</td>
<td>Multi-Integration. Delivered a multi-integration architecture to a leading retailer to deal with managing the multitude of integration technologies they had including API management, ESB, ETL etc.</td>
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<tr>
<td>2014</td>
<td>Proximity Integration. Delivered an architecture for a leading hotel chain to use a next-generation Wi-Fi triangulation capability to deliver sophisticated customer personalisation</td>
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<tr>
<td>2015</td>
<td>Betting Platform. Delivered a betting platform architecture and implementation built out of service oriented principles from the ground up to offer rapid time to market for new betting propositions</td>
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<tr>
<td>2015</td>
<td>IoT Pilot. Delivered an IoT pilot with iBeacons and non-audible sound triggering with a retailer to use local proximity in store to trigger marketing and promotional events</td>
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<tr>
<td>2016</td>
<td>IoT Strategy. Delivered an IoT strategy to a government regulator as the precursor to them delivering their guidelines to their industry</td>
</tr>
<tr>
<td>2016</td>
<td>to date – MIPaaS development and integration across AWS and Azure clouds of life savings human organ and blood donation for NHS</td>
</tr>
<tr>
<td>2018</td>
<td>Systems Integration Team for Home Office Law Enforcement Data Services programme</td>
</tr>
<tr>
<td>2017-2018</td>
<td>Integration Centre of Excellence for Vodafone.</td>
</tr>
</tbody>
</table>

3.7 Development Approach – Integration Mobilisation

For most projects; to support the effective mobilisation of the integration design, build and test we would propose a number of workstreams to be completed within the initial mobilisation phase:
The purpose of this is to ensure the core technical foundations are laid down to enable effective design and development of the interfaces. The Overall approach Reply proposes is to execute three streams of work that will deliver the following,

- **Stream 1 – Integration Standards**
- **Stream 2 - Architecture Mobilisation**
- **Stream 3 - Platform Configuration & Tooling**
3.7.1 Stream 1 – Integration Standards

Reply takes a holistic approach in defining and delivering integration capability which span across the complete lifecycle of the Integration Capability delivery.

Drawing on the core concepts of developing an Integration Centre of Excellence (CoE) Reply will focus on providing the key foundational standards to drive consistency and efficiency.

- Define key integration principles
- Establish and embed key integration standards
- Develop / Tailor integration templates and documents. e.g. Interface Specifications
- Support the implementation of an integration governance framework

3.7.2 Stream 2 – Architecture Mobilisation

This stream will aim to define the pre-requisites for the delivery of interfaces for OrderNEXT. It will to achieve the following.

- Agree / ratify the target architecture
- Development of the architecture for the orchestration layer
- Development of an initial data model to support the interface specifications

3.7.3 Stream 3 – Platform Configuration & Tooling

Platform tooling will involve both the configuration of the IIB platform and the deployment/configuration of other tools which will support the platform. The following high level activities will be carried out in this stream.

3.7.4 Setup & configuration of the IIB platform

- Definition of the platform requirements including the connectivity requirements.
- Joint evaluation of licensing to validate that licensing is appropriate for the activities required
- Configuration of the domains and environments.
- Setting up connectivity across different environments
- Any integration with the rest of the operational environment and to ensure the platform is ‘industrialised’ and ready for use
- Delivery of key artefacts to support the configuration, such as a deployment guide, connectivity guide etc.

Setup & configuration of platform supporting tools

- Setup and configuration of source control
- Setup and configuration of build tools, CI/CD tools
• Setup and configuration of Agile tools for planning and tracking.

3.7.5 Our Integration Toolkit and Accelerators

In addition to our COE Framework Reply has an established toolkit which it will bring to clients. The toolkit includes:

• Templates – Design document templates to support the definition of API’s and services.

• Standards & Principles – Industry leading Integration standards and principles for integration, API’s and Services. These include concrete specific pieces for the chosen platform as well as general standards applied contextually to Sainsbury’s Bank.

• Example Processes and Models – Predefined integration governance processes and sample operating model to support decision making and validation.

3.8 Ongoing Integration and Interface Development

Reply will provide an experienced team to complete the integration development as part of the delivery cycles. These consultants will integrate themselves as part of the broader development team within client teams where required. Our teams are well versed in working across different client landscapes and company cultures. Together though they will identify and form the most suitable working practices for clients. Our consultants are able to adopt different development styles based on waterfall, agile or hybrid. Reply would propose to provide a small integration team that is highly skilled and able to deliver work at a high velocity. The Delivery phase will cover the design, development, test and deployment of the integration services between the middleware/ESB/orchestration layer and client’s applications.

This stream will deliver the services / interfaces identified for Order Next within the mobilisation Stream 2. Key facets of the Delivery phase include:

• Service Design using the Reply Service Design method.

• Design Assurance to ensure conformance to the design documents

• Test Driven Development to ensure that the requirements are captured as tests and the developed flows confirm to the tests.

• Quality Assurance to ensure adherence to the development standards

• Continuous Integration and Continuous Deployment to expedite delivery and testing

• Source Control and configuration management to avoid any conflicts or oversights during the build phase.

• The production of Release Notes to aid deployment through subsequent environments.
3.9 Requirements Confirmation and User Story Development

Our Business Analysts work across various industries honing their skills to ensure they are able to elicit requirements from business, providing detailed analysis and expression for the business to approve. Requirements are expressed in a manner and form development staff are able to use with minimal “interpretation”, so reducing risk to developers developing a product that does not meet business need or intention. Our BAs are experienced in stakeholder management and stakeholder expectation management and can adopt templates and forms used by clients for the requirements, or bring our own. We generally apply a MoSCoW like approach to requirements derivation and expression.

3.10 Quality assurance and Test Management

Reply will follow all client directions in terms of quality Tool and Processes, using HP ALM for test cases creation and executions. In addition Reply will follow our ISO9001 accredited processes, where they may add value. Partners and Practice Managers will provide peer review of designs and artefacts but also of approaches, progress and velocity to ensure we are progressing as planned or to assist in identifying and mitigating risks and issues.

3.11 Align to Hybrid Development Approach

Specifically for clients the team would align to the hybrid development model proposed. Team members would work alongside the client’s staff to deliver specific sprints and items from the backlog. Ensuring the right balance is reached in documentation, the consultants will complete suitable design for the interfaces. For the central orchestration layer further design work would be completed to ensure this is implemented and orchestrated appropriately. Reply adopts an ‘Early sight’ approach, where we will continually share updates to key artefacts with the relevant stakeholders. This supports buy in and removes any bottle necks in sign off processes due to the inherent familiarity with the artefact.

3.12 Continual upskilling

As programmes are an evolution for clients and any incumbent team members Reply will ensure it continually supports and upskills other team members. We have a number of mechanisms to support this however common approaches include shadowing, pair programming and brown bag sessions.

3.13 Integration and API Methodology

Reply has an established Service/API lifecycle model that it would be able to deploy. The diagram highlights the Lifecycle stages. These stages are further translated to different parts of our overall methodology. The API lifecycle is shown below.

Continued \over…
3.14 Integration Value & Benefits:
Reply believes it can add significant value to clients through the integration design, build and test phases. Not only by delivered the required IIB Orchestration layer and related interfaces but also through the approach we would adopt.

3.15 Key Integration differentiators for Reply
- Significant, relevant experience in IIB design and development, including the automotive sector
- Experience in developing and maturing integration functions
- Proven tools and accelerators to support clients
- Consultative support in One Team working together
- Reach back into an ICT focussed Living Network of some 6,500 technologists and ICT consultants across Europe
- We onsite, onshore and nearshore, we don’t offshore.
4 ADMINISTRATIVE AND MISCELLANEOUS

4.1 Security and Clearances
As a Specialist Cloud Service the capability being offered is not limited to specific Impact levels (as it is not infrastructure, software or a platform) and can be used, subject to personal Security Clearance levels. Glue Reply consultants are mostly NVS Security Cleared (SC), some have higher level Developed Vetting (DV) clearances. The majority of our work for both public and private sector clients is at IL2 but we work in the Official, Secret and Top Secret domains.

4.2 ISO 27001, ISO9001 and Cyber Essentials Plus
Our Information Security processes are directly guided by our ISO 27001 accreditation. We shall adhere to local information and other security policies and will apply local Security Operating Procedures (SyOPs) as may exist. If such do not exist we shall apply our own SyOPs. Glue Reply are also ISO9001 and Cyber Essentials Plus Accredited.

4.3 Backup, Restore and Disaster Recovery
For the provision of consultancy the backup, restore and Disaster Recovery of systems, data and information is not normally applicable. We will of course address backup, restore and Disaster Recovery on projects and work packages that require such, in any way, to any degree or depth.

4.4 Intellectual Property (IP)
We have significant IP and accelerators we bring to projects and work packages, IP we bring to any project we retain; IP we develop for a client funded project or work package if different is owned by the client. Ownership of IP is addressed at the start of projects.

4.5 On-boarding and Off-boarding
Where we develop and deploy a service or capability, we will in good time with the client develop an appropriate skills transference regime with on-boarding and off-boarding approaches which may include formal training, OJT, CBT or perhaps the identification and/or selection of appropriate client resources with the right aptitude for the continued operation of the service or capability. We will expect a similar approach where we might assume responsibility for the provision of any support, service or capability from a client or previous contractor. If required we can address TUPE transfers.

4.6 Training and Skills Transference
Where such is required, we are keen to assist clients in developing their staff and supporting self sufficiency. We are happy to discuss how best to assist in CPD with a client. We have the capability to develop and deploy “Apps” to support and deliver training options exploiting Portable User Devices such as tablets and smartphones. This would be a costed option. Our
primary methods are through workshops, mentoring and guided OJT. We can through partners deliver more formal instructor led and CBT packages and Webinars.

4.7 Service Pricing and Discounts

Pricing is covered in the separate Pricing Document, Pricing for specific work packages or projects shall be confirmed, with any discounts we may see fit to offer against the prices stated which are the maximum per grade / skill.

4.8 Ordering and Invoicing

We adhere to the G-Cloud Purchase Order process. We are happy to assist in drafting and developing the statement of the deliverables and deadlines, prices and Ts&Cs in the PO paperwork to ensure the PO passed to client’s commercial departments will be acceptable first time to both parties, where that approach is acceptable to the client.

The invoicing approach shall be determined by the length and complexity of any work package, project or programme. We can apply a Time and Materials (T&M) or a Fixed Price approach based on the Firm Prices offered in the Pricing Document. We will agree the invoicing regime with the client in the G-Cloud PO. Payment terms are covered in the Ts&Cs document, but are standard 30 day terms.

4.9 Termination Terms

4.9.1 By Consumer

We have never been in a position of terminating a contract at a client’s request, however for consultancy projects we expect a notice period to terminate, on projects of more than 3 months duration of one month and of less than 3 months duration of 2 weeks. The notice period can be discussed where it might be beneficial for the client to be longer to allow for on-boarding of replacement staff or suppliers.

4.9.2 By Supplier

We have never been in a position of terminating a contract at our request, however for consultancy projects we expect a give a notice period to terminate, on projects of more than 3 months duration of one month and of less than 3 months duration of 2 weeks. The notice period can be discussed where it might be beneficial for the client to be longer to allow for on-boarding of replacement staff or suppliers.

4.10 Consumer Responsibilities

4.10.1 Government Furnished Information (GFI)

The Consumer is responsible for the provision of such background information, including access to information systems, subject to Impact Level and personal security clearances that may be required to facilitate successful work package or project outcomes.

We include user requirements and system requirements in GFI. We can deploy various approaches to Requirements elicitation and management from lower level MoSCoW method to use of more complex DooRs and MooD based requirements. We have developed and
deployed our own simple Requirements approach for small IT systems, CIDr (Critical, Important, Desirable requirements) which is configured to meet a client's needs including, justifications, benefits, dependencies, User Acceptance and Testing and any risks, issues and opportunities we identify at that stage.

### 4.10.2 Government Furnished Equipment (GFE)

We do not believe there is a requirement for any GFE, however, if such is determined as needed during any Work Package or project this shall be discussed and agreed with the Consumer.

### 4.10.3 Access

The consumer shall provide access passes for buildings as may be required for the duration of the project or work package, we shall provide evidence of security clearances as may be required by our consultants to support the work package or project. Access passes shall be handed back to appropriate security personnel on cessation of any work package or project.

### 4.11 Risks, Issues and Opportunities

We shall actively participate in the identification, analysis, management and mitigation of risks and issues and realisation benefits or opportunities and expect the same of the consumer. This may require us to be given access to relevant projects risks, issues and opportunities plans and tools for the work package or project.

### 4.12 Stakeholder Engagement

We are happy to and expect to assist in stakeholder engagement and expectation management at any and all levels and expect the consumer to have ensured that stakeholders are aware of our being engaged for any task. We are happy to draft and agree forms of words as introductions to stakeholders and use any approved message the consumer requires us to deliver or adhere to. We will utilise various approaches to Stakeholder Management including the facilitation, management and delivery of workshops which is a core skill. Stakeholder Management can be supported by a RACI (Responsible, Accountable, Consult, and Informed) Tool for more complex work packages, projects and programmes, which can be web enabled.

### 4.13 Place of Work

We will work from any stated client site or sites, including international sites, or from our Head Office at 38 Grosvenor Gardens, SW1W 0EB in Central London. We encourage Home Working where it is appropriate, the client agrees and the information we are using is unclassified. Work at a main client site is included in our quoted price. Work at other sites is normally covered by an agreed Travel and Subsistence T&S Limit of Liability (LoL). T&S rates are covered in the separate Ts&Cs Document.