SCHEDULE 33

PROJECTS

Schedule 33 (*Projects*)

1 DEFINITIONS

1.1 In this Schedule, the following definitions shall apply:

"Large Project"	has the meaning given to in Paragraph 2.3(a) of this Schedule 33;
"Medium Project"	has the meaning given to it in Paragraph 2.3(b) of this Schedule 33;
"Project"	has the meaning given to it in Paragraph 2.2 of this Schedule 33;
"Project Approval Note"	means the note completed by the Authority in the format set out at Annex 4 of this Schedule 33;
"Project Breakage Costs"	means the amounts payable by the Supplier to third parties for terminating all relevant contracts entered into by the Supplier exclusively for the purpose of delivering a Project as a direct result of the early termination of a Project;
"Project Change"	means a change to a Project;
"Project Change Control Procedure"	means the procedure set out at Paragraph 11 of this Schedule 33;
"Project Change Note" or "PCN"	means the note completed under the Project Change Control Procedure, in the format set out at Annex 5 (Project Change Note) of this Schedule 33;
"Project Charges"	means the charges payable for a particular project, as specified in the relevant Work Order;
"Project Initiation Request"	means the document completed and submitted by either the Supplier or the Authority to the Change Delivery Board in order to initiate a Project, as set out at Annex 1 (Project Initiation Request) of this Schedule 33;
"Project Launch Pack"	means the set of documents described at Annex 3 of this Schedule 33;

"Project Scorecard"	means the document prepared under Paragraph 9 of this Schedule 33 in the format set out in Annex 6;
"Project Status Report"	has the meaning set out in Paragraph 10.2 of this Schedule 33;
"Project Termination Payment"	has the meaning set out in Paragraph 12.3 of this Schedule 33;
"Small Project"	has the meaning given to it in Paragraph 12.3(c) of this Schedule 33;
"Unrecovered Project Costs"	means the Costs incurred by the Supplier and as described in the Work Order in the performance of a Project to the extent that the same remain at the date of termination of the Project to be recovered through the Project Charges that but for the termination of the Project would have been payable by the Authority after the date of termination of the Project in accordance with the provisions of the Work Order; and
"Work Order"	means the description of a Project agreed by the Parties in writing using the form set out at Annex 2 of this Schedule 33.

2 INTRODUCTION

2.1 This Schedule sets out the processes which will apply for the initiation, ongoing management and acceptance of Projects which may be initiated by either Party during the Term of the Contract.

2.2 A Project shall be defined as a discrete time or activity bound piece of work which will not form part of the on-going Services but may have an impact on the way the Services are delivered (for example, feasibility studies), which the Supplier and the Authority agree, in accordance with this Schedule 33, shall be carried out by the Supplier from time to time, such Projects forming part of, and subject to, this Agreement.

2.3 Projects shall be categorised by the Authority as follows:

(a) Large Project – any additional work that: (i) is of high complexity, and/or (ii) is considered by the Authority to be high risk;

(b) Medium Project – any additional work that: (i) is moderately complex; and/or (ii) is considered by the Authority to be medium risk; and

(c) Small Project – any additional work that: (i) is of low complexity; and/or (ii) is considered by the Authority to be low risk.

2.4 As directed by the Authority, Projects may be undertaken by resource from the Application Development and Operation Capability.

3 PROJECT PIPELINE

3.1 The Supplier shall maintain a pipeline of future requirements to enable the Supplier to forecast potential demand for resources which will be submitted to the Authority and discussed at the Change Delivery Board. The Authority shall provide a monthly update to the Supplier of its future requirements identifying the likely timeline and probability of future demand. The pipeline shall be updated monthly and reviewed at the Change Delivery Board meetings as described in Schedule 21 (*Governance*).

4 PROJECT REQUEST

4.1 A Project may be requested by either Party at any time during the Term by completing and submitting a Project Initiation Request in the form described in Annex 1 to this Schedule to the Change Delivery Board five (5) Working Days before the next scheduled meeting date.

4.2 Urgent requests (as determined by the Authority) for Small Projects may be agreed at any time between the Authority's Commercial Manager and the Supplier's MDSS Operational Manager or their delegated representatives. All urgent requests must be subsequently ratified and the outcome documented at the next Change Delivery Board. For the avoidance of doubt, urgent requests shall require the same documentation as a request processed normally.

4.3 For Authority initiated requests the content of the Project Initiation Request shall be proportionate to the project being requested and shall include the following minimum requirements:

(a) an outline description of the requirements;

(b) the proposed timescales for the Project;

(c) the governance model that the Supplier shall adhere to;

(d) an outline costs/benefits case including initial budget/resource estimates;

(e) where the proposed project will not be undertaken by the Application Development and Operation Capability, the proposed charging mechanism, Milestones (if any) and payment profiling;

(f) outline acceptance criteria;

(g) the role, impact on and any interdependencies on all impacted EM Suppliers;

(h) an Authority sponsor and Authority project owner; and

(i) an indication of the Project priority and timescales.

4.4 For Supplier initiated requests the Supplier shall include a draft Work Order as part of the Project Initiation Request in addition to the requirements in Paragraph 4.3 above.

Option/Feasibility Requests

4.5 The Authority may request the Supplier to provide a set of project options or conduct a feasibility study (with, where applicable, estimated costs or not) as part of a business case or viability assessment. Option requests and feasibility studies shall be treated in the same way as a Project request and the Supplier activities to provide the options or feasibility study shall constitute a Project and follow the processes in this Schedule 33. Subsequently should the Authority accept one of the options or outcome of a feasibility study and initiate a Project with the Supplier then any charges associated with the provision of the options, where the Application Development and Operation Capability has not been utilised in the preparation of the options, shall be deducted from the Project Charges.

Call Off Projects

4.6 The Authority may request call-off Projects whereby the Supplier provides resources against a future indeterminate but bound requirement. The initiation of call-off Projects shall follow the processes in this Schedule 33.

(a) The Supplier shall develop and agree with the Authority a Work Order for an agreed commitment over an agreed period. The call-off Work Order shall additionally contain details of how and when it should be renewed.

(b) Subsequently the Authority shall be entitled to call-off against the Work Order by raising a purchase order on the Supplier.

4.7 The Service Delivery Board shall review each Project Initiation Request and categorise them as:

(a) Approved to go forward as a Project;

(b) Provisionally approved. The Project is approved subject to agreed revisions. The Parties shall agree a timetable for revision and completion of the approval. The Project shall not be delayed awaiting approval of these revisions and the Supplier shall confirm the status of the revisions at each subsequent meeting of the Change Delivery Board until the Project is approved;

(c) Requires more work or revision. The initiating Party shall rework the Project Initiation Request and resubmit to the next Service Delivery Board meeting for approval; or

(d) Rejected.

4.8 The minutes of the meeting shall document the outcome of the request including the reasons for rejected requests and the following details for approved and provisionally approved Projects:

(a) the initial assessment of the type of Project (Small, Medium, Large) and the type of Work Order required (as described in Paragraph 5.2);

(b) the Authority owner of the Project;

(c) the timetable for the production of the Work Order which shall be either:

(i) five (5) Working Days from the date of approval for a Small Project;

(ii) ten (10) Working Days for a Medium Project;

(iii) fifteen (15) Working Days for a Large Project; or

(iv) any other date as agreed between the Parties.

4.9 For approved and provisionally approved Projects the Authority shall issue a Project Approval Note to the Supplier in the form defined in Annex 4.

4.10 The Authority shall maintain a log of all Project Initiation Requests submitted including the date of submission, the outcome of the approval process and the agreed Authority and Supplier owners.

4.11 The Supplier shall maintain a log of all Projects showing the current status.

5 WORK ORDER PRODUCTION

5.1 For each Project Initiation Request approved or provisionally approved the Supplier shall produce a Work Order describing the:

(a) scope of the Project and the responsibilities of the Parties;

(b) implementation plan, including Milestones (if any), committed periods, warranty periods;

(c) deliverables and acceptance criteria;

(d) impact on the Services (including a confirmation or otherwise that the Change Control Procedure (including the Integrated Change Control Procedure) shall be invoked), Charges and sustainability;

(e) governance mechanisms;

(f) detailed costed resource plan in support of and consistent with the Project Charges or notional Project Charges, incorporating Man Day utilisation of roles and day rates as defined in the Annex 1 of the Schedule 15 (*Charges and Invoicing*). The resource plan shall be entirely consistent with the Implementation Plan;

(g) Costs to a level of transparency consistent with the principles set out in Part A of Schedule 19 (*Financial Reports and Audit Rights*), and where requested by the Authority, to a level of detail consistent with the Financial Model;

(h) Project Charges (as more fully described in Paragraph 6.10), incentive payments, early termination impact and payments.

by completing the template in Annex 2 to this Schedule.

5.2 For Small and Medium Projects a short form Work Order shall be produced consisting of:

(a) summary, Project description, Project implementation plan, and Charges; and

(b) any other sections agreed between the Parties on a case by case basis.

5.3 Where the performance of a Project will have an impact on the Contract (excluding the relevant Work Order) or the Services, the Parties shall agree any appropriate change to the Contract or Services in accordance with the Change Control Procedure prior to the approval of the Work Order.

6 CHARGES

6.1 Where a Project is to be undertaken using resource from the Application Development and Operation Capability, no Project Charges will be payable. However, the Authority still wishes to understand the notional Project Charge associated with such Project.

6.2 Unless otherwise agreed between the Parties, Project Charges shall be calculated in accordance with the rates set out in Annex 1, Table 4 of Schedule 15 (*Charges and Invoicing*).

6.3 The Supplier will aim to submit a fixed price for all Medium and Large Projects where it is appropriate to do so. Considerations allowing the Supplier to fix the price may include:

(a) the requirements are defined to a suitable level of detail;

(b) the Project is initiated by the Supplier and the Supplier is responsible for defining the requirements and deliverables;

(c) the Project is of a standard nature; and

(d) the Project can be divided into phases and the price can be fixed on a phase by phase approach.

6.4 For fixed price projects, the Work Order shall include fixed price Milestone Payments consistent with both the implementation plan and resource plan.

6.5 Where appropriate, the Parties shall agree appropriate financial remedies (for example liquidated damages regimes, retention payment mechanisms) which shall be documented in the Work Order. An example of where this is not appropriate would be where the Project is to be delivered by the Application Development and Operation Capability.

6.6 Unless otherwise specified in the Work Order, all Project Charges payable pursuant to Work Package Order shall be subject to a retention of twenty percent (20%) of the Project Charges which shall only become payable upon Acceptance of all the Work Package Order Deliverables.

6.7 For Small Projects, the Supplier shall submit a price calculated in accordance with Paragraph 5 of Part A and the rate card set in Annex 1, Table 4 of Schedule 15 (*Charges and Invoicing*) unless otherwise agreed.

6.8 In all cases, the Supplier will share its estimating model with the Authority so that the parties can both clearly understand the risks and contingencies involved and, if appropriate, agree ways of managing them. These Project charging principles are for guidance only and the Parties will, in practice, agree a charging basis for a Project that it is appropriate. The Supplier is able to agree various methods of charging for Projects (including shared risk/reward and gain share models) and these will be agreed and clearly documented in the Work Order for each Project.

6.9 Unless otherwise agreed in the Work Order, where Project Charges are payable the Supplier shall invoice the Authority for Project Charges on a monthly basis (subject to the Work Order having been approved and signed by the Authority in accordance with Paragraph 7 below). The provisions of Part E of Schedule 15 (*Charges and Invoicing*) shall apply.

6.10 Where Project Charges are payable, the Work Order shall describe:

(a) the charges for the Project and the type of charges (for example fixed price, T&M, risk reward);

(b) the staging of the payments including any retentions, warranty period payments or liquidated damages regimes agreed in accordance with Paragraph 6.4;

(c) any payment options and tolerances;

(d) any financial incentives payable.

7 WORK ORDER COMPLETION AND APPROVAL

7.1 The Work Order shall be submitted to the Service Delivery Board or the Authority owner as appropriate for approval.

7.2 On approval of the Work Order then both Parties shall sign the Work Order as approved and a copy of the Work Order lodged in the Project documentation. The Supplier shall update the status on the Project log.

7.3 If the Work Order is not approved by the Authority, the Authority shall document its reasons for non-approval within two (2) Working Days. Within five (5) Working Days the Supplier shall resubmit the Work Order or agree a timetable for re-submission.

7.4 If the Parties still cannot agree the Work Order then it shall be referred to the Dispute Resolution Procedure.

8 PROJECT LAUNCH

8.1 Each Project shall be formally launched following approval of the Work Order and the production of a Project Launch Pack. The Deliverables constituting the Project Launch Pack shall be documented in the relevant Work Order. The contents and minimum required set for a Project Launch Pack are described in Annex 3 to this Schedule.

9 PROJECT SCORECARD

9.1 The Project Scorecard shall take the form of the template in Annex 6 to this Schedule and shall be attached to the relevant Work Order.

9.2 Project Scorecard elements and measurements shall be agreed between the Parties prior to Project launch and included within the Project Launch Pack.

9.3 Marking of the Project Scorecard is at the sole discretion of the Authority.

9.4 A Project Scorecard shall be completed for Large Projects. A Project Scorecard shall be completed for Medium Projects and for Small Projects where agreed between the Parties.

10 PROJECT GOVERNANCE AND REPORTING REQUIREMENTS

10.1 All Projects delivered by the Supplier shall be overseen by the Change Delivery Board as described in Schedule 21 (*Governance*).

10.2 For each Project, the Supplier shall submit a status report to the Change Delivery Board no less than two (2) Working Days prior to the next meeting of the Change Delivery Board including as a minimum, an overall status including progress against Milestones (if any), risks and issues, and the current status of any Project Change Requests ("**Project Status Report**"). The Project Status Report shall be produced by the Supplier in the form of a dashboard to be approved by the Authority unless agreed otherwise between the Parties.

10.3 For each Project, the Parties will also comply with any additional governance mechanisms set out in the relevant Work Order.

10.4 The Supplier shall maintain a risk log for the duration of each Project, in a form to be specified by the Authority.

10.5 The Supplier shall provide any other ad-hoc reports as are requested by the Authority in relation to a Project.

10.6 The Parties may agree at any time to consolidate multiple Project Status Reports into a single consolidated Project Status Report in summary form.

11 PROJECT CHANGE CONTROL

11.1 Either Party may raise a Project Change by submitting a Project Change Note (PCN) to the Change Delivery Board and shall follow the process below.

11.2 Depending on the impact of the change on the Project and the Services the Project Change may be escalated for approval to the Service Delivery Board as described in Schedule 21 (*Governance*).

11.3 The originator of the Project Change shall complete Part A of the PCN and shall categorise the PCN in the first instance as being:

(a) a normal PCN; or

(b) an urgent PCN,

and in default of any such categorisation, all PCNs shall be dealt with as normal PCNs. Normal PCNs shall be subject to the procedure described in Paragraphs 11.5 and 11.6. Urgent PCNs shall be subject to the procedure described in Paragraph 11.7 below. The Authority may, at its sole discretion, change the category of a PCN at any time during the Project Change Control Procedure.

11.4 In the interests of efficiency, Parties shall be entitled to consolidate multiple Project Change Notes into a single PCN.

<u>Normal PCNs</u>

11.5 Within two (2) Working Days of receipt of the PCN, the recipient Party shall acknowledge receipt and shall countersign Part A of the PCN.

11.6 Irrespective of which Party has originated the PCN, the Supplier shall, subject to Paragraph 11.7 below, complete Part B (Evaluation) of the PCN, within ten (10) Working Days of the acknowledgment of receipt and countersignature of Part A of the PCN, which, as a minimum, shall include the following:

(a) a description of the Project Change;

(b) the Supplier's impact assessment on the Project including:

(i) the impact on the project scope, timetable and deliverables;

(ii) any resultant changes to the Project Charges;

(iii) the risks and issues;

(iv) the impact on any dependent Services, Service Charges and Performance Indicators;

(v) any variation to the acceptance and testing procedures;

(vi) any other changes to the Work Order; and

(vii) where the Project Change originated with the Supplier, a statement of the benefits that will accrue to the Authority if the Project Change were implemented.

Urgent PCNs

11.7 Within one (1) Working Day of receipt of an urgent PCN, the recipient Party shall acknowledge receipt and shall countersign Part A of the PCN. Thereafter the Parties shall agree an accelerated timetable for the steps described in Paragraphs 11.5 and 11.6 so as to ensure that urgent PCNs are dealt with as quickly as possible.

11.8 On acceptance of the Project Change, the PCN shall be signed by both Parties and the Supplier shall update the Work Order and (if appropriate) the Project Scorecard. The new versions of the Work Order and its associated Project Scorecard shall be signed off by the Parties as defined in Paragraph 7.

12 TERMINATION

12.1 The Authority may at any time require the early termination of a Project by notifying the Supplier in writing.

12.2 The Supplier shall use reasonable endeavours to reallocate resources used on the Project.

12.3 Unless otherwise set out in the Work Order, and subject to Paragraphs 12.2 and 12.5, in the event of early termination of the Project by the Authority other than for a Default by the Supplier, the Supplier shall be entitled to a Project Termination Payment calculated as follows:

(a) all undisputed Project Charges up to the date of termination;

(b) Unrecovered Project Costs; and

(c) Project Breakage Costs.

12.4 The Supplier may recover through the Project Breakage Costs only those costs incurred by the Supplier directly as a result of the termination of a Project which:

(a) would not have been incurred had the Project been completed;

(b) are unavoidable, proven, reasonable, and not capable of recovery (including under any payment made in accordance with Schedule 16 (*Payments on Termination*));

(c) are incurred under arrangements or agreements that are directly associated with this Project;

(d) are not Project Breakage Costs relating to contracts or Sub-contracts with Affiliates of the Supplier; and

(e) relate directly to the termination of the Project.

12.5 The Supplier shall not be entitled to receive any Project Termination Payment in the event of termination of a Project resourced through the Application Development and Operation Capability.

12.6 The Authority may at any time terminate a Project Work Order on written notice to the Supplier where a Supplier Termination Event has occurred, where the Authority terminates on this basis no Project Termination Payment is due.

12.7 The Supplier may terminate a Project Work Order on written notice to the Authority if:

(a) the Authority fails to pay an undisputed sum due to the Supplier under a Project Work Order which in aggregate exceeds fifty percent (50%) of the total Project Charges payable under the relevant Project Work Order and such amount remains outstanding forty (40) Working Days after the receipt by the Authority of a notice of non-payment from the Supplier; or

(b) delivery of the relevant Project is materially impacted by a Force Majeure Event that endures for a continuous period of more than ninety (90) days,

and relevant Project Work Order shall then terminate on the date specified in the termination notice which shall not be less than ten (10) Working Days from the date of the issue of the termination notice.

13 TESTING/PROJECT ACCEPTANCE

13.1 Unless expressly disapplied in the Work Order, testing of any Project shall be carried out in accordance with the provisions of Schedule 14 (*Testing Procedures*).

13.2 For the purposes of this Schedule, the following terms (as applied in Schedule 14 (*Testing Procedures*)) shall be construed as follows:

(a) any reference to a Milestone shall be construed as a reference to milestone set out in the relevant Work Order;

(b) any reference to a Milestone Date shall be construed as a reference to milestone date set out in the relevant Work Order;

(c) any reference to Schedule 15 (*Charges and Invoicing*) shall be construed as a reference to the charging and payment mechanisms set out in the Work Order;

(d) any reference to the Effective Date shall be construed as a reference to the date of agreement of the Work Order; and

(e) any reference to the Implementation Plan shall be construed as a reference to the implementation plan set out in the Work Order.

14 MULTI PARTY PROJECTS

14.1 Where a Project is to be delivered by the Supplier and at least one other EM Supplier is involved in the delivery of the Project, the Supplier shall:

(a) work with the FMS Supplier to enable the FMS Supplier to develop and produce the following documentation in respect of that Project:

(i) an integrated implementation plan;

(ii) an integrated test plan; and

(iii) an integrated risk register;

(b) work under the direction of the FMS Supplier to successfully deliver against the integrated plans referred to in Paragraph 14.1(a) above;

(c) provide regular progress reports to the FMS Supplier in respect of the performance of the Supplier's responsibilities in relation to the Project; and

(d) attend and participate in meetings of the Implementation Board or Change Delivery Board (as appropriate), however (but without prejudice to the Supplier's obligations under Paragraph 14.1(c) above) progress reporting to those Boards will be the responsibility of the FMS Supplier.

ANNEX 1: PROJECT INITIATION REQUEST

1 INTRODUCTION

1.1 This Annex describes the content and format of the Project Initiation Request to be used for new Projects.

2 OBJECTIVES

2.1 The Objectives of the Project Initiation Request are to:

(a) ensure that all new Projects are formally signed off prior to the Supplier commencing activity to create a Work Order;

(b) ensure that there is an outline business case for the proposed Project;

(c) ensure that there is Project sponsorship for the proposed Project; and

(d) ensure that there is sufficient detail for the Supplier to create a Work Order.

3 TEMPLATE

See following page.

Project Initiation Request

Request Name

AUTHOR	BUSINESS UNIT AND ROLE

CHANGE HISTORY

VERSION	DATE	CHANGES

REVIEW AND APPROVAL

COMPANY	NAME	DATE	SIGNATURE

DISTRIBUTION

COMPANY	NAME	LOCATION	ACTION	INFO

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1 Summary

1.1 Requirement Summary

[Insert summary of requirement]

1.2 Objectives

[Insert overall objectives of project]

1.3 Drivers, Benefits and Outcomes

[Summary of proposed benefits and outcomes]

2 Requirements

2.1 Scope

[Describe the scope of the requirement, specifically describe what is required from the Supplier, which may be initially only part of the full requirement e.g. infrastructure portion of a new development, support for a scoping exercise, market investigation etc.]

2.2 Exclusions from Scope

[Describe any exclusions from the scope of the requirement.]

2.3 Expected Outputs

[Describe what you expect the Supplier to produce or to do]

3 Proposed Sustainability and Service Impact

3.1 Sustainability Impact

[Insert details]

3.2 Service Impact

[Insert details]

4 Key Dates

[List all key dates and milestones]

Key Date/Milestone	Corresponding	Date

	Deliverables

5 Responsibilities

5.1 Parties Involved

[List all parties involved with a description of their responsibilities including interested business units]

5.2 Key Stakeholders

Role	Name	Company
Project Sponsor		
Project Owner		

Note Project sponsor and project owner are mandatory

6 Risks, Issues, Assumptions, Dependencies

6.1 Risks

[Insert details]

6.2 Issues

[Insert details]

6.3 Assumptions

[Insert details]

6.4 Dependencies

[Insert details]

7 Cost/Benefit Case

[Insert details]

8 Proposed Charging Mechanism

[Insert details of proposed charging mechanism, if known.]

9 Governance

[Insert details of any specific governance model that must be adhered to.]

10 Acceptance Criteria

[Insert details of proposed acceptance criteria, if known.]

11 Other Information

[Insert any other information that is appropriate]

12 Reference Documents and Applicable Documents

12.1 Reference Documents

The following table lists all documents, which are referenced within this document. The extent of the applicability of each document to the project is described in the appropriate section of this document.

Document Reference	Title	Version
	< Contract >	

12.2 Applicable Documents

{This section is optional}

The following table lists all documents, which may not be explicitly referenced within this document, but provides background or supplementary information to the requirement.

Document Reference	Title	n

ANNEX 2 - WORK ORDER

1 INTRODUCTION

This Annex describes the content and format of the Work Order to be used for Projects.

2 OBJECTIVES

The Objectives of the Work Order are to:

(a) ensure that there is a signed commercial agreement between the Authority and the Supplier prior to the Supplier commencing work on any Project.

(b) define the key outcomes, Charges, Deliverables and Milestones (as applicable) of the Project.

3 TEMPLATE

Please see following page.

Project
Work Order

Project Name DOCUMENT ORIGIN

AUTHOR	ROLE

CHANGE HISTORY

VERSION	DATE	CHANGES

REVIEW AND APPROVAL

COMPANY	NAME	DATE	SIGNATURE

DISTRIBUTION

COMPANY	NAME	LOCATION	ACTION	INFO

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1 Work Order Summary

1.1 Objectives

1.2 Outcomes and Benefits

(a) Outcomes

(b) Benefits

Benefit	Description	Quantification	[Delivering milestone]

2 Project Description

2.1 Scope 1

(a) Sub Scope 1

2.2 Scope 2

(a) Sub Scope 1

2.3 Out of Scope

3 Sustainability and Service Impact

3.1 Sustainability Impact

3.2 Service Impact

(a) Impact on Services (including an assessment as to whether the Change Control Procedure is to be invoked and if so when)

(b) Impact on Performance Indicators

(c) Impact on Charges

4 Termination

4.1 Project Termination Charges

5 Project Implementation Plan

5.1 [Milestones] [***Note: Delete if not appliable***]

5.2 Authority Responsibilities

5.3 Risks, Issues, Assumptions

(a) Risks

Ref.	Description/Impact	Owner	Boundaries and Mitigation

(b) Issues

Ref.	Description	Action

(c) Assumptions

Ref.	Description	Contingency

6 Charges

6.1 Charges to the Authority

6.2 Financial Incentives

6.3 Project Remedies

7 Testing and Acceptance

7.1 Testing Procedures

7.2 Acceptance Criteria

APPENDICES

Appendix A: Project Scorecard

Appendix B: Service Description(s)

Appendix C: Service Scorecard(s)

Appendix D: Milestones [DN: Delete if not applicable]

Appendix E: Reference Documents

Document Reference	Title	Version

ANNEX 3 - PROJECT LAUNCH PACK

1 INTRODUCTION

1.1 This Annex describes the content and format of the Project Launch Pack to be used for new Projects.

2 OBJECTIVES

2.1 The Objectives of the Project Launch Pack are to:

(a) Ensure that there is a minimum and sufficient set of documentation for the project to be executed. For the avoidance of doubt some required documentation may be developed as part of the Project which will be documented in the Deliverables section of the Work Order.

(b) Ensure that the Project is aligned to the Project requirements as defined at Project Initiation.

3 TEMPLATE

Please see following page.

4 CHECKLIST

Minimum document requirements for Project launch for a Large Project. The minimum for Small and Medium Projects are referred to in the comments column below.

Document Reference	Title	Version
Project Initiation Request	Approved describing the requirements and objectives	As described in this Schedule
Work Order	Approved describing the Supplier responsibilities, deliverables, Project Success Criteria and charges.	As described in this Schedule. Short form for Small and Medium Projects.
Project Scorecard	Approved, as described in Appendix 6 to this Schedule 5.1	Required for Small and Medium Projects by agreement between the Parties
Project Governance Plan	Describes the governance, quality criteria for the project	As appropriate for the size of Project.
Project Plan	Defines the activities, timeline and critical path for the Project	As appropriate for the size of Project. For all projects of more than ten (10) activities a MS Project plan should be produced
Key Resources	Key resources have been identified and are available	Includes people, equipment and working facilities

Risk and issue Log	Log populated with initial risks and issues	Format to be agreed and populated with initial risks and issues, to include priority, impact and mitigation.
Sustainability Impact Assessment	As described in Schedule X (Sustainability)	

ANNEX 4 - PROJECT APPROVAL DATE

1 Introduction

This Annex describes the content and format of the Project Approval Note Projects.

2 Objectives

For each updated version of the Project Initiation Request and/or the Work Order a Project Approval Note shall be signed by both Parties as below.

Document Type	***Project Initiation Request or Work Order***
Document Reference/Name	
Version:	***[Number]***
Prepared by:	***[Insert name]***
Date:	***[Insert date]***

Approved by the Supplier	Approved by the Authority
Signature: Name: Title: Date:	Signature: Name: Title: Date:

ANNEX 5 - Project Change Note

Project Change Note	**PCN Number:**		
Project Reference	**Project Name:**		
Part A: Project Change Request			
Title:			
Originator:		Contact Number:	
Sponsor:		Contact Number:	
Date of Initiation:		Required by date:	
Change Category:		Priority Category:	(urgent, normally)
Details of Proposed Change			
(To include reason for change and appropriate details/specifications. Identify any attachments as A1, A2, A3, etc.)			
Initiated by [ ]	**Date:**		
Name:			
Signature:			
Received by [ ]			
Name:			
Signature:			

Project Change Note	**PCN Number:**

Project Ref	**Project Name:**
Part B : Evaluation	
(identify any attachments as B1, B2, B3, etc.) Document changes to the project scope, timetable and deliverables; any resultant changes to the Project Charges; the risks and issues, the impact on any dependant Services; Charges and Performance Indicators; any variation to the acceptance and testing procedures; any other changes to the Work Order	
Brief Description of Change:	
Impact: (Refer to any impact analysis attachment where applicable)	
Sustainability Impact: (New SIA if Project had an SIA originally, if not detail any impact.)	
Deliverables:	
Timetable:	
Project Success Criteria:	
Charges and Incentives: If not applicable, mark “Not Applicable”)	
Changes in Service Charge **(If not applicable, mark ‘Not Applicable’)**	

Other Relevant Information: **(including value-added and Project Success Criteria)**	
Authorised by SUPPLIER	**Date:**
Name:	
Signature:	

Project Change Note	**PCN Number:**
Project Reference	**Project Name:**
Part C: Authority to Proceed	
Implementation of this PCN as submitted in Part A, in accordance with Part B, is:	
Approved	
Rejected	
Requires Further Information (as follows, as Attachment 1, etc)	
For Authority	**For Supplier**
Signature	Signature
Name	Name
Title	Title
Date	Date

ANNEX 6 - Project Scorecard

1 Introduction

This Annex describes the content and format of the Project Scorecard which is required for all Work Orders to be used for new Projects.

2 Objectives

The Objective of the Project Scorecard is to document the criteria, measures and scores to enable the financial incentivisation of the Supplier to exceed in the delivery of Projects.

3 Template

See following page.

PROJECT SCORECARD for XXX

Performance Measurement for project name

Requires Manual Input

Overall Performance Element	Agency Weighting	Individual Measurement or KPI	Measured By	Scoring Criteria 1	2	3	4	5	Notes on specific target	Scoring Date Actual Score	Weighted
Project Delivery	1	**Quality of Deliverables**	Subjective view of the Contractors performance	Very Poor	Worse than Expected	As expected	Better than expected	Excellent		0	0
	1	**Delivery against timescales**	Contractual Milestones Met	Cutover Milestone Missed		Cutover Milestone met		All Contractual Milestones met		0	0
Success Criteria	1									0	0
	1									0	0
	1									0	0
Sustainability	1	**Achievement against Sustainability Assessment**	Energy Consumption Model	Fails to achieve		Achieves		Exceeds		0	0
Value for Money	1	**To be Completed by the Authority**								0	0
Quality	1	**Communications**	Authority Subjective measure of Communications Success	Very Poor	Worse than expected	As expected	Better than expected	Excellent		0	0
	1	**Impact on Business**	Subjective Authority view on the degree of impact of EU03 on Authority Business	Major Impact(s)	Some Minor Impacts	Small number of non critical outages	Pre-agreed outages only	No Impact		0	0
People	1	**Relationship**	As scored by the Relationship Scorecard	0-1.25	1.26-2.5	2.51-3.75	3.76-4.50	4.51-5		0	0
	1	**User Satisfaction**	Authority Survey	Very Poor	Worse than expected	As expected	Better than expected	Excellent		0	0
Overall	1	**Overall Assessment**	Authority Subjective measure of overall Project	Very Poor	Worse than expected	As expected	Better than expected	Excellent		0	0
Total of Weightings	12	Overall PROJECT SCORECARD Score								0.00	0.00
Number of Measurements	12										

DRAFT