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Department for Work and Pensions

**SCHEDULE 7**

**TRANSFORMATION**

**1 Purpose of this Schedule**

- 1.1 This Schedule 7 (Transformation) details the Transformation requirements with associated milestones, the Transformation responsibilities, Transformation products and product Acceptance Tests.
- 1.2 For the avoidance of doubt the CONTRACTOR shall be considered a current service provider in relation to the work which it is performing under the Assignment Contract.

**2 Scope Of Transformation**

- 2.1 The purpose of the Transformation project is to deliver any products that would normally have been delivered under the scope of Transition but could not be due to constraints, dependencies or timescales. There are 4 input product categories within the scope of the Transformation project. These are :
- (a) products that were not planned or delivered in Transition due to their impact on the Hosting Services transition project known as CCN 8, including:
    - (i) implementation and connectivity of Metron Athene within the production and non-production environments to gather capacity management and performance data;
    - (ii) implementation and connectivity of Opsware within the production and non-production environments in order to enable the deployment of operating system, Patches, Hot Fixes and COTS products;
    - (iii) auto-ticketing enabled within USD;
    - (iv) integration of Opsware and USD tools for CMDB updates;
  - (b) products that were not planned or delivered in Transition due to their impact on the proposed Application Releases including;
    - (i) design, build, implement and test the code-configuration servers;
    - (ii) design, build, implement and test the joint system test environment;
  - (c) products that were not planned in Transition due to time, resource or risk constraints on the Transition project detailed in Schedule 3 (Transition), including Benchmarking processes and procedures including the establishment of the Trusted Third Party list;
  - (d) products that would have been added to the Transition project, detailed in Schedule 3 (Transition), in accordance with Schedule 24

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(Change Control), but which could not be delivered in Transition due to time, resource or risk constraints. As yet there are no such Change Requests identified.

- 2.2 The products, product descriptions, product owners and product approvers will all be detailed within the Transformation Project Initiation Document (PID) which will be produced for approval by the Transformation Project Board (as defined in paragraph 5.1 below).
- 2.3 For the avoidance of doubt, nothing shall preclude amendments to the external or shared Transformation milestones described within Annex B of this Schedule 7 (Transformation) subject to mutual agreement between the Parties, which shall not be unreasonably withheld. Any Change to such Transformation milestones shall be by agreement and shall be undertaken in accordance with Schedule 24 (Change Control).

### **3 Transformation Plan**

- 3.1 The CONTRACTOR shall develop a draft Project Initiation Document (PID) under Prince2 guidelines, including a detailed draft Transformation Plan based on the requirements set out in Annex A of this Schedule 7 (Transformation), and proposed Transformation milestone delivery dates, to be submitted to the AUTHORITY no less than 1 calendar month before the Transfer of Responsibility Date for consideration and subsequent approval.
- 3.2 The detailed draft Transformation PID and Transformation Plan and supporting documentation shall identify the obligations, and responsibilities of, the dependencies on and the resources to be provided by the CONTRACTOR, the AUTHORITY and other relevant parties.
- 3.3 The detailed draft Transformation PID and draft Transformation Plan will be based on deliverables which may have any number of tasks defined in the draft Transformation PID and draft Transformation Plan to achieve delivery of each deliverable.
- 3.4 Once agreed the draft Transformation PID and Transformation Plan will be 'baselined' as the Transformation PID and the Transformation Plan and form part of this Agreement. The baseline is the CONTRACTOR's commitment to key tasks, dates, milestones, deliverables and products. The CONTRACTOR's progress will be tracked against milestones and deliverables within the baselined Transformation PID and Transformation Plan.
- 3.5 Where tasks move or delivery dates change within the Transformation Plan, these will be agreed as variations to the baselined Transformation PID and Transformation Plan, however this will not constitute a change to the Transformation Plan unless the movement or change of delivery date of the deliverable necessitates a change or movement of the delivery date of an external or shared milestone.

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### 4 Transformation Milestones

- 4.1 The CONTRACTOR shall deliver the Services in accordance with the shared and external milestones as detailed in Annex B of this Schedule 7 (Transformation). Proposed Transformation milestone delivery dates shall be submitted by the CONTRACTOR in the Transformation PID.
- 4.2 Where tasks move or delivery dates change within the Transformation PID and Transformation Plan which would have an impact on delivery by an internal Transformation milestone date, such variations may be made by the CONTRACTOR to the Transformation Plan subject to giving prior notification to the AUTHORITY, but without the requiring the consent of the AUTHORITY.
- 4.3 Where tasks move or delivery dates change within the Transformation PID and Transformation Plan which would lead to Changes to deliverables due by an external or a shared Transformation milestone date, the CONTRACTOR shall obtain the prior written approval from the AUTHORITY for the milestone variation, such approval not to be unreasonably withheld.
- 4.4 Where appropriate, the CONTRACTOR or the AUTHORITY may request in writing a Change to a product or an agreed Transformation milestone. Product changes and Changes to external and shared Transformation milestones shall be managed by the CONTRACTOR in accordance with Schedule 24 (Change Control).

### 5 Transformation Responsibilities

- 5.1 A joint AUTHORITY and CONTRACTOR Transformation Project Board (the "Transformation Project Board") will be established by the Parties. The precise terms of reference of this Board will be set out in the Transformation PID but as a minimum will:
  - (a) undertake the governance of the Transformation project, to confirm Transformation milestone completion; and
  - (b) act as an escalation point.
- 5.2 Decisions of the Transformation Project Board will be by the agreement of both Parties.
- 5.3 The CONTRACTOR will provide logistical support for the Transformation Project Board.
- 5.4 The CONTRACTOR will:
  - (i) appoint a named responsible owner to manage and organise all of the CONTRACTOR's responsibilities within the Transformation project who will:
    - (A) liase with the AUTHORITY on behalf of the CONTRACTOR;

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- (B) supervise the conduct of the Transformation project on behalf of the CONTRACTOR;
- (ii) provide assistance to the AUTHORITY's responsible owner in the communication with and co-ordination of the AUTHORITY resources required to achieve the Transformation Plan;
- (iii) provide a communication plan and assistance to the AUTHORITY's responsible owner in communicating with end users and Customers throughout the Transformation period; and
- (iv) maintain all the Transformation project records under paragraph 8.1 of this Schedule 7 (Transformation).

### 5.5 The AUTHORITY will:

- (i) appoint a named responsible owner to manage and organise all of the AUTHORITY's responsibilities within the Transformation project who will:
  - (A) liaise with the CONTRACTOR on behalf of the AUTHORITY;
  - (B) supervise the conduct of the Transformation project on behalf of the AUTHORITY;
- (ii) manage the communication with, availability and delivery of the AUTHORITY resources required to achieve the Transformation Plan;
- (iii) act as representative of the Transformation project to the AUTHORITY's Customer(s), managing all AUTHORITY Customer communication requirements;
- (iv) ensure that all Transformation products that require AUTHORITY approval are reviewed, consulted upon and responded to in line with the dependencies and timescales agreed for the Transformation Plan;
- (v) review, consult upon and respond to Transformation Incident reports as appropriate and to consult upon those that are escalated to Problem Management and Change Management;
- (vi) perform its obligations and responsibilities as set out in the Transformation Plan;
- (vii) ensure that any dependencies in relation to its obligations and responsibilities are met; and
- (viii) use reasonable endeavours to ensure that those members of its staff and other personnel (except CONTRACTOR Personnel) whose acts or omissions may affect the running of the Acceptance Test Scripts exercise such skill and care as is

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necessary to ensure their acts or omissions do not adversely affect the running of the Acceptance Test Scripts.

### **6 Acceptance Test Scripts**

- 6.1 Annex B of this Schedule 7 (Transformation) contains the high level milestones for the Transformation project, including a description of the requirements for those milestones. The Acceptance Criteria for meeting the milestones will be agreed in accordance with Schedule 10 (Acceptance) and recorded within the Transformation Project Initiation Document.

### **7 Transformation Acceptance Procedures**

- 7.1 The period during which the Transformation Acceptance Procedures shall be performed is stated in the Transformation Plan.
- 7.2 During the period referred to in paragraph 7.1 the CONTRACTOR shall, in conjunction with the AUTHORITY and where appropriate, perform the Acceptance Tests detailed in the relevant Acceptance Test Scripts. The Acceptance Tests shall be used to assess the CONTRACTOR's delivery against the Transformation milestones in Annex B of this Schedule 7 (Transformation).
- 7.3 Agreement and sign off of an Acceptance Test Script will constitute agreement that the Test has met the agreed Acceptance Criteria and that there are no changes or amendments required to the deliverable by the AUTHORITY.

### **8 Records and Incidents**

- 8.1 During Transformation the CONTRACTOR shall maintain the following records, in a format agreed between the Parties:
- (i) reports of Transformation Incidents;
  - (ii) a weekly summary of progress including a report and an updated plan presented in the same format as the baselined Transformation Plan;
  - (iii) logs for Transformation Incidents, risks and issues. Each Transformation Incident shall be given:
    - (A) a reference number;
    - (B) a brief description;
    - (C) one of the following severity codes:
      - 1) Severity 1 - the Transformation Incident represents failure of an acceptance test where the delivery of the Services with that failure would represent an increased risk to the

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delivery of the current (i.e. before Transformation) Services; or,

- 2) Severity 2 - the Transformation Incident represents a failure of an Acceptance Test where the benefit derived from the delivery would not be realised or would be significantly reduced.

(iv) Transformation milestone reviews for sign off.

8.2 A Transformation Incident will be considered to be resolved when the Acceptance Criteria detailed in the relevant Acceptance Test Script has been met or the report has otherwise been signed off by the AUTHORITY.

8.3 The Transformation project will be recorded as successful if there are no Transformation Incidents within the above severity codes outstanding at Transformation project close.

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### **ANNEX A TRANSFORMATION PLAN REQUIREMENTS**

The Transformation Plan shall include the following attributes:

- be in MS Project readable format;
- cover all of the scope of paragraph 3 of this Schedule 7 (Transformation);
- be fully resourced and levelled, identifying resource names, where possible (and where names cannot be identified, this shall be discussed at the weekly Transformation Project Board meetings);
- show the critical path, including all Transformation milestones as listed in Annex B of this Schedule 7 (Transformation);
- if requested, locate and demonstrate implicit contingencies;
- if requested, identify and agree any dependencies on the AUTHORITY and/or the AUTHORITY's Customers;
- if requested, identify and agree any dependencies on the Services;
- if requested, identify dates when all infrastructure purchases must be made;
- be constructed in such a way that a weekly consolidated work plan showing exact progress against each task can be reported to the AUTHORITY;
- be constructed in such a way that the relationship between shared, external and internal Transformation milestones is maintained without any impact on the ability to complete the Transformation project and is reported to the AUTHORITY on a weekly basis.

Any of the above shall be discussed, agreed and actioned through the Transformation Project Board.



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**ANNEX B TRANSFORMATION MILESTONE DESCRIPTIONS**

<b>Milestone Category</b>	<b>Milestone</b>	<b>Deliverable</b>	<b>Description</b>
Shared	Transformation Governance	Planning	Transformation Plan baselined
Shared	Transformation Governance	Planning	Transformation Project Initiation Document (PID) and agreed with EDT
Internal	Development Services	Infrastructure	Consolidation of code-configuration servers
Internal	Development Services	Infrastructure	Consolidation of system test rigs
External	Management and Governance	Process	Benchmarking processes and procedures and Trusted Third Party list established
Shared	Security Management	Process	GGW security zone reaccredited
Shared	Tools	Infrastructure	Athene implemented and connected in Non-Production and Production Environments and tested to gather capacity management and performance data.  Documentation set produced.

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Milestone Category	Milestone	Deliverable	Description
Shared	Tools	Infrastructure	Auto-ticketing implemented within USD environment and tested.  Documentation set produced.
Shared	Tools	Infrastructure	NOC tools integrated to USD and tested.  Documentation set produced.
Shared	Tools	Infrastructure	Opware implemented and connected in non-production and production environments and tested for deployment of Operating Systems, hot fixes, patches and COTS products.  Documentation set produced.
Shared	Tools	Infrastructure	Integration of Opware and USD, CMDB and tested.  Documentation set produced.
	Release/Closure		Project Complete - First Month Service Report has been produced and issued and Post Implementation Review has been issued for approval.
Shared	Programme Management Office	Process	Customer communication planning and satisfaction measure processes and procedures documented and implemented