**Data Centre Exit – RFI Written Responses**

**Introduction**

Following analyst calls with Gartner in December 2024 a number of suppliers were identified as hyperscaler's, as and approached to provide useful preliminary market engagement. That process has concluded, and a list of the questions posed to the suppliers is set out below. A summary of the answers by way of common themes and distinct anonymised answers is provided to ensure all potential bidders have access to all relevant information that was considered during and following this market engagement process.

**Q1. Minimum Information and Data Requirements**
*To enable your organisation to submit a robust and high-confidence proposal, what is the minimum level of information, documentation and access you would require in relation to the existing estate and services?* Please detail any specific artefacts, data points, or insights that you would consider essential to inform your response and reduce delivery risk.

**Q2. Client-Side Support Expectations**
*Based on your experience in similar engagements, what type and level of support would you typically expect from the Client throughout the delivery lifecycle (from mobilisation through to close-out)?* We would welcome examples of key roles, indicative time commitments, delegated authority levels, and preferred modes of collaboration that have proven effective in past projects.

**Q3. Preferred Ways of Working for Successful Delivery**
*From your perspective, are there particular delivery approaches, operating models or ways of working that you have found to be most effective in achieving successful, timely outcomes in particular taking into account pace, successful service testing and assurance and minimising operational business impact?* Insights into both formal methodologies and softer aspects of delivery that help maintain pace, clarity and alignment would be appreciated.

**Q4. Gain Share and Outcome-Based Incentives**
*In your view, can gain-share or outcome-based commercial models serve as effective mechanisms to drive faster delivery or enhanced outcomes?*
We are interested in your experience of such models—whether they acted as enablers or introduced unintended complexity around governance, reporting, or evidencing value—and how best they might be structured to strike the right balance between incentivisation and accountability.

**Q5. Considerations for integrating into HMRC's Estate**
*In delivering into the HMRC estate across HMRC's technical platforms, tooling and operating models, what approaches do you propose to accelerate delivery, reduce costs, manage risks and minimise resource contingency to achieve both the immediate business objective and the ongoing management of migrated services.*

| Item | Common Themes | Differing Themes |
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| RFI Q1 | All providers gave a comprehensive list of data attributes required in order to submit a high confidence bid.<br><br>The common areas include the following:<br>- Inventory & Configuration data (Compute, Storage, Network, Backup & DR, Database)<br>- Service Details<br>- Migration Dependencies<br>- Application Catalogue (dependencies, technology stack)<br><br>All have recommended to progress the discovery exercise now to capture granular details across the following areas:<br>- Network topology & details<br>- Storage-related details including data classification<br>- Details of dependencies across application, servers, and network<br>- Business services and inter-relationship with details of applications and associated infrastructure<br><br>Key focus areas to reduce the delivery risk:<br>- Executive sponsorship communication to the teams for cooperation and support<br>- Early engagement and management of incumbent suppliers e.g. BT, Fujitsu<br>- Accelerated change control mechanism | Additional discovery using agents throughout the migration.<br><br>Options proposed for legacy workloads:<br>- Hybrid cloud & On-prem solutions<br>- Co-Location facility<br>- Application Modernisation<br>- Virtualisation & Emulation<br>- Application Roadmap<br><br>Additional attributes requested by specific suppliers:<br>- Target Operating Environment specifications e.g. acceptable target technology stack, OS, DB platform, programming language and frameworks<br>- Security risk assessments<br>- Application usage patterns (batch processing, transactions etc.)<br>- Security & Sovereignty context<br>- Licensing details (OS, DB, COTS, BYOL & usage rights)<br>- Application data volumes<br>- Performance & Availability SLA<br>- Current Operating model<br>- Monitoring & Performance metrics<br>- Incident & Change Management<br>- Patch Management Plan |
| RFI Q2 | All providers called out the roles required client side for successful delivery. Two of the respondents provided a breakdown of estimated numbers of people in each role, whereas the others kept it to roles and indication of teams / roles.<br><br>Below is the split of the roles & responsibility:<br>**Supplier responsibility**:<br>- Hands-on migration activity with dedicated migration factory and teams<br>- Manage partners to establish deployment factory<br>- Hypercare post migration<br><br>**Client responsibility**:<br>Programme leadership<br>- Executive Steering Committee<br>- SRO & Programme Leader<br><br>Technical SME<br>- Technical Architecture Governance e.g. TDA<br>- Software licensing<br>- ECS assurance<br>- Network assurance<br><br>Application SME<br>- App DevOps engineer<br>- App Solution Lead | Common theme in terms of roles required to facilitate successful delivery, however differing approaches on the number of internal resources required.<br><br>Below are the different flavours of approach highlighted by the specific suppliers:<br><br>Delegated Authority to the Supplier for following:<br>- ECS (Provision and manage environments, set up new DevOps toolchains, make application source code changes)<br>- Networks (establish connections, make firewall changes, use discovery tools & probes)<br>- Testing (manage testing activities instead of ATS)<br>- HMRC Programmes (ability to intervene)<br><br>Client Cloud Platform/Enablement team<br>- Cloud standards & Landing Zone<br>- Automation practices<br>- Operational integration in HMRC target cloud |

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|  | Business SME<br>- Business owners for UAT & functional readiness<br><br>Change Management & Communication<br>- Stakeholder engagement & communication<br>- Change Management Lead<br><br>**Incumbent Supplier responsibility**:<br>- Application Management Services<br>- Application Development<br>- Hosting, Run and Network partner<br><br>**Joint responsibility**:<br>- Unified PMO with RAID and decision-making process<br><br>Key considerations:<br>- Key planning cycles and change freeze periods from the business including maintenance windows.<br>- Service Testing and Assurance |  |
| RFI Q3 | Common theme of internal governance required to ensure migration remains on track.<br><br>Key considerations for successful migration delivery, common across the suppliers included the following:<br>- For migration execution establish migration factory set up by suppliers<br>- Wave-based migration based on different criteria e.g. app dependency, business function, technical similarity.<br>- Integrated Testing & Assurance<br>- Centralised tracking of scope and progress | Considerations specific to the suppliers included the following:<br><br>Migration:<br>- Wave-based (based on service affinity and shared servers) + Conveyor delivery (non-shared servers)<br>- Robust communication plan prior to mobilisation<br>- Dry runs for critical workloads help identify gaps and validate readiness.<br>- Migration service/tooling related incentive to help reduce costs e.g. product license/subscription include migration tooling and service for specified period.<br><br>Operational:<br>- Transfer of responsibility to supplier for enabling function (ECS, Networks, ATS, SM&O, Security, Service Transition).<br>- Contract with incumbent suppliers for migration specific activities as well as environment access to supplier for migration activities.<br><br>Additionally, there was mention of allocating scoring for modernisation beyond the migration. |

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| RFI Q4 | Outcome-based incentivisation for the migration:<br>- acceleration of the exit of certain services e.g. CNI<br>- exit a proportion of DC by end of specified period<br>- Payment linked to fixed price milestones based on outcomes. Financial milestones for the business value of outcome e.g. Design vs Build vs Test vs Migrate<br>- Withhold small proportion of payment within each wave until the end of migration and DC exit<br><br>Incentivisation for Run:<br>- Consumption cost reduction during run period and share of savings as incentive to the supplier<br><br>Cloud revenue is an incentive for hyperscaler | Hyperscaler prime open to migrate to optimal target location including public cloud and Crown<br><br>Variations of the milestone-based payment:<br>- Fixed monthly milestone for core service (Prog & Tech Leadership) + Milestone-based payment (App Assessment, Migration Commencement and Migration Completion)<br>- Milestone-Based Payments with bonus for early completion and penalties for supplier delays<br>- Gain-share on accelerated exit of DC e.g. attributing proportion DC operational costs saving to early exit<br>- Taking responsibility for and managing elements of existing data centre environment<br>- Fixed price SoW with well-defined deliverables, dependencies and payment plan and weightings.<br><br>Key considerations:<br>- Incentivise incumbent supplier for timely turnaround of tasks and changes.<br>- Use of existing on-premises licenses provided by hyperscalers in cloud<br>- Consumption commitment-based discounts<br>- Joint-discovery upfront to agree the baseline<br>- Traditional gainshare or outcome-based models often create unnecessary complexity and administrative overhead.<br>- Scope for commercial innovation within the procurement with investment potential to HMRC. |
| RFI Q5 | A clear view on the following areas prior to programme start:<br>- Cloud service and deployment models<br>- Architecture principles and guidelines<br>- technical standards and tooling<br>- Guidance on use of Shared Services<br>- Service Design and Implementation standards<br>- Cloud Operations Guideline (Capacity Mgmt. & DR)<br><br>Key considerations for Accelerated Delivery<br>- Baseline template<br>- specific processes defined for implementation (ECS/Network assurance, CR with incumbents, Architectural review, SM&O review, access to source data, phase gate review and approval)<br>- Approval to use GenAI assets and accelerators prior to programme start<br>- Use of Infrastructure as Code (IaC) & Automation<br>- Integrate HMRC tooling with cloud native tooling | Additional areas for consideration highlighted by the different suppliers to integrate with HMRC estate:<br>- Migration patterns that are cloud agnostic or hold variation for differing hosting platforms<br>- Non-remediated landing zone established by supplier aligned to HMRC standards and guidelines<br>- DCE supplier to own the future management of services infrastructure<br>- Early & collaborative design with HMRC team<br>- Defined operational handoff & model post migration aligned with HMRC ITSM practices<br>- Skills transfer programme for the operations of cloud elements and workloads |