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# Schedule 6.1 – ESMCP Mobile Services Agreement

## Implementation Plan

### **Version 1.0**

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CHANGE HISTORY

Version No.	Effective Date of agreement / CAN	Version / Details of Changes included in Update	Author(s)
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## 1. DEFINITIONS

In construing this Schedule 6.1 (Implementation Plan), unless otherwise expressly specified in this Schedule (Implementation Plan), the terms defined and used in Schedule 1 (Definitions) will have the same meaning in this Schedule (Implementation Plan).

## 2. INTRODUCTION

This Schedule (amongst other things):

- (a) identifies the baseline Level 1 Plan, Level 2 Plan and Level 3 Plan together with (amongst other things) the Milestones, Milestone Dates, Phases, Milestone Owners, Key Milestones, Coverage Milestones, Integrated Milestones, Payment Milestones, Deliverables, Duration, Authority Responsibilities to which they relate;
- (b) provides the process for the update and maintenance of the Implementation Plan by the Authority;
- (c) provides the process for the implementation of the Implementation Plan and for reporting progress against such plans;
- (d) provides the process for the update, maintenance and implementation of the Level 4 Plan by the Supplier and for the way in which the Supplier shall report its progress against such plans;
- (e) sets out templates and criteria for the Milestone Criteria Documents, Documentary Product Descriptions and Documentary Deliverables to be used by the Supplier;
- (f) refers out to the Re-baselining Process;
- (g) sets out the criteria for commencement of Transition.

## 3. THE LEVEL 1 TO 4 PLANS

3.1 The Level 1 Plan shall be controlled by the Authority, the functional purpose of which is:

- (a) public-level communication and reporting materials;
- (b) programme-level strategy, delivery and decision making; and
- (c) to inform the Level 2 Plan.

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3.2 The Level 2 Plan shall be controlled by the Authority, the functional purpose of which is:

- (a) programme-level communication and reporting materials;
- (b) programme-level strategy, delivery and decision-making; and
- (c) to inform the Level 3 Plan.

3.3 The Level 3 Plan shall be controlled by the Authority, the functional purpose of which is:

- (a) release communication and reporting materials;
- (b) release strategy, delivery and decision-making; and
- (c) to inform the Level 4 Plan.

3.4 The Level 4 Plan shall be controlled by the Supplier, the functional purpose of which is:

- (a) product and coverage project level communication and reporting materials;
- (b) product and coverage level strategy, delivery and decision-making;
- (c) to identify the dependencies on other parties; and
- (d) to provide details required to inform the Level 3 Plan;

acknowledging that there shall also be level 4 plans provided by the Authority and Other ESN Suppliers that contain similar categories of information as that provided by the Supplier in its Level 4 Plan and that also inform the Level 3 Plan.

3.5 If at any time there is a conflict between the Outline Implementation Plan, and the Level 1 Plan, Level 2 Plan, Level 3 Plan and/or Level 4 Plan, the conflict shall be resolved in accordance with the following order of precedence:

- (a) Outline Implementation Plan (highest);
- (b) Level 1 Plan, Level 2 Plan and Level 3 Plan; and then
- (c) Level 4 Plan (lowest).

#### **4. DRAFT LEVEL 1 - LEVEL 3 PLANS**

The baseline Level 1 Plan, Level 2 Plan and Level 3 Plan shall be prepared by the Authority. The Supplier shall let the Authority know prior to Achievement of 'MS.Int.1 Detailed Implementation Plan and Design Complete' if it has any comments on such baselines, and such comments shall be managed via the governance boards in

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Schedule 8.1 (Governance). The Parties shall work together in good faith to align the Level 1 Plan, Level 2 Plan and the Level 3 Plan and ensure that the Level 3 Plan shall align with the Level 1 Plan and the Level 2 Plan as well as the provisions in this Schedule 6.1 (Implementation Plan). As part of this, the Supplier shall provide such information as required by the Authority to complete and finalise the Level 1 Plan, Level 2 Plan and Level 3 Plan. Once the baseline Level 1 Plan, Level 2 Plan and Level 3 Plan has been confirmed by the Authority, the Level 1 Plan, Level 2 Plan and Level 3 Plan, shall constitute the first Level 1 Plan, Level 2 Plan and Level 3 Plan for the purposes of this Agreement, and changes to these plans shall be managed in accordance with Paragraphs 5-8 in this Schedule 6.1 (Implementation Plan).

## **5. LEVEL 1 PLAN**

5.1 Subject to the Change Control Procedure (Schedule 8.2), when required by the Authority the Supplier shall, as soon as reasonably practicable and in any event within ten (10) Working Days of the Authority's reasonable request, support and/or participate in any update to the Level 1 Plan pursuant to this Schedule 6.1 (Implementation Plan).

5.2 In the event of such a request by the Authority under Paragraph 5.1, the Authority will provide the Supplier with a draft update of the Level 1 Plan and/or summary details of the updates being considered (which may also involve discussions relating to the underlying Level 2 Plan, in accordance with Paragraph 6 and/or review of the change log detailing the updates applied to the draft of the proposed update to the Level 1 Plan).

5.3 The Parties acknowledge and agree that if there is a Delay, then:

- (a) subject to Paragraph 1 of Part A of Annex 1B of this Schedule 6.1 (Implementation Plan), clause 26 (Rectification Plan Process) applies; and
- (b) to the extent applicable, clause 30 (Authority Cause) will apply.

Without prejudice to such clauses, any Changes to the Level 1 Plan following alignment and confirmation in accordance with Paragraph 4 shall be performed via the Change Control Procedure (Schedule 8.2) and all such changes shall be deemed material and a Contract Change.

## **6. LEVEL 2 PLAN**

6.1 Subject to the Change Control Procedure (Schedule 8.2), when required by the Authority the Supplier shall, as soon as reasonably practicable and in any event within ten (10) Working Days of the Authority's reasonable request, support and/or participate in any update to the Level 2 Plan pursuant to this Schedule 6.1 (Implementation Plan).

6.2 In the event of such a request by the Authority under Paragraph 6.1, the Authority will provide the Supplier with a draft update of the Level 2 Plan and/or summary details of the updates being considered, (which may also involve a review of the change log detailing the updates applied to the draft of the proposed update of the Level 2 Plan).



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6.3 Any changes to the Level 2 Plan following confirmation in accordance with Paragraph 4 shall be subject to agreement of the Parties in accordance with the Change Control Procedure (Schedule 8.2) and Paragraph 7A.

**7. LEVEL 3 PLAN**

7.1 Subject to the Change Control Procedure (Schedule 8.2), when required by the Authority the Supplier shall, as soon as reasonably practicable and in any event within ten (10) Working Days of the Authority's reasonable request support and/or participate in any update to the Level 3 Plan pursuant to this Schedule 6.1 (Implementation Plan).

7.2 Any changes to the Level 3 Plan following confirmation in accordance with Paragraph 4 shall be subject to agreement of the Parties in accordance with the Change Control Procedure (Schedule 8.2) and Paragraph 7A.

**7A. LEVEL 2 PLAN & LEVEL 3 PLAN CHANGES**

7A.1 If there is any impact on or additional resource required by the Supplier (including any new delivery dates) as a consequence of any changes to the Level 2 Plan or Level 3 Plan following confirmation of such plans in accordance with Paragraph 4:

- (a) subject to Paragraph 7(b), any such impact and additional resource (including any new delivery dates) shall be assessed and agreed by the Parties in accordance with the Change Control Procedure (Schedule 8.2); and
- (b) any new or amended delivery dates that affect a Milestone shall be agreed by the Parties in accordance with the Change Control Procedure (Schedule 8.2),

provided that the Supplier shall not attempt to postpone Achievement of any Milestones (except as a result of Authority Cause and in accordance with its rights to do so at Clause 30) as a result of any changes to the Level 1 Plan, Level 2 Plan or Level 3 Plan.

**8. LEVEL 4 PLAN**

8.1 The Level 4 Plans shall include: a Mobile Services project based Gantt chart style integrated schedule covering ESN Products and associated Integrated Milestones; and a data based plan and report to support delivery of the other Milestones (including, for Coverage Milestones, Coverage project related activities and milestones referenced in the table of Key Milestones in Annex 1B of this Schedule (Implementation Plan), including Coverage scope items instructed via the Optional Services Catalogue).

- (a) The Level 4 Plan for delivery of the ESN Products and Integrated Milestones shall be provided by the Supplier to the Authority within thirty (30) Working Days of the later of: the Effective Date of this Agreement; or the effective date of the US Agreement.

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- (b) The Level 4 Plan for delivery of all other Milestones (including Coverage Milestones) shall be provided by the Supplier to the Authority within thirty (30) Working Days of each:
  - (i) the Effective Date of this Agreement;
  - (ii) the effective date of the Change Authorisation Note which amends any of these Milestone under the Re-baselining Process; and
  - (iii) the effective date of any Change Authorisation Note which covers orders from the Authority under the Optional Services Catalogue.

8.1A The Supplier shall ensure that such draft Level 4 Plan which is submitted shall be up to date, complete and in full alignment with:

- (a) the Level 1 Plan;
- (b) the Level 2 Plan (including the items referred to in Paragraph 8.5(a)); and
- (c) the Level 3 Plan (including the Supplier's obligations in the same and the items referred to in Paragraph 8.5(b)).

8.2 Following receipt of the draft Level 4 Plan from the Supplier, the Authority shall:

- (a) review and comment on the draft Level 4 Plan as soon as reasonably practicable; and
- (b) notify the Supplier in writing that it Approves or (provided that such grounds for rejection are non-compliance with any of the requirements set out in Paragraphs 8.1 and 8.1A or that the Authority requires more information in order to assess the draft Level 4 Plan) rejects the draft Level 4 Plan no later than twenty (20) Working Days after the date on which that draft Level 4 Plan is first delivered to the Authority.

8.3 If, in accordance with Paragraph 8.2(b) the Authority rejects the draft Level 4 Plan:

- (a) the Authority shall inform the Supplier in writing of its reasons for its rejection; and
- (b) the Supplier shall then revise the draft Level 4 Plan (taking reasonable account of the Authority's comments) and shall re submit a revised draft Level 4 Plan to the Authority for the Authority's Approval within twenty (20) Working Days of the date of the Authority's notice of rejection. The provisions of Paragraph 8.2 and this Paragraph 8.3 shall apply again to any resubmitted draft Level 4 Plan, provided that if the Level 4 Plan is not agreed following the second draft being submitted by the Supplier and considered in accordance with Paragraphs 8.2 and 8.3, then it shall be escalated for resolution to the Supplier Board and if not resolved at the Supplier Board, either Party may refer any disputed matters for

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resolution in accordance with the Dispute Resolution Procedure (Schedule 8.3).

8.4 If the Authority Approves the draft Level 4 Plan, it shall become the Level 4 Plan and following Approval of the Level 4 Plan, the Supplier shall be responsible for the contents of (and complying with) the Level 4 Plan and keeping it up to date, complete and in full alignment with the Supplier's obligations in the Level 3 Plan on a fortnightly basis.

8.5 Subject to agreed deviations in a Level 4 Plan that impact a Level 3 or higher Milestone as set out in an Exception Report which do not amend the terms of this Agreement (and hence the Change Control Procedure does not apply), or subject to changes to the Level 4 Plan being agreed in accordance with the Change Control Procedure (Schedule 8.2), the Authority shall be entitled to request, acting reasonably, the Supplier to provide an updated Level 4 Plan at any time by giving written notice to the Supplier and the Supplier shall submit such updated Level 4 Plan to the Authority as soon as reasonably practicable and in any event within ten (10) Working Days after receiving such request (or such longer period as the Parties may agree in writing). The Supplier shall ensure that the Level 4 Plan (including any drafts under Paragraph 8.1A and/or under this Paragraph 8.5) and any relevant supporting documents, provides (as a minimum) the following detail necessary to inform the Level 2 Plan and Level 3 Plan, respectively:

- (a) to inform the Level 2 Plan:
  - (i) Integrated Milestones;
  - (ii) Coverage Milestones and all other Milestones;
  - (iii) Milestone Dates;
  - (iv) Phases;
  - (v) Milestone Owners;
  - (vi) Key Milestones;
  - (vii) Payment Milestones; and
  - (viii) Duration; and
- (b) to inform the Level 3 Plan:
  - (i) (as a minimum) the Supplier's proposed timescales in respect of the following for any agreed Milestones:
    - (A) the completion of any Deliverable;
    - (B) the completion of any configuration or build activity;

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- (C) the completion of any testing to be undertaken in accordance with Schedule 6.2 (Testing Procedures); and
- (D) the completion of any deployment or Transition activity;
- (ii) clearly details all the steps required to implement any Milestones to be Achieved, to meet the Authority Requirements;
- (iii) clearly details the required roles and responsibilities of the Parties, including key resources such as project managers or points of contact;
- (iv) clearly details identified Authority Responsibilities the Supplier has on the Authority, the Other Suppliers and User Organisations for performance of its obligations;
- (v) is produced using Microsoft Project or another software tool agreed by the Authority and in the format preapproved in writing by the Authority;
- (vi) the following:
  - (A) a completed Documentary Deliverables Schedule in accordance with Paragraph 12;
  - (B) a statement as to the purpose of the Level 4 Plan and a description of what is to be implemented and how it will be organised;
  - (C) a management overview of how the Implementation will be managed and the major tasks involved and a description of Implementation including planned deployment, installation, and implementation approach including any phases and key persons responsible;
  - (D) assumptions and constraints which may affect development and execution of the Level 3 Plan (including schedule, budget, resource availability and skill sets, software and other technology to be used or purchased or constraints associated with any product interfaces and criteria/inter-dependencies for successful completion of a Milestone, required tasks in chronological order with the beginning and end dates of each task) (noting that, for the avoidance of doubt, none of these assumptions or constraints shall relieve the Supplier of any of its obligations under this Agreement);
  - (E) a Gantt chart;
  - (F) a description of its structure and the major components essential to Implementation (including, subject to Paragraph 12, the Documentary Deliverables and Documentary Deliverables

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Schedule, timing and process for coordination with the Authority in respect of the development of the Level 3 Plan, Milestone Criteria Document and Documentary Product Descriptions in line with the Documentary Product Description Template), identification of the National Transition Commencement Criteria, hardware and software, or other physical goods/assets as appropriate and resources required to accomplish the Implementation and key persons involved);

- (vii) a description of training, development of manuals applicable to the Implementation effort or other technical assistance, scheduling of any special computer processing which may be required for the Implementation or site surveys;
- (viii) points of contact, name of the responsible organisations, titles, and contact details for those who serve as points of contact for the Implementation;
- (ix) advantages, disadvantages, risks, issues, estimated time frames, and estimated resource requirements for any particular Implementation approach (e.g. incremental or phased implementation, parallel execution, conversion and switchover);
- (x) a glossary of all terms and abbreviations; and
- (xi) the Achievement of all Milestones by the relevant Milestone Dates set out in the Level 2 Plan (save where and to the extent the Parties have otherwise agreed in accordance with the Change Control Procedure or Re-baselining Process, then in such case, the Achievement of those amended Milestones by the relevant amended Milestone Date should be included).

## 9. DISCLOSURE OF PLANS

9.1 The Authority reserves the right to amend the order in which User Organisations Migrate and the Supplier shall comply with any such instruction regarding the order and make any necessary amendments to the relevant Implementation Plan at no extra cost to the Authority.

9.2 On written request by the Authority at any time, the Supplier shall as soon as reasonably practicable and in any event within ten (10) Working Days of the date of such request deliver to the Authority the latest version and/or any earlier versions of the Level 4 Plan.

9.3 The Supplier agrees that, save for any elements identified by the Supplier for redaction and agreed by the Authority in writing, the Authority has the right to disclose to the Other ESN Suppliers and User Organisations the contents of the Level 1 Plan, Level 2 Plan, Level 3 Plan and Level 4 Plan, Documentary Deliverables Schedule and the Progress Report to the extent as is necessary to enable them to update the Level

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2 Plan and Level 3 Plan, to report against progress of those activities, to support the identification of dependencies and/or to deliver the ESMCP and/or receive the Services.

## 10. RE-BASELINING

- 10.1 The Re-baselining Process and which areas may be subject to such process are as set out in Schedule 8.2 (Change Control Procedure).

## 11. NOT USED

## 12. DOCUMENTARY DELIVERABLES SCHEDULE, DOCUMENTARY PRODUCT DESCRIPTIONS AND ARTEFACTS

12.1 The Documentary Deliverables Schedule shall list the Documentary Deliverables to be delivered by the Supplier to the Authority for approval, together with any corresponding proposed Milestone Dates (if applicable) including, draft submission date, review end date, final submission date and date for each delivery of the Documentary Deliverables to the Authority for assurance and approval. The Supplier shall include in the Documentary Deliverables Schedule all Documentary Deliverables detailed in this Agreement, except where otherwise expressly agreed with the Authority in writing, as well as any other documents which the Authority or the Supplier considered necessary or should anticipate will be necessary in order for the Supplier to deliver the Services and comply with its obligations under this Agreement.

12.2 The Documentary Deliverables Schedule shall contain for each Documentary Deliverable to be provided, the proposed related Milestone (if applicable) and/or Gate reference and title and at least the proposed delivery date for a draft of each Documentary Deliverable (the "**Draft Documentary Deliverable**" and "**Draft Delivery Date**") which, in respect of ESN Products, shall be no later than ten (10) Working Days before the date on which the Authority intends to begin production of the Artefact that requires inputs from such Documentary Deliverable as set out in the Artefacts Schedule.

12.3 The baseline Artefacts Schedule as set out in Annex 8 of this Schedule 6.1 (Implementation Plan) may be reviewed and updated as part of the Re-baselining Process of the Integrated Milestones. The baseline Documentary Deliverables Schedule is included in Annex 7 of this Schedule 6.1 (Implementation Plan) and the Deliverables set out in this Documentary Deliverables Schedule will be incorporated into this Agreement (and hence the Supplier shall provide all Deliverables in the Documentary Deliverables Schedule and once a Documentary Deliverable is Approved, the Supplier shall ensure it complies with such Documentary Deliverable).

12.4 The Supplier shall, in accordance with the Change Control Procedure (Schedule 8.2), and in accordance with:

- (a) the document management process at Paragraph 10 of Schedule 2.1 (Services Description); and

(b) this Paragraph 12,

submit in writing to the Authority for approval in accordance with the Assurance Procedures for Documentary Deliverables in Part A of Schedule 6.2 (Testing Procedures), any updates to Documentary Deliverables or any new Documentary Deliverables that would not otherwise have been required prior to the Effective Date, and (in accordance with the Change Control Procedure (Schedule 8.2)) the Documentary Deliverable Schedules shall be updated accordingly.

12.5 The Supplier shall provide all reasonable assistance to the Authority to develop the Artefacts Schedule within thirty (30) Working Days of the Effective Date in conjunction with any updates to the Documentary Deliverables Schedule in accordance with Paragraph 12.4, in order to ensure alignment between such documents. Any subsequent changes to the revised Artefacts Schedule following such thirty (30) Working Day period (or such longer period as the Parties may agree) that may cause any damage to the MS Network or would otherwise materially change any Deliverable (including material changes to the timings for delivery of any Deliverable and material changes to the cost of any Deliverable) of the Supplier or which affect any Milestone shall be made in accordance with the Change Control Procedure (Schedule 8.2). The Authority shall share with the Supplier updated versions of the Artefacts Schedule as reasonably required using the Electronic Document Management System.

12.6 Except where otherwise agreed in writing by the Authority, Documentary Product Descriptions associated with the relevant Documentary Deliverable must be Approved by the Authority in accordance with the Assurance Procedures for Documentary Deliverables by no later than thirty (30) Working Days prior to the due date in respect of such Documentary Deliverables as set out in the Documentary Deliverables Schedule.

### 13. LEVEL 2 PLAN AND LEVEL 3 PLAN – REPORTING

13.1 The Supplier shall provide to the Authority in writing a report (in the form to be specified from time to time by the Authority) on a fortnightly basis (or such other timescale as reasonably agreed between the Parties) detailing progress against the then current Level 3 Plan in relation to the Services and consolidating and summarising the progress of the Implementation (the "**Progress Report**"). The Progress Report shall, if requested by the Authority, contain a summary version of the then current Level 4 Plan at the level of detail commensurate with the Level 2 Plan or the Level 3 Plan, as applicable.

13.2 The Progress Report should report the progress of the Implementation against the current Level 3 Plan in relation to the Services including the following details:

- (a) not used;
- (b) Achieved Milestones against the Milestones planned to be Achieved specified in the current Level 3 Plan;



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- (c) current risks and significant issues including an indication of where such risks and issues require Authority activity;
- (d) dependencies the Authority, the Other ESN Suppliers and the User Organisations had on the Supplier as agreed by the Parties in the dependency log during such reporting period and whether these were met (and, where not, an explanation of the reason for not meeting them);
- (e) Authority Responsibilities the Supplier had on the Authority, the Other ESN Suppliers and User Organisations in the reporting period and whether these were met;
- (f) the Milestones and activity that was delivered in the reporting period against planned activities and reasons for non-Achievement (if any);
- (g) the Milestones and activity forecast to be Achieved or delivered in the next reporting period; and
- (h) dependencies forecast to be delivered in the next reporting period.

For the avoidance of doubt, the reporting of actual versus forecasted resources (man-hours) shall be reported in the Resourcing Report as described in Paragraph 7 (Resource Safety Valve) of Part 2 of Schedule 7.1 (Charges and Invoicing).

13.3 Notwithstanding the Supplier's reporting obligations in Paragraph 13.2, the Supplier shall on a monthly basis provide a report setting out expenditure, invoicing, payment and costs and any other information required to be reported in accordance with the Financial Model and/or Schedules 7.1 (Charges and Invoicing) and 7.7 (Financial Model).

13.4 The Supplier shall produce a Mid Transition Service Status Report. This report will include:

- (a) a description of how the Service has been performing and scaling during Transition;
- (b) analysis on identification of weak links or bottlenecks in the Service or technical architecture;
- (c) any actions which can be, or have been, taken to mitigate these;
- (d) details of peak loads experienced to date and whether these caused an impact to the Service;
- (e) analysis on whether the Service will continue to scale for the remainder of Transition; and
- (f) a recommendation as to whether Transition should continue to proceed as planned.

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13.5 The Supplier shall produce a Transition Completion Service Status Report. This report will include:

- (a) a description of how the Service performed and scaled since the Mid Transition Service Status Report was delivered;
- (b) analysis on identification of weak links or bottlenecks in the Service or technical architecture since the Mid Transition Service Status Report was delivered;
- (c) any actions which can be, or have been, taken to mitigate these;
- (d) details of peak loads experienced to date and whether these caused an impact to the Service;
- (e) analysis on whether the Service continued to scale for the remainder of Transition as predicted in the Mid Transition Service Status Report; and
- (f) a recommendation for any service improvements that should be made following completion of Transition.

#### **14. MILESTONE CRITERIA DOCUMENTS**

14.1 Each Milestone Criteria Document shall include the required details and a description of what is to be Delivered and Achieved by the Milestone Date for such Milestone and how Achievement is proposed to be evidenced in order to trigger a Milestone Achievement Certificate.

14.2 The Authority Document Control Procedure shall govern the approval by the Authority of each Documentary Deliverable submitted by the Supplier.

#### **15. ESN PRODUCTS AND COVERAGE DELIVERY – PDDS, MCDS AND PSMC AND THE RELEASE MANAGEMENT PROCESS**

15.1 The Supplier shall produce MCDs in respect of each Milestone (including all Integrated Milestones and Coverage Milestones) and:

- (a) the MCDs for the Integrated Milestones, must be Approved by the Authority in order for the Supplier to Achieve Integrated Milestone number 1;
- (b) the MCDs for the other Milestones (including Coverage Milestones) shall be prepared by the Supplier within [REDACTED] of the Effective Date (and in any event

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must be Approved by the Authority prior to any Change Authorisation Note under the Re-baselining Process being agreed).

Thereafter, changes/updates to the Milestone Criteria Documents shall be agreed between the Parties in writing in accordance with the Change Control Procedure (Schedule 8.2).

15.2 For each ESN Product there will be a PDD and a relevant section of the PSMC. Those PDDs which are currently being used by the Programme and have been used for estimating purposes are attached at Annex 6 to this Schedule (Implementation Plan).

15.2A The new baseline PDDs and PSMC shall be prepared by the Authority. The Supplier shall work collaboratively with the Authority (and provide such information as requested by the Authority) to produce, complete and finalise a new set of updated PDDs and the PSMC within [REDACTED] of the US Agreement. PDDs and PSMC for all ESN Products must be Approved by the Authority in order for the Supplier to Achieve Integrated Milestone 1. Thereafter changes/updates to the PDDs and PSMC shall be agreed by the Parties in writing in accordance with the Change Control Procedure (Schedule 8.2).

15.3 The PDDs and the PSMC underpin the MCDs and for each ESN Product shall evolve, subject to Paragraphs 15.2 and 15.2A, as a result of the Parties' performance of the Release Management Process in accordance with Paragraph 15.4 below.

15.4 The Supplier shall, in collaboration with the Authority and the Other Suppliers, in accordance with the terms of this Agreement, comply with the process set out in Paragraph 15.7 ("**Release Management Process**") in respect of:

- (a) an initial release of an ESN Product; and
- (b) any updates to an ESN Product that the Authority may determine, at its discretion (acting reasonably) that:
  - (i) require substantial Testing; and/or
  - (ii) may result in a significant amount of business change; and/or
  - (iii) may impact on any other ESN Product(s); and/or
  - (iv) may result in any substantial change to the Services or the ESN Services,

and which in the case of both Paragraph 15.4(a) and 15.4(b), shall each be a "**Major Release**".

15.5 Throughout the Release Management Process, each Major Release shall pass through a number of stages, each referred to as a "**Gate**", at which Gate reviews shall be carried out by the Delivery Integration Board in accordance with Paragraph 9.4 of

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Annex 2 of Schedule 8.1 (Governance). Therefore, Major Releases are managed by the Release Management Process and the Change Control Procedure (Schedule 8.2).

15.6 Releases of ESN Products that are not a Major Release ("**Minor Release**"), shall be dealt with in accordance with the Change Control Procedure (Schedule 8.2).

**15.7 Release Management Process.** Subject to Paragraph 15.8, the Parties acknowledge and agree that:

- (a) prior to exit from Gate 0 (Enterprise Framework Ready), the purpose of which is for the Authority to assure the enterprise Artefacts that underpin delivery of the ESMCP Programme and which are required at Gate 0 as set out in the Artefacts Schedule:
  - (i) the Supplier shall provide all the necessary inputs as required by the Authority to assure the Artefacts that underpin the ESMCP Programme, its delivery and suitability for Customers;
  - (ii) the Delivery Integration Board shall determine whether the relevant Artefacts are sufficient to enable the Major Release to proceed to the subsequent Gates; and
  - (iii) the enterprise level Artefacts (as determined by the Authority) may be checked at each of the subsequent Gates to determine whether any updates are necessary;
- (b) prior to exit from Gate 1 (Business Feature Ready), the purpose of which is to ensure that the specification of the Major Release meets User needs and is deliverable, and identify any gaps in functionality, misalignment of understanding or any opportunities for improvement:
  - (i) the Authority and the Supplier, together with the US Supplier, shall re-baseline the PDD and PSMC (together with any other relevant documentation) and agree any changes in accordance with the Change Control Procedure (Schedule 8.2). Paragraph 6 (Changes to Charges) of Part 2 of Schedule 7.1 (Charges and Invoicing) shall determine whether or not any Charges shall arise from such re-baselining;
  - (ii) the Supplier's technology blueprint (which the Parties agree shall be provided in the format of a compliance statement referencing the design documents to be updated by Gate 2 in response to the Authority Requirements), shall be Approved in accordance with Assurance Procedures for Documentary Deliverables in Part A of Schedule 6.2 (Testing Procedures);
  - (iii) the ESN Product Test Strategy (amended to reflect any re-baselining that is done pursuant to Paragraph 15.7(b)(i)) shall be finalised by the Parties;

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- (iv) appropriate security measures shall be taken by the Supplier and evidenced to the Authority as required to achieve the appropriate security Accreditation;
- (v) in relation to any Milestones agreed in accordance with the Change Control Procedure (Schedule 8.2), if necessary to reflect any re-baselining that is done pursuant to Paragraph 15.7(b)(i), the Supplier shall update the scope in an update to the relevant MCD and submit it to the Authority for its review or where no update is required, the Supplier shall provide written confirmation to that effect to the Authority (in either event, the MCD shall become the "**Elaborated MCD**" or "**EMCD**");
- (vi) as part of providing the EMCD or the written confirmation pursuant to Paragraph 15.7(b)(v), the Supplier shall:
  - (A) notify the Authority of any new and/or material issues (including any potential adverse effects on Milestones and/or Milestone Dates that relate to that ESN Product or any other ESN Product) which have arisen from the Gate 1 related activity;
  - (B) agree with the Authority any additional Authority Responsibilities (together with associated timescales for their performance that are reasonable and compatible with the Level 2 Plan and Level 3 Plan);
  - (C) if necessary to reflect any re-baselining that is done pursuant to Paragraph 15.7(b)(i), the Supplier shall update its resource plan to be agreed between Parties in accordance with the Change Control Procedure (Schedule 8.2). Paragraph 6 (Changes to Charges) of Part 2 of Schedule 7.1 (Charges and Invoicing) shall determine whether or not there shall be any change to the Charges as a result of such re-baselining; and
  - (D) the Delivery Integration Board shall approve, or approve with conditions, progress to the subsequent Gate;
- (vii) prior to exit from Gate 2 (Integrated Design Ready), the purpose of which is to ensure the integrity of the integrated release design including all of its component parts; and identify any gaps in functionality, misalignment of understanding any opportunities for improvement:
  - (A) the Architecture Design Documents for the ESN Product shall be Approved;
  - (B) in relation to ESN Prime, the Supplier Solution shall be updated to reflect any Approved updates to the Architecture Design Documents;

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- (C) appropriate security measures shall be taken by the Supplier and evidenced to the Authority as required to achieve the appropriate security Accreditation;
  - (D) the Supplier shall create any relevant Test Plans referred to in the Documentary Deliverables Schedule which the Supplier shall ensure aligns with the ESMCP Programme Test Strategy and the Level 2 Plan and Level 3 Plan and submit it for the Authority's review;
  - (E) the Supplier shall be entitled to request adjustments to the timescales within which the Authority Responsibilities referred to in Paragraph 15.7(b)(vi)(B) must be performed, provided that such timescales remain reasonable and compatible with the Level 2 Plan and Level 3 Plan;
  - (F) the Parties shall, taking into consideration all input from Customers and Other Suppliers (as relevant), agree a checklist of the items that are required to be complete prior to exit from Gate 5 ("**Acceptance into Service Checklist**"); and
  - (G) the Delivery Integration Board shall approve, or approve with conditions, progress to the subsequent gate;
- (viii) prior to exit from Gate 3 (Delivery Plans Ready), the purpose of which is to ensure the integrity of an end-to-end plan for the relevant ESN Product(s) including technical implementation, transition to a live service, deployment activities rendering that service live in the hands of Users and plans for scaling up of that service, and (as necessary) an integration plan:
- (A) the Supplier shall submit for the Authority's review a revised EMCD;
  - (B) the Supplier shall, if required, provide an updated Level 4 Plan with the commensurate level of detail to inform the Level 3 Plan in accordance with Paragraph 8.5(b) of this Schedule 6.1 (Implementation Plan) and shall provide any additional inputs to the Level 3 Plan as reasonably requested by the Authority; and
  - (C) the Delivery Integration Board shall approve, or approve with conditions, progress to the subsequent Gate;
  - (D) as part of providing the EMCD pursuant to Paragraph 15.7(b)(viii)(A) the Supplier shall:
    - (1) notify the Authority of any new and/or material issues (including any potential adverse effects on Milestones and/or Milestone Dates that relate to that ESN Product

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- or any other ESN Product) which have arisen from the Gate 1 related activity;
- (2) agree with the Authority any additional Authority Responsibilities (together with associated timescales for their performance that are reasonable and compatible with the Level 2 Plan and Level 3 Plan);
- (ix) prior to exit from Gate 4 (Release Production Ready), the purpose of which is to ensure that the release build and Test has successfully completed (unless otherwise exceptionally agreed by the Delivery Integration Board), and that the relevant Major Release is ready to be deployed to the ESN production platform:
- (A) the components of the Supplier Solution in respect of the relevant ESN Product shall meet the Architecture Design Documents and the Supplier shall Achieve the relevant Tests in accordance with Schedule 6.2 (Testing Procedures);
  - (B) the Supplier shall complete Testing against functional and non-functional requirements, and provide Approved Test Reports in respect of such Tests; and
  - (C) the Delivery Integration Board shall approve, or approve with conditions, progress to the subsequent Gate;
- (x) prior to exit from Gate 5 (Service Ready), the purpose of which is to ensure that the Services may commence:
- (A) the Supplier shall Achieve all relevant Tests in accordance with the Test Plan and provide to the Authority the Test Reports that confirm that such Tests have been Achieved;
  - (B) the Supplier shall confirm that the items on the Acceptance into Service Checklist are complete and provide such items to the Authority;
  - (C) the relevant release shall pass all necessary security Accreditation by the Accreditor;
  - (D) all Supplier components, systems, tools, processes and people that support the Supplier Solution for the relevant ESN Product shall be available to support a live service; and
  - (E) the Delivery Integration Board shall approve, or approve with conditions, progress to the subsequent Gate and prepare for adoption following successful operational evaluation.

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- (xi) prior to exit from Gate 6 (Customer Operationally Ready), the purpose of which is to confirm that the Major Release is ready for Customer adoption:
  - (A) the Supplier shall fix any defects that the Authority confirms (acting reasonably) would prevent the Major Release being acceptable (including being acceptable to Users and to the scale required for adoption into live service) and in such circumstances shall re-perform and Achieve all relevant Tests; and
  - (B) the Supplier shall provide the Operational Service Reporting.

15.8 It shall be a condition of exit of each Gate in the Release Management Process that:

- (a) all relevant Documentary Deliverables have been approved in accordance with the Assurance Procedures for Documentary Deliverables in Part A of Schedule 6.2 (Testing Procedures);
- (b) the contents of the relevant Artefacts set out in the Artefacts Schedule that relate to the relevant ESN Product have been signed off by the Authority (at the Authority's sole discretion, acting reasonably) but taking into consideration any comments provided by the Supplier in relation to such Artefact provided that such comments have been provided to the Authority as soon as reasonably practicable and in any event within a timescale reasonably agreed between the Parties. In this respect it will not be considered to be reasonable for the purposes of this Paragraph 15.8(b) if the contents of or activities to be performed pursuant to the relevant Artefacts to be signed off by the Authority may in any way cause any damage to the MS Network or would otherwise materially change any Deliverable of the Supplier unless such change has gone through the Change Control Procedure (Schedule 8.2); and
- (c) the Supplier has Achieved (as relevant) the criteria set out in any MCD or EMCD for the relevant ESN Product.

15.9 The Parties acknowledge and agree that any additional or amends to Authority Responsibilities (together with associated timescales for their performance that are reasonable and compatible with the Level 2 Plan and Level 3 Plan) that are identified and/or requested by the Supplier throughout the Release Management Process

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(including following the exit of any Gate) shall be subject to the Change Control Procedure (Schedule 8.2).

## 16. TRANSITION COMMENCEMENT CRITERIA

16.1 The Parties agree that all of the following criteria in this Paragraph 16.1 must be Achieved prior to the commencement of Transition (the "**National Transition Commencement Criteria**");

- (a) All Documentary Deliverables which relate to ESN design are completed and approved by the Authority (MS.Int.1 Detailed Implementation Plan and Design Complete);
- (b) All test phases completed in accordance with Schedule 6.2 (Testing Procedures);
- (c) Requirements traceability has been completed and approved in accordance with Schedule 6.2 (Testing Procedures);
- (d) All test issues are documented with associated owners, remedial actions and resolution target dates with no issues of Severity Level 1 or Severity Level 2;
- (e) Pilot for nominated Transition group has successfully completed and has not identified any issues with the ESN solution significant enough to prevent Transition from commencing;
- (f) ESN is security accredited for operational use in accordance with the ISMS;
- (g) Service support is set up and management processes and resources are in place and have been assured and arrangements are in place and available to handle service calls;
- (h) the Optional Services Catalogue is available allowing users to request Optional Services;
- (i) the Supplier has Achieved the Milestones referred to in Paragraph 16.2;
- (j) Quality of Coverage meets the voice and data requirements in Schedule 2.1 (Services Description); and
- (k) All Supplier Equipment is installed at all available Radio Sites in the Extended Area.

16.2 The Authority may in its sole discretion issue a Milestone Achievement Certificate in respect of the National Transition Commencement Criteria. Deliverables for the Achievement of National Transition Commencement are milestones:

- MS.Int.10 ESN Version 1.0 Exit Gate 5 (Mobilisation Complete);

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- MS.Cov.1 CELs Complete; and
- MS.Cov.2 Resilience Complete.

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Milestone Reference and Title	Criteria (showing all Deliverables and associated tasks) required for each Milestone	Authority Responsibilities (if applicable)	Requirements for each criteria/Deliverable/task	Milestone Date	Link to Key/Payment
	achieving type approval over the following 12 months				
	Requirements Traceability Matrix Approved				
	Detailed Implementation Plan aligned to Integrated ESN Implementation Plan Approved				
	User Device Type Approval Specification Approved				
	User Device Type Approval Service Approved				
	Integration Management Plan Approved				
	Draft Exit Plan Approved				

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Milestone Reference and Title	Criteria (showing all Deliverables and associated tasks) required for each Milestone	Authority Responsibilities (if applicable)	Requirements for each criteria/Deliverable/task	Milestone Date	Link to Key/Payment
	Service Management Strategy Approved				
	Service Portfolio Approved				
	Service Management Processes Approved				
	Service Management Systems Design Approved				
	Service Management Organisation Plan Approved				
	Capacity Plan Approved				

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Milestone Reference and Title	Criteria (showing all Deliverables and associated tasks) required for each Milestone	Authority Responsibilities (if applicable)	Requirements for each criteria/Deliverable/task	Milestone Date	Link to Key/Payment
	Availability Plan Approved				
	Maintenance Plan Approved				
	Operational Change Management Policy Approved				
	Release Policy Approved				
	Knowledge Management Strategy Approved				
	Continuous Improvement Plan Approved				
	Service Management Framework Approved				

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Milestone Reference and Title	Criteria (showing all Deliverables and associated tasks) required for each Milestone	Authority Responsibilities (if applicable)	Requirements for each criteria/Deliverable/task	Milestone Date	Link to Key/Payment
	Security Management Plan Approved				
	Risk Assessment & Treatment Plan Approved				
	Security Test Results Templates Approved				
	Personnel Security Risk Assessments Complete				
	Documentary Deliverables Schedule Approved				
	Radio Equipment Specification Approved				

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Milestone Reference and Title	Criteria (showing all Deliverables and associated tasks) required for each Milestone	Authority Responsibilities (if applicable)	Requirements for each criteria/Deliverable/task	Milestone Date	Link to Key/Payment
	Supplier Test Strategy Approved				
	Design Governance Process Approved				
	Business Continuity Plan and Disaster Recovery Plan Approved				
	Template invoice Approved				
MS.Int.2 Reference Environment Complete	MS Reference Service Agreement Updated	<i>Authority to examine and approve relevant deliverables where relevant criteria is met</i>	As per the MCD/PDD, prepared in accordance with Schedule 6.1 Paragraph 15 – the relevant MCD/PDD to apply to the associated criteria/Deliverable/task, and this requirement applies across all criteria/Deliverables/tasks for this Milestone	<div>██████████</div> <div>██████████</div> <div>██████████</div> <div>██████████</div> <div>██████████</div>	Payment
	Operating Service Agreement for Remote RAN Updated				
	MS Supplier Reference System Built and ready to integrate with US Supplier				

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Milestone Reference and Title	Criteria (showing all Deliverables and associated tasks) required for each Milestone	Authority Responsibilities (if applicable)	Requirements for each criteria/Deliverable/task	Milestone Date	Link to Key/Payment
	Prod. Integration Testing Complete for Public Telephony, Public Messaging, EE Internet Services	- Authority to examine and approve relevant deliverables where relevant criteria is met			
	Production BIS Complete	Authority to examine and approve relevant deliverables where relevant criteria is met			
	MS.Int.4 Connect Exit Gate 4	Authority to examine and approve relevant deliverables where relevant criteria is met - applicable across all criteria for this Milestone	As per the MCD/PDD, prepared in accordance with Schedule 6.1 Paragraph 15 – the relevant MCD/PDD to apply to the associated criteria/Deliverable/task, and this requirement applies across all criteria/Deliverables/tasks for this Milestone	<div>██████████</div> <div>██████████</div>	Payment

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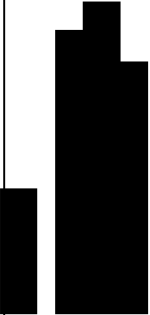
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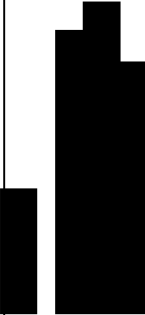
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Milestone Reference and Title	Criteria (showing all Deliverables and associated tasks) required for each Milestone	Authority Responsibilities (if applicable)	Requirements for each criteria/Deliverable/task	Milestone Date	Link to Key/Payment
MS.Int.5 Connect Exit Gate 5	Connect Prod./Live Config. Complete	<i>Authority to examine and approve relevant deliverables where relevant criteria is met – applicable across all criteria for this Milestone</i>	As set out in the MCD/PDD for the deliverables/tasks required for Achieving this Milestone – applicable across all criteria for this Milestone		Key / Payment
	Connect Prod./Live Func. Verif. Complete				
	Connect Prod./Live Tech. Ready (Non-Func. & PIT Complete)				
	Connect Prod./Live Service Ready (OAT & UAT Complete)				
MS.Int.6 Assure 2.0 Exit Gate 5	Assure 2.0 Prod./Live Config. Complete	<i>Authority to examine and approve relevant deliverables where relevant criteria is met – applicable across all criteria for this Milestone</i>	As per the MCD/PDD, prepared in accordance with Schedule 6.1 Paragraph 15 – the relevant MCD/PDD to apply to the associated criteria/Deliverable/task, and this requirement applies across all criteria/Deliverables/tasks for this Milestone		Payment
	Assure 2.0 Prod./Live Tech. Ready (Func./PIT Complete)				
	Assure 2.0 Prod./Live Service Ready (OAT & UAT Complete)				

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Milestone Reference and Title	Criteria (showing all Deliverables and associated tasks) required for each Milestone	Authority Responsibilities (if applicable)	Requirements for each criteria/Deliverable/task	Milestone Date	Link to Key/Payment
MS.Int.7 Interim Product/Service Exit Gate 5	Interim Product/Service Prod./Live Config. Complete	<i>Authority to examine and approve relevant deliverables where relevant criteria is met</i> – applicable across all criteria for this Milestone	As per the MCD/PDD, prepared in accordance with Schedule 6.1 Paragraph 15 – the relevant MCD/PDD to apply to the associated criteria/Deliverable/task, and this requirement applies across all criteria/Deliverables/tasks for this Milestone		Payment
	Interim Product/Service Prod./Live Func. Verif. Complete				
	Interim Product/Service Prod./Live Tech. Ready (Non-Func. & PIT Complete)				
	Interim Product/Service Prod./Live Service Ready (OAT & UAT Complete)				
MS.Int.8 ESN Air Exit Gate 5	A2G Radio Planning Tool Accepted	<i>Authority to examine and approve relevant deliverables where relevant criteria is met</i> – applicable across all criteria for this Milestone	As per the MCD/PDD, prepared in accordance with Schedule 6.1 Paragraph 15 – the relevant MCD/PDD to apply to the associated criteria/Deliverable/task, and this requirement applies across all criteria/Deliverables/tasks for this Milestone		Payment
	ESN Air Radio Plan Created				
	ESN Air Radio Plan ACS Device Update				

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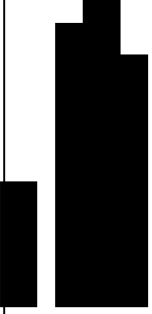
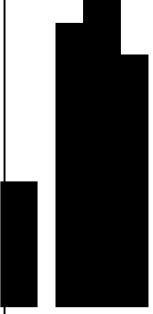
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Milestone Reference and Title	Criteria (showing all Deliverables and associated tasks) required for each Milestone	Authority Responsibilities (if applicable)	Requirements for each criteria/Deliverable/task	Milestone Date	Link to Key/Payment
	A2G Network Perf. & Mobility Testing Complete				
	A2G Network Deployment Complete				
	Air Tech. Ready				
	Air Service Ready (OAT & UAT Complete)				
MS.Int.9 ESN Version 1.0 Exit Gate 4	ESN Version 1.0 Ref./Dev. Config. Complete	<i>Authority to examine and approve relevant deliverables where relevant criteria is met – applicable across all criteria for this Milestone</i>	As per the MCD/PDD, prepared in accordance with Schedule 6.1 Paragraph 15 – the relevant MCD/PDD to apply to the associated criteria/Deliverable/task, and this requirement applies across all criteria/Deliverables/tasks for this Milestone	<div>██████████</div> <div>██████████</div> <div>██████████</div> <div>██████████</div> <div>██████████</div>	Payment
	ESN Version 1.0 Ref./Dev. Func. Testing Complete				
	ESN Version 1.0 Ref./Dev. Non-Func. Testing Complete				

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Milestone Reference and Title	Criteria (showing all Deliverables and associated tasks) required for each Milestone	Authority Responsibilities (if applicable)	Requirements for each criteria/Deliverable/task	Milestone Date	Link to Key/Payment
MS.Int.10 ESN Version 1.0 Exit Gate 5 (Mobilisation Complete)	ESN Version 1.0 Prod./Live Config. Complete	<i>Authority to examine and approve relevant deliverables where relevant criteria is met</i> – applicable across all criteria for this Milestone	As per the MCD/PDD, prepared in accordance with Schedule 6.1 Paragraph 15 – the relevant MCD/PDD to apply to the associated criteria/Deliverable/task, and this requirement applies across all criteria/Deliverables/tasks for this Milestone		Key / Payment
	ESN Version 1.0 Prod./Live Func. Verif. Complete				
	ESN Version 1.0 Prod./Live Tech. Ready (Non-Func. & PIT Complete)				
	ESN Version 1.0 Prod./Live Service Ready (OAT & UAT Complete)				
MS.Int.11. 5G Features Design Complete (MP – 5G MS1 5G Features)	5G Design Approved	<i>Authority to examine and approve relevant deliverables where relevant criteria is met</i>	As per the MCD/PDD, prepared in accordance with Schedule 6.1 Paragraph 15 – the relevant MCD/PDD to apply to the associated criteria/Deliverable/task		Payment
MS.Int.12. 5G Features Ref. Build Complete (MP – 5G MS2 5G Features)	5G Ref. Build Report Approved	<i>Authority to examine and approve relevant deliverables where relevant criteria is met</i>	As per the MCD/PDD, prepared in accordance with Schedule 6.1 Paragraph 15 – the relevant MCD/PDD to apply to the associated criteria/Deliverable/task		Payment

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Milestone Reference and Title	Criteria (showing all Deliverables and associated tasks) required for each Milestone	Authority Responsibilities (if applicable)	Requirements for each criteria/Deliverable/task	Milestone Date	Link to Key/Payment
	Activation Complete (per site)		Activation handover pack / HOP (per site) which meets the Authority's reasonable requirements		
MS.Cov.2 Resilience Complete	Primary Area Design Complete (per site)	<i>Authority to examine and approve relevant deliverables where relevant criteria is met – applicable across all criteria for this Milestone</i>	Design Report (per site) which meets the Authority's reasonable requirements		Key / Payment
	Primary Area Acquisition Complete (per site)		Acquisition HOP (per site) which meets the Authority's reasonable requirements		
	Primary Area Commissioning Complete (per site)		CHOP (per site) which meets the Authority's reasonable requirements		
	EAS Commissioning Complete (per site)		CHOP (per site) which meets the Authority's reasonable requirements		
	Assessment Reports Supplied		As per the MCD/PDD, prepared in accordance with Schedule 6.1 Paragraph 15 – the relevant MCD/PDD to apply to the associated criteria/Deliverable/task		
Gateway Devices (Coverage Extender & EVCS) Viability Assessment Complete (SC1a-GATE)					

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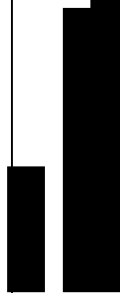



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Milestone Reference and Title	Criteria (showing all Deliverables and associated tasks) required for each Milestone	Authority Responsibilities (if applicable)	Requirements for each criteria/Deliverable/task	Milestone Date	Link to Key/Payment
Gateway Solution Design Complete (MP-GATE-a)	HLDs Submitted for Review	<i>Authority to examine and approve relevant deliverables where relevant criteria is met</i>	As per the MCD/PDD, prepared in accordance with Schedule 6.1 Paragraph 15 – the relevant MCD/PDD to apply to the associated criteria/Deliverable/task		Payment
Gateway Solution Build Complete (MP-GATE-b)	Build Reports Submitted for Review	<i>Authority to examine and approve relevant deliverables where relevant criteria is met</i>	As per the MCD/PDD, prepared in accordance with Schedule 6.1 Paragraph 15 – the relevant MCD/PDD to apply to the associated criteria/Deliverable/task		Payment
Gateway Solution Test Complete (MP-GATE-c)	Product Verification Reports Submitted for Review	<i>Authority to examine and approve relevant deliverables where relevant criteria is met</i>	As per the MCD/PDD, prepared in accordance with Schedule 6.1 Paragraph 15 – the relevant MCD/PDD to apply to the associated criteria/Deliverable/task		Payment
Gateway Solution Activation Complete (MP-GATE-d)	BIS/TO Complete for each solution	<i>Authority to examine and approve relevant deliverables where relevant criteria is met</i>	As per the MCD/PDD, prepared in accordance with Schedule 6.1 Paragraph 15 – the relevant MCD/PDD to apply to the associated criteria/Deliverable/task		Payment
Coverage for London Underground Design and Assurance Complete (MP - CLU MS1)	Design Assurance Report (per site)	<i>Authority to examine and approve relevant deliverables where relevant criteria is met</i>	As per the MCD/PDD, prepared in accordance with Schedule 6.1 Paragraph 15 – the relevant MCD/PDD to apply to the associated criteria/Deliverable/task		Payment

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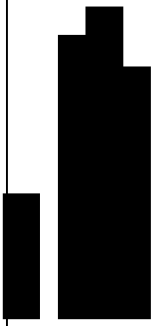
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Milestone Reference and Title	Criteria (showing all Deliverables and associated tasks) required for each Milestone	Authority Responsibilities (if applicable)	Requirements for each criteria/Deliverable/task	Milestone Date	Link to Key/Payment
Coverage for London Underground Deployment Complete (MP - CLU MS2)	Deployment Complete (per site)	Authority to examine and approve relevant deliverables where relevant criteria is met	As per the MCD/PDD, prepared in accordance with Schedule 6.1 Paragraph 15 – the relevant MCD/PDD to apply to the associated criteria/Deliverable/task		Payment
Coverage for London Underground Access and Integration Connection Fee Complete (MP – CLU MS3)	LU Handover Pack (per site)	Authority to examine and approve relevant deliverables where relevant criteria is met	As per the MCD/PDD, prepared in accordance with Schedule 6.1 Paragraph 15 – the relevant MCD/PDD to apply to the associated criteria/Deliverable/task		Payment
Coverage Portal Technical Assessment Complete	Assessment Submitted	Authority to examine and approve relevant deliverables where relevant criteria is met	As per the MCD/PDD, prepared in accordance with Schedule 6.1 Paragraph 15 – the relevant MCD/PDD to apply to the associated criteria/Deliverable/task		
Coverage Portal Build Complete	Build Report Submitted for Review	Authority to examine and approve relevant deliverables where relevant criteria is met	As per the MCD/PDD, prepared in accordance with Schedule 6.1 Paragraph 15 – the relevant MCD/PDD to apply to the associated criteria/Deliverable/task		
MS.55.1 London Transition Complete	Mid-Transition Service Status Report Approved	Authority to examine and approve relevant deliverables where relevant criteria is met	As per the MCD/PDD, prepared in accordance with Schedule 6.1 Paragraph 15 – the relevant MCD/PDD to apply to the associated criteria/Deliverable/task		

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Milestone Reference and Title	Criteria (showing all Deliverables and associated tasks) required for each Milestone	Authority Responsibilities (if applicable)	Requirements for each criteria/Deliverable/task	Milestone Date	Link to Key/Payment
MS.69.1 Transition Fully Complete	Transition Completion Service Status Report Approved	Authority to examine and approve relevant deliverables where relevant criteria is met	As per the MCD/PDD, prepared in accordance with Schedule 6.1 Paragraph 15 – the relevant MCD/PDD to apply to the associated criteria/Deliverable/task	[REDACTED]	
MS.70 Exit Plan (Current) Agreed	Exit Plan Approved	Authority to examine and approve relevant deliverables where relevant criteria is met	As per the MCD/PDD, prepared in accordance with Schedule 6.1 Paragraph 15 – the relevant MCD/PDD to apply to the associated criteria/Deliverable/task	[REDACTED]	

Key Milestones include:

- (a) MS.Int.1 Detailed Implementation Plan and Design Complete;
- (b) MS.Int.5 Connect Exit Gate 5;
- (c) MS.Int.10 ESN Version 1.0 Exit Gate 5 (Mobilisation Complete);
- (d) MS.Cov.1 CELs Complete (*Key Milestone is applicable to the activation of the last Critical Enhancement Location*); and
- (e) MS.Cov.2 Resilience Complete (*The Resilience Key Milestone is applicable to by the last resilient site activated*).

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ANNEX 1A, PART B: OUTLINE IMPLEMENTATION PLAN (PRELIMINARY DOCUMENTARY DELIVERABLES)

This is the preliminary list of Documentary Deliverables to be provided by the Supplier. This is in addition to any other Documentary Deliverables referred to in this Agreement. Further this list shall be supplemented in the Documentary Deliverables Schedule.

\*\* In this Part B of Annex 1A, references to “MS ED” means the Effective Date of this Agreement.

Document ID	Document Title	Owner	Milestone Date (or other date) by when the Supplier must ensure the relevant document is approved by the Authority**
EE000160	Documentary Deliverables Schedule	[REDACTED]	[REDACTED]
EE000162	Security Management Plan	[REDACTED]	[REDACTED]
EE000163	Security Test Results Template	[REDACTED]	[REDACTED]
EE000164	High Level Design	[REDACTED]	[REDACTED]
EE000165	Template invoice as referred to in Part 4 of Schedule 7.1	[REDACTED]	[REDACTED]
EE000207	A2G-MS Network Interface ICD	[REDACTED]	[REDACTED]

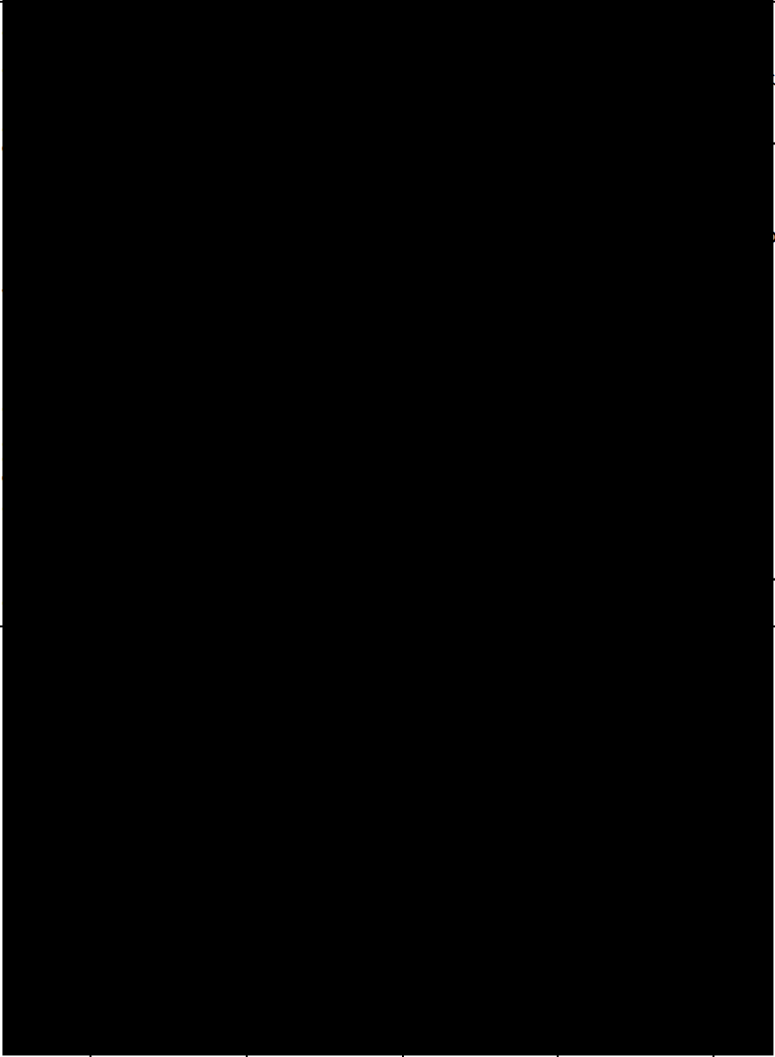
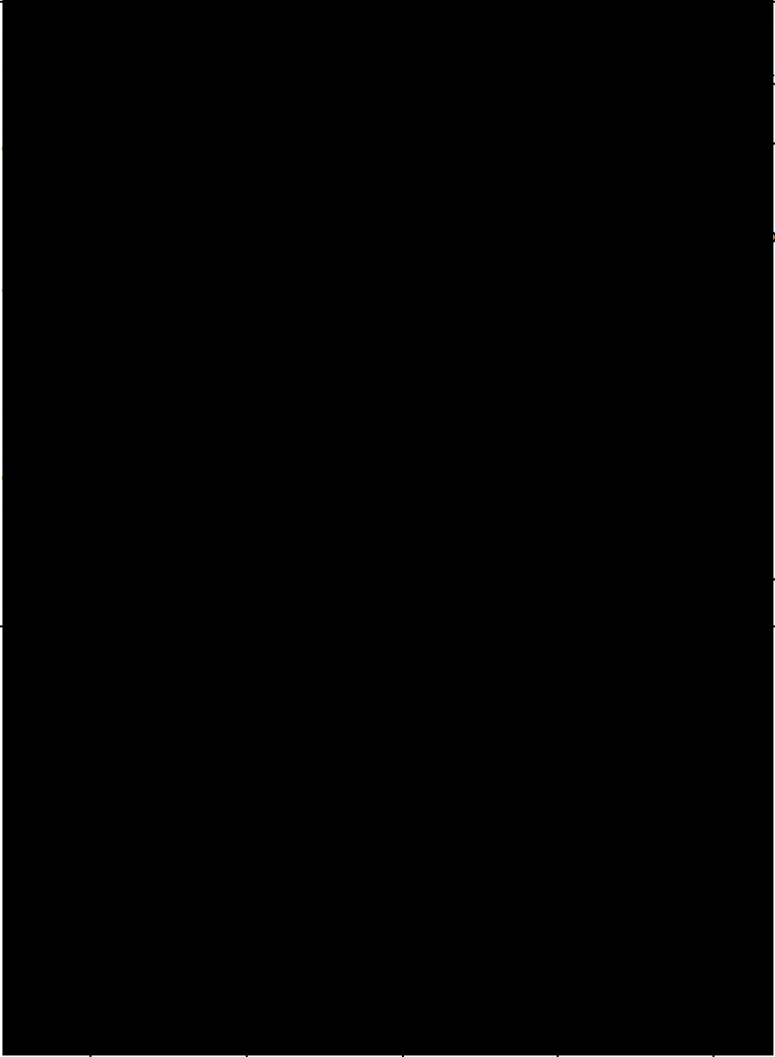
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Document ID	Document Title	Owner	Milestone Date (or other date) by when the Supplier must ensure the relevant document is approved by the Authority**
EE000208	EAS-MS Network Interface ICD		
EE000209	Radio Equipment Specification		
EE000252	Policy Control Interface ICD		
EE000253	EE ESN Mobile Network Gateway Interface ICD		
EE000255	Supplier Test Strategy		

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Document ID	Document Title	Owner	Milestone Date (or other date) by when the Supplier must ensure the relevant document is approved by the Authority**
			
EE000256	EE ESN Subscriber Management ICD		
EE000257	Billing Reporting ICD Interface Control Document		
EE000258	Billing Interface ICD		
EE000265	Detailed Implementation Plan		
EE000267	EE ESN Interconnect ICD		

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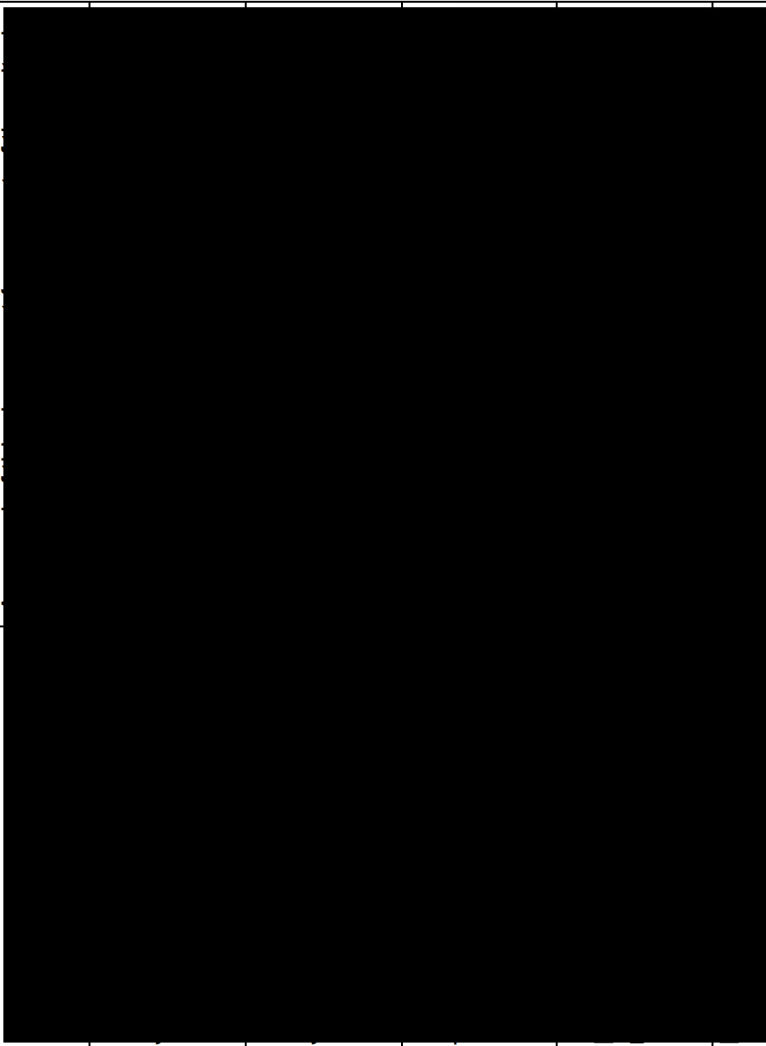

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Document ID	Document Title	Owner	Milestone Date (or other date) by when the Supplier must ensure the relevant document is approved by the Authority**
EE000268	Design Governance Process		
EE000269	Mobile Network Radio Interface ICD		
EE000270	Quality Plan		
EE000276	Service Management Strategy		
EE000277	Service Management Processes		
EE000278	Service Management System Design		

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Document ID	Document Title	Owner	Milestone Date (or other date) by when the Supplier must ensure the relevant document is approved by the Authority**
			
EE000279	Service Management Organisation Plan		
EE000280	Release Management Policy		
EE000281	Operational Change Management Policy		
EE000282	Maintenance Plan		
EE000283	Knowledge Management Strategy		

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Document ID	Document Title	Owner	Milestone Date (or other date) by when the Supplier must ensure the relevant document is approved by the Authority**
		<div></div>	<div></div>
EE000284	Continuous Improvement Plan		
EE000285	Capacity Plan		
EE000286	Availability Plan		
EE000287	Service Portfolio		
EE000289	User Device Type Approval List		

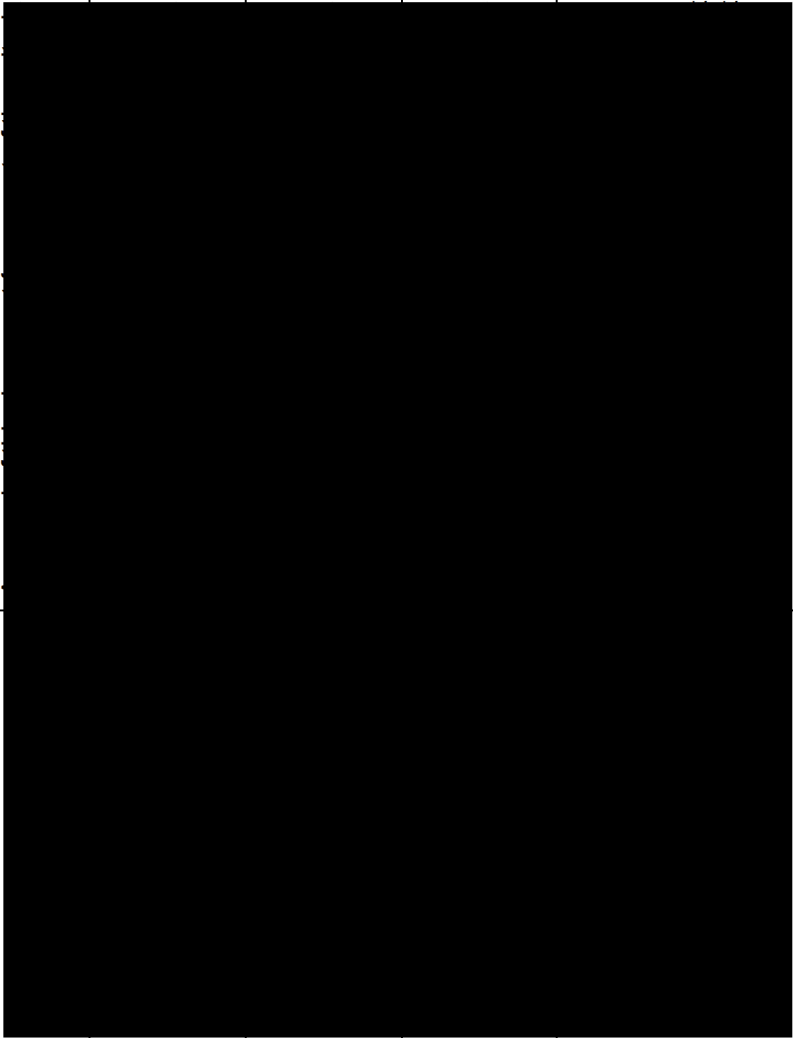
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Document ID	Document Title	Owner	Milestone Date (or other date) by when the Supplier must ensure the relevant document is approved by the Authority**
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EE000290	Requirements Traceability Matrix		
EE000291	User Device Type Approval Specification		
EE000292	User Device Type Approval Service		
EE000293	Integration Management Plan		
EE000296	Current Exit Plan		

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Document ID	Document Title	Owner	Milestone Date (or other date) by when the Supplier must ensure the relevant document is approved by the Authority**
			
EE000299	IP Transport High Level Design		
EE000300	Telephony Architecture		
EE000367	Core and Bearer Services Design		
EE000368	Exit Information		

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Document ID	Document Title	Owner	Milestone Date (or other date) by when the Supplier must ensure the relevant document is approved by the Authority**
		<div></div>	
EE000381	Personnel Security Risk Assessment		
EE000382	Availability Design		
EE000385	MS Reference Service Agreement		
EE000386	Operating Service Agreement for Remote RAN		
EE000969	Overview of BCMS and BCDR Ownership in Operation		

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Document ID	Document Title	Owner	Milestone Date (or other date) by when the Supplier must ensure the relevant document is approved by the Authority**
EE001046	Information Security Management System / ISMS		
EE0001050	Service Catalogue		
EE0001069	Service Management Framework (SMF) Process and Tool Demonstration Report		
EE0006075	Optional Services Catalogue		
EE0006327	Quarterly Financial Report		
EE0006328	Quarterly Financial Report (Supporting Commentary)		
EE0006446	EE Requirements Traceability Matrix Supplementary Information		
EE000TBA	Risk Assessment & Treatment Plan		
EE000TBA	Quality of Service Design		

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Document ID	Document Title	Owner	Milestone Date (or other date) by when the Supplier must ensure the relevant document is approved by the Authority**
EE000TBA	Drive Testing Annual Plan		
EE000TBA	Mid-Transition Service Status Report		
EE000TBA	Transition Completion Service Status Report		
EE000TBA	ESN Air Radio Plan		
EE000TBA	Gateway Device ECE Solution Viability Assessment		
EE000TBA	Gateway Device EVCS Solution Viability Assessment		
EE000TBA	5G Features Design		

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Document ID	Document Title	Owner	Milestone Date (or other date) by when the Supplier must ensure the relevant document is approved by the Authority**
EE0006519	CELS Site Survey Template		
EE000TBA	Site Handover Pack Template		
EE000TBA	Carbon Reduction Plan		
EE000TBA	Social Value KPIs Report		
EE000TBA	Sub-Contractors Report		
EE000TBA	Sub-Contract Value Monitoring (SCVM) Report		
EE000TBA	Supply Chain Transparency Report		
EE000TBA	Sub-Contractor Payment Terms		
EE000TBA			
EE000949	Core Network Disaster Recovery Plans (DRP)		

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Document ID	Document Title	Owner	Milestone Date (or other date) by when the Supplier must ensure the relevant document is approved by the Authority**
EE000950	Core IT DRP	<div></div>	<div></div>
EE000951	RAN and RAN Backhaul DRP		
EE000952	OSS DRP		
EE000953	Security Management Business Continuity Plans (BCP)		
EE000954	Service Management BCP		
EE000955	Technical Operations BCP		
EE000956	Finance (Billing) BCP		
EE0005830	DRP Business Impact Assessment		

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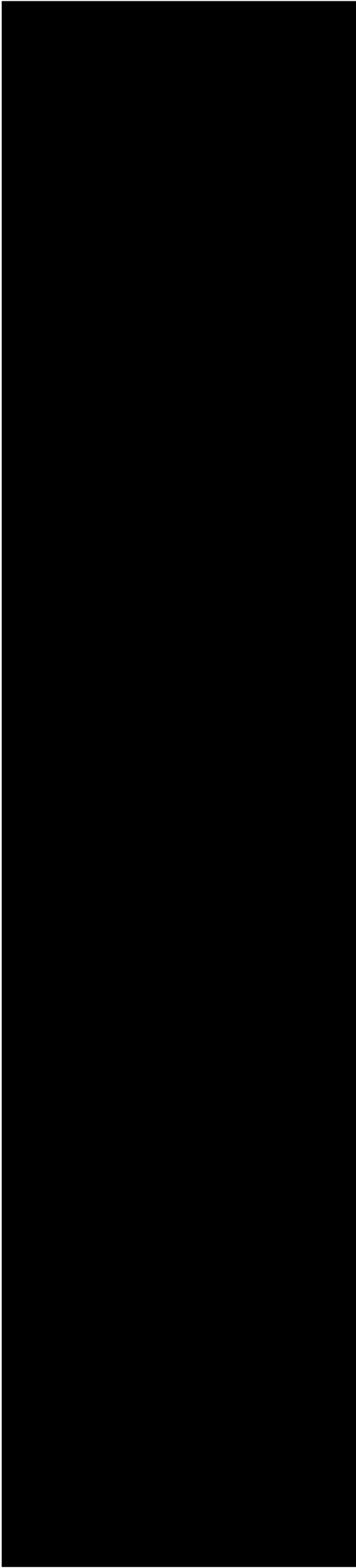
**ANNEX 1A, PART C: OUTLINE IMPLEMENTATION PLAN (OTHER MILESTONES)**

The table below provides a list of milestones and deliverables associated with the Terminated Agreement. This is provided as a baseline and for estimating purposes for the type of documents required under this Mobile Services Agreement, as further described in Annex 1A Part A above. (Capitalised terms in this table in this Part C shall be defined as set out in the Terminated Agreement.)

The Supplier acknowledges that (and notwithstanding any reference to 'estimating' (or similar language) above or elsewhere in this Agreement):

- it is required to perform and deliver/achieve the Services, Milestones and Deliverables (for example as set out in this Part C of Annex 1A) including by any associated dates; and
- the Charges (and any ability to change the Charges) is limited to as expressly set out in Schedule 7.1,

unless and until the Re-baselining Process is completed for the 'MS-US Supplier integration' programme as referred to in Annex 1 of Schedule 8.2 and a new Change Authorisation Note is executed by the Parties in this regard.



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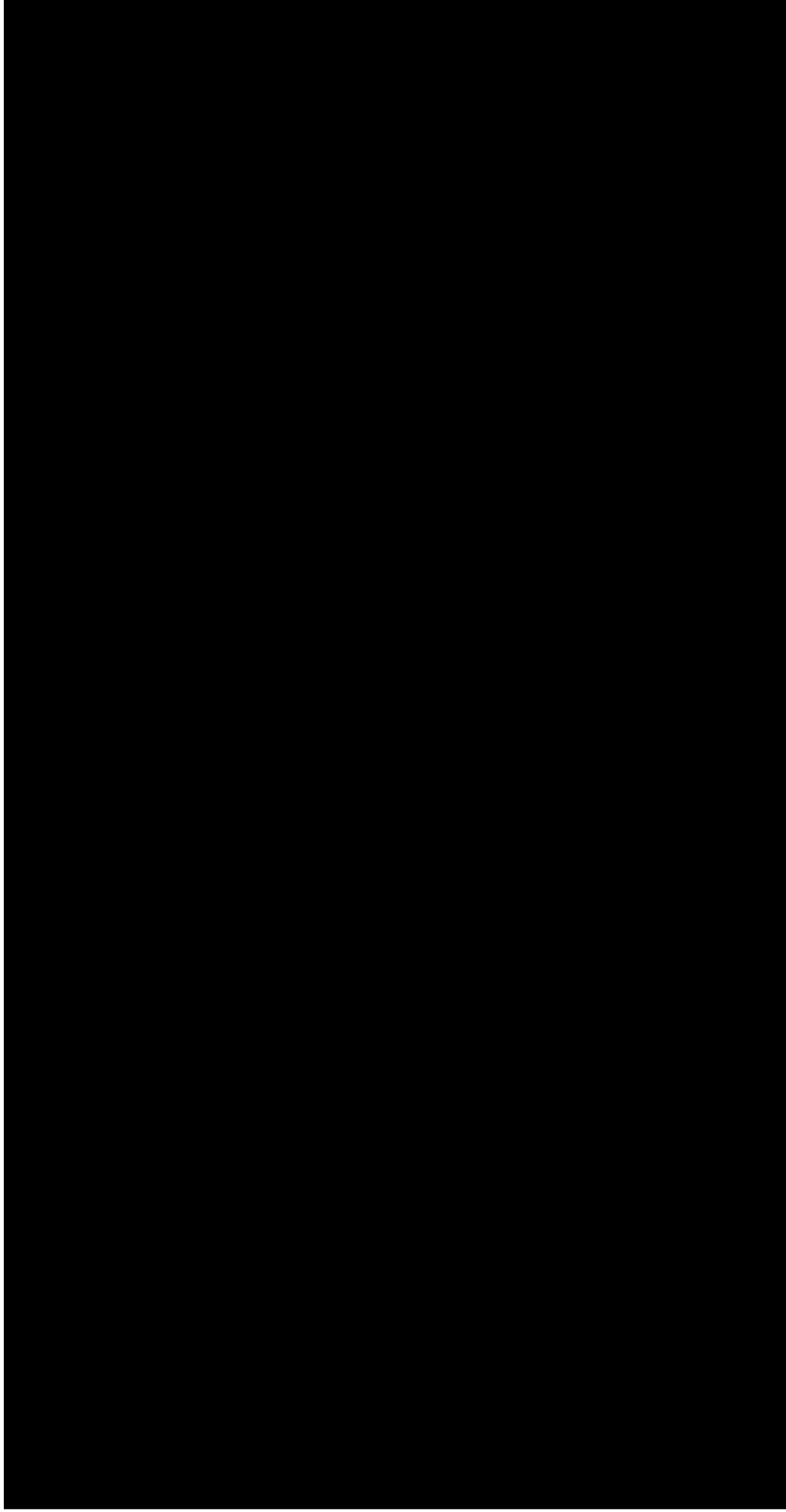
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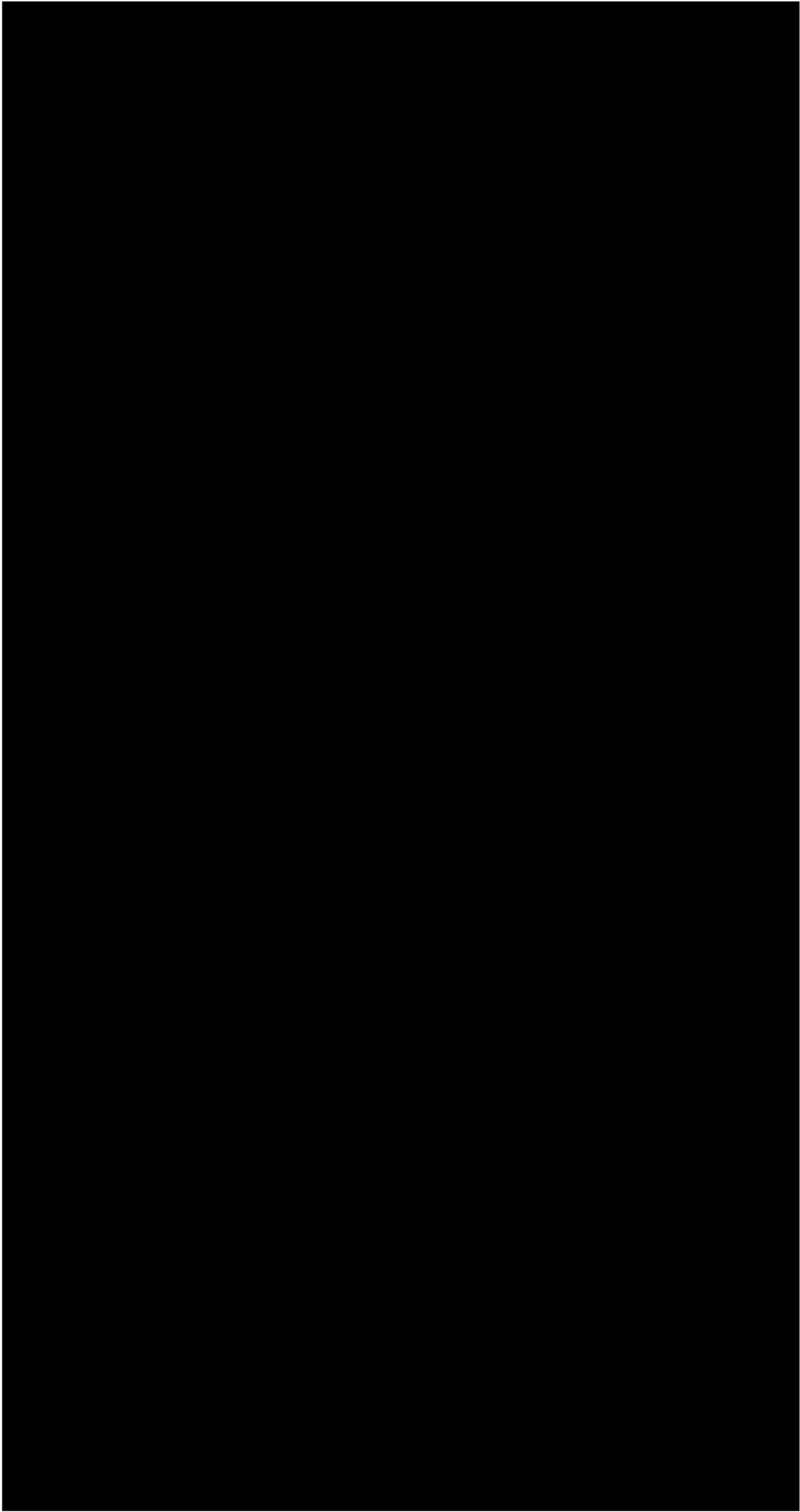
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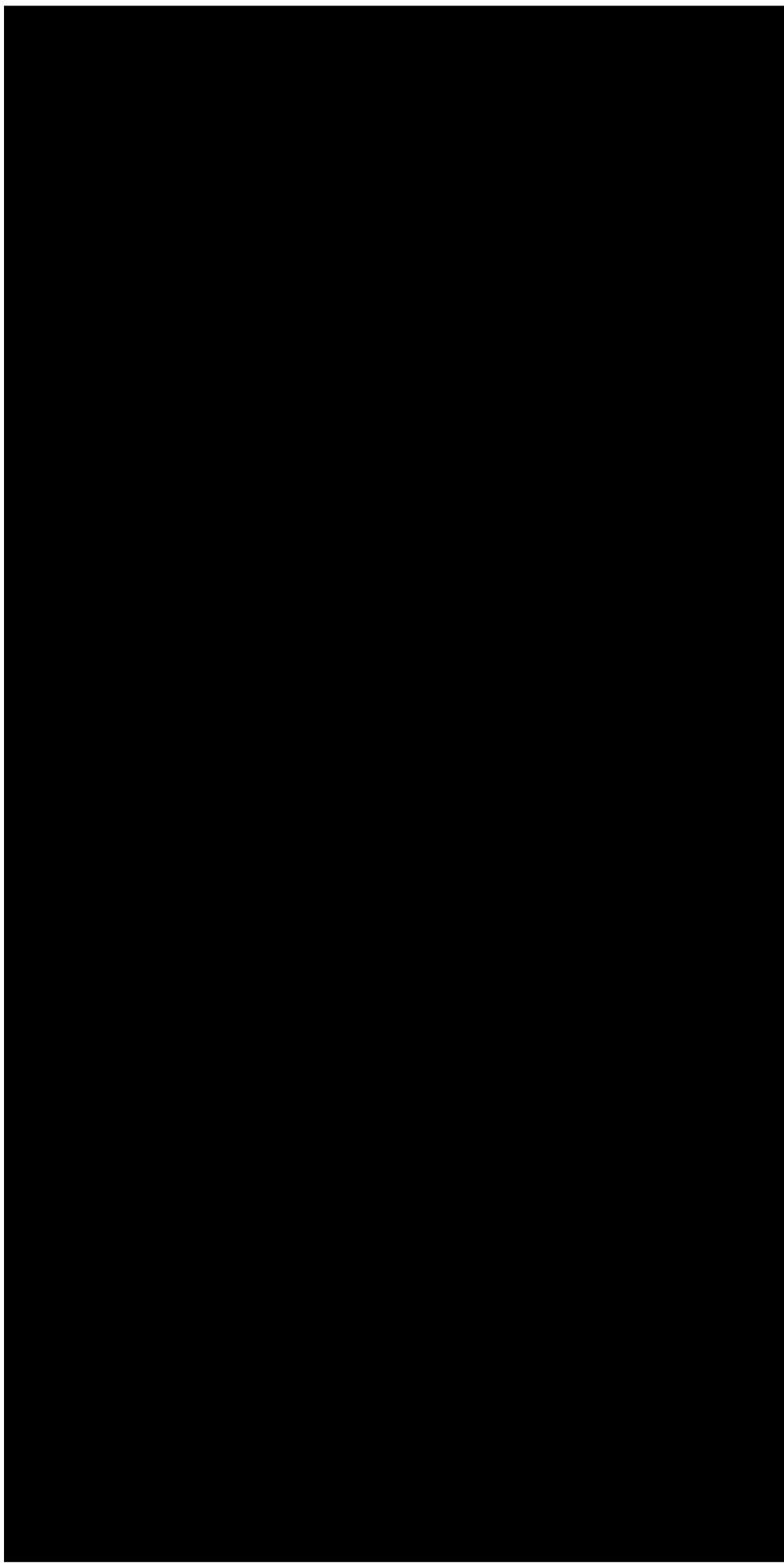
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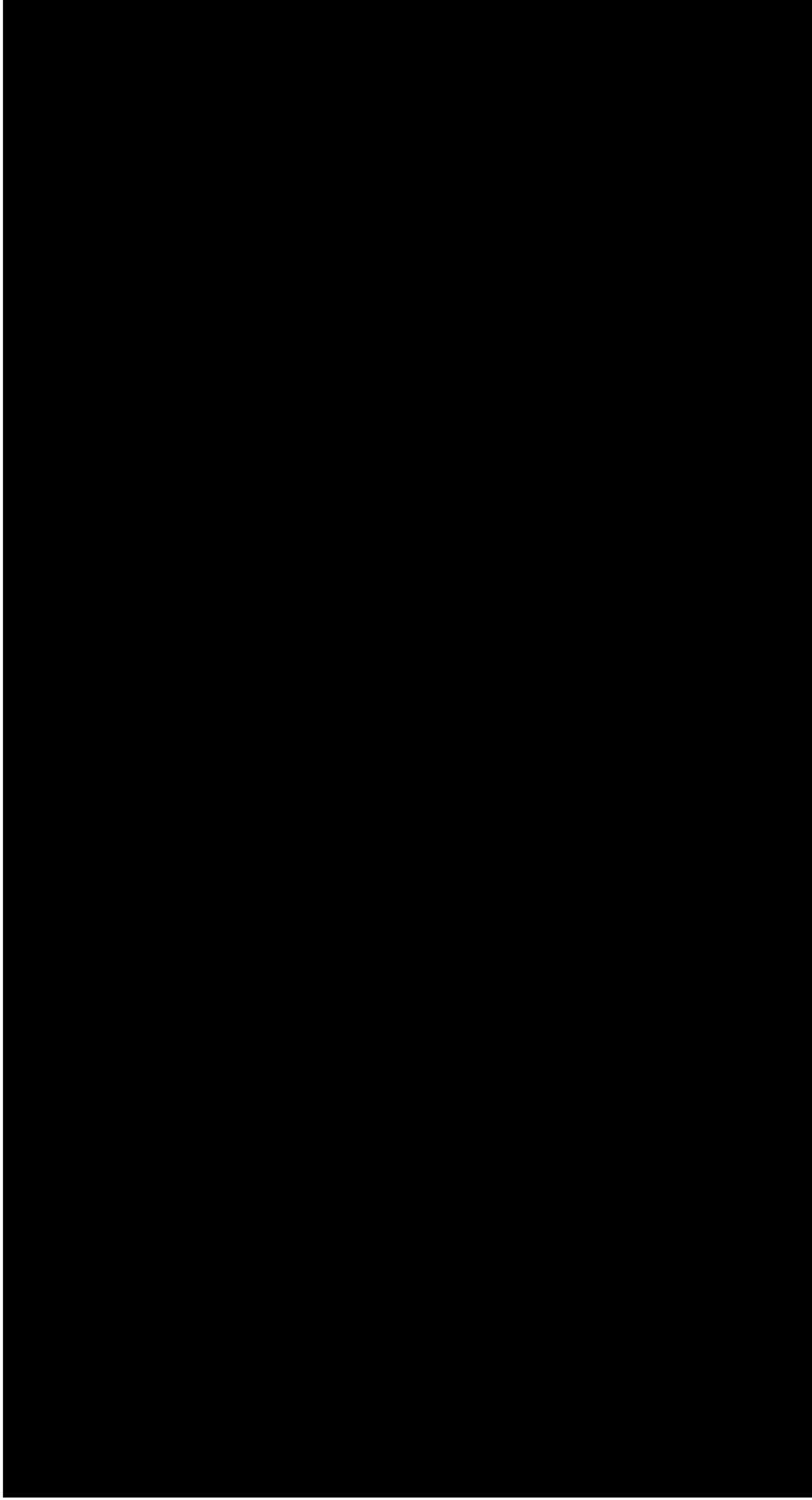
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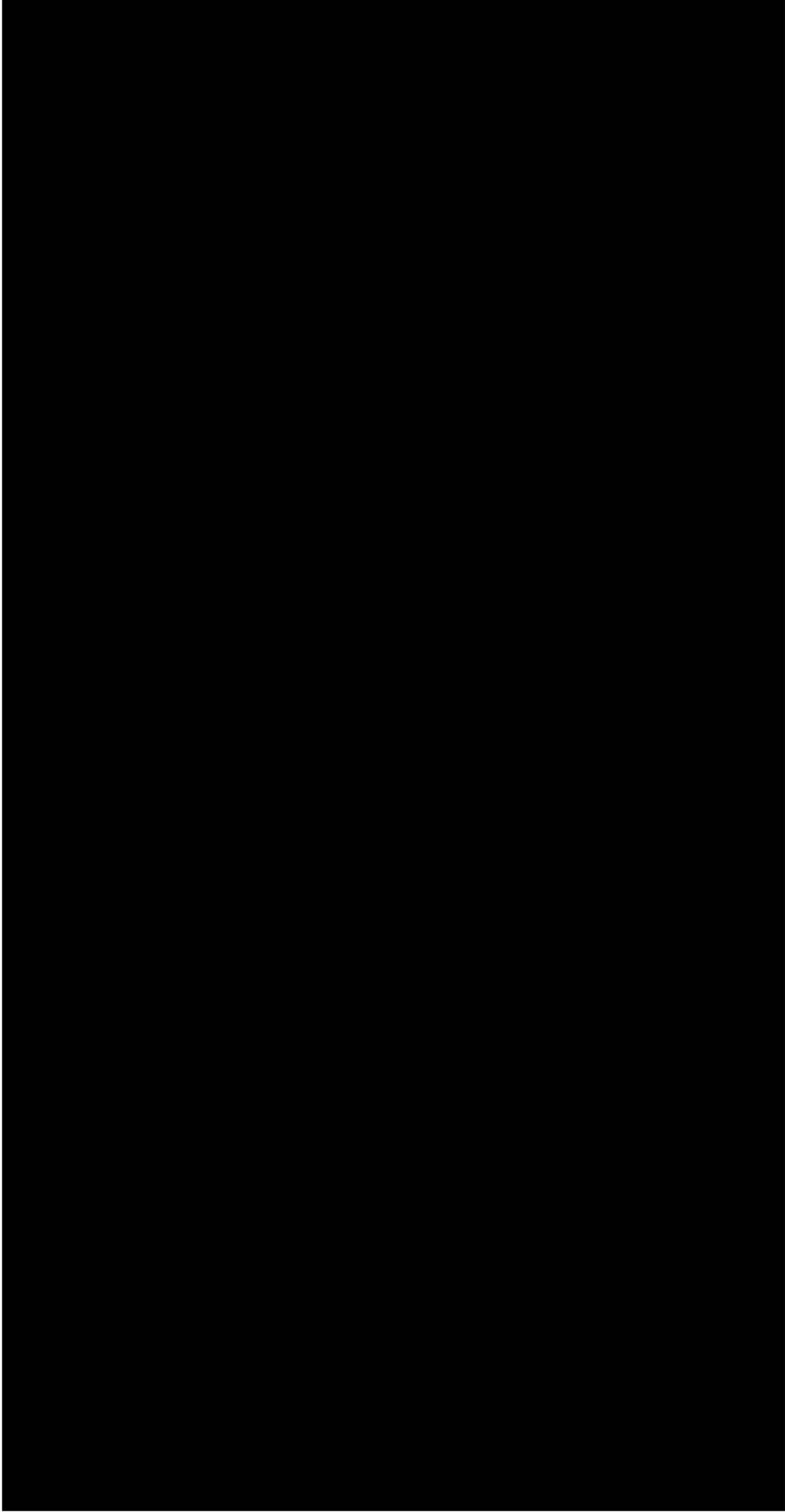
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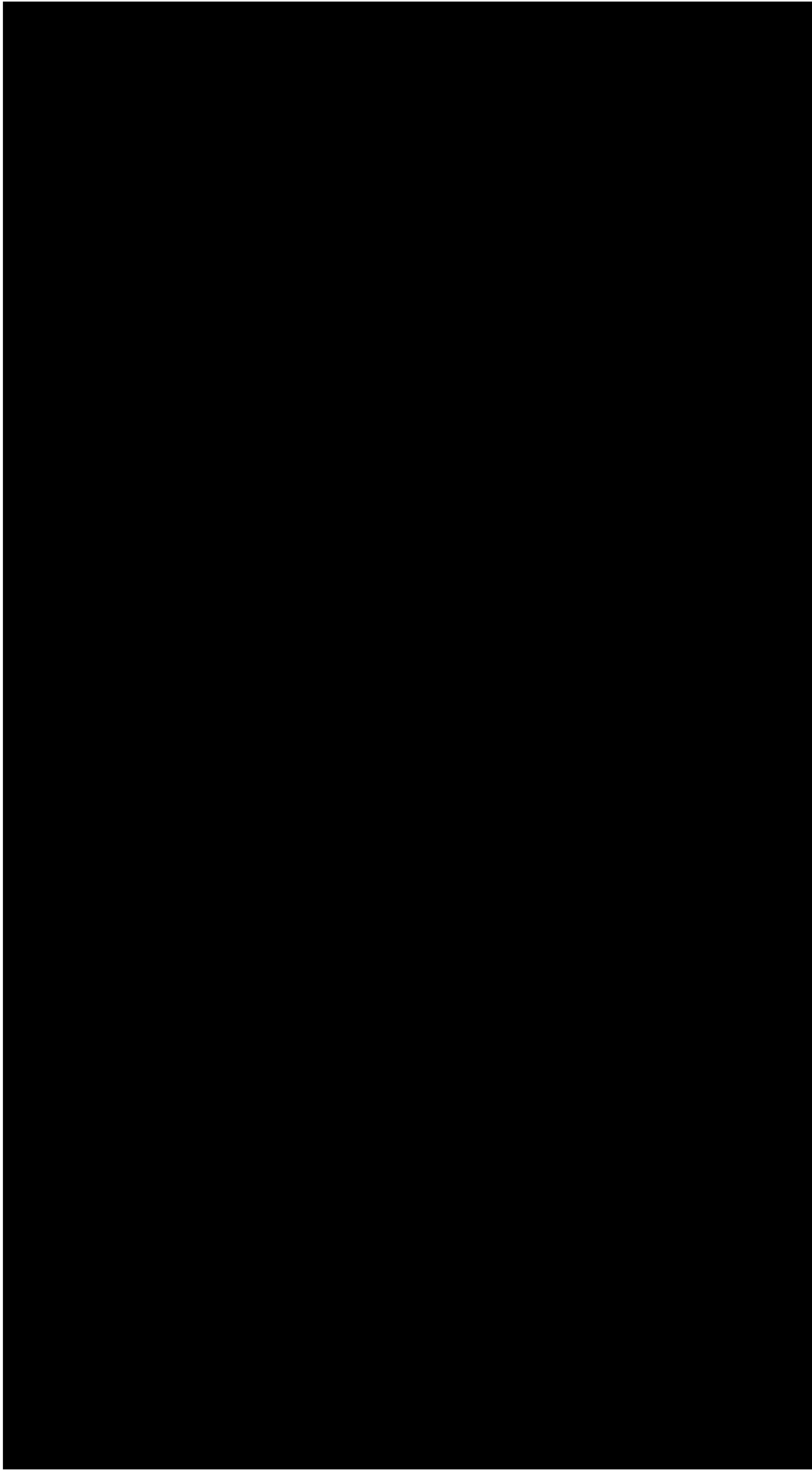
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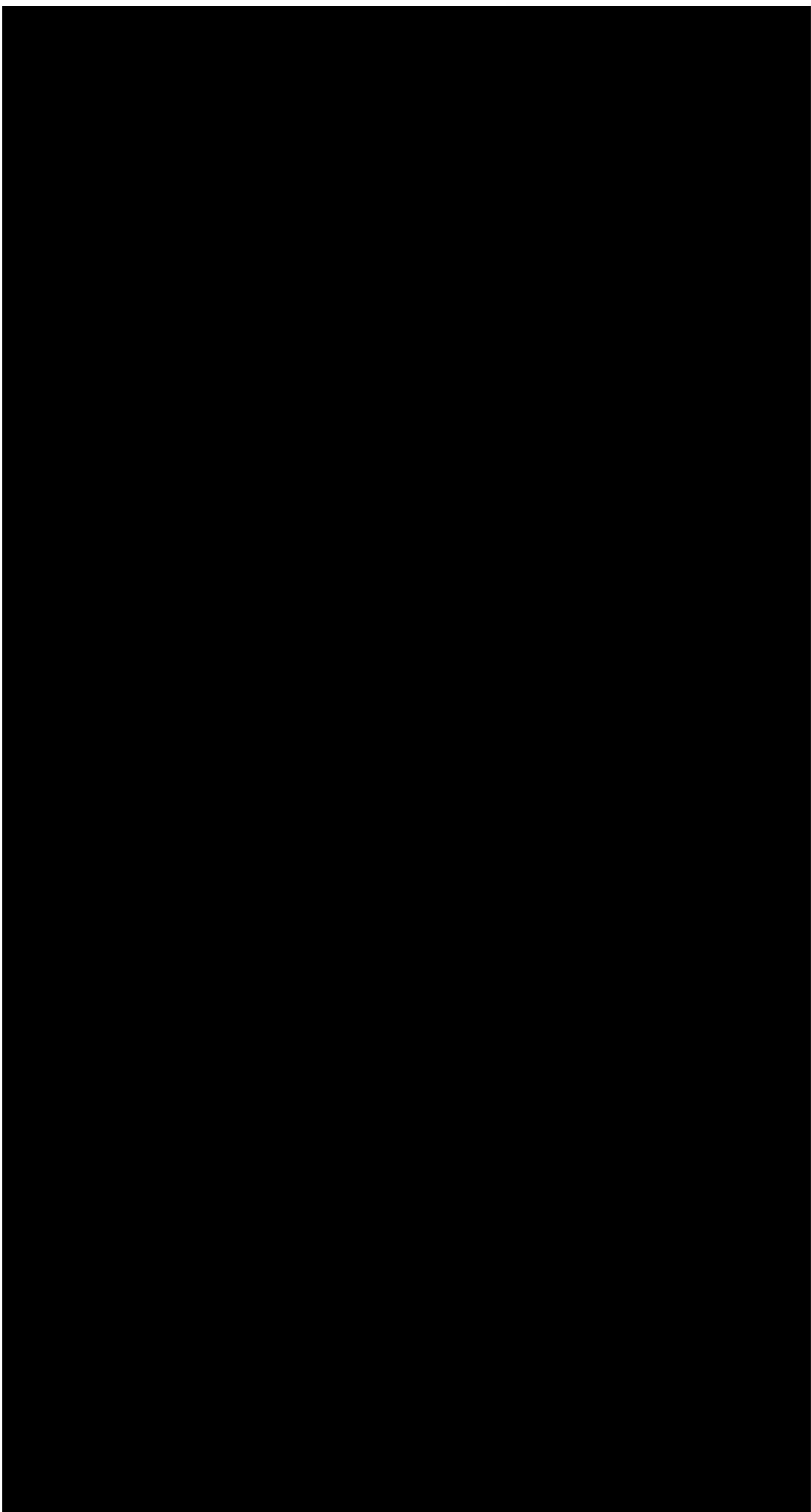
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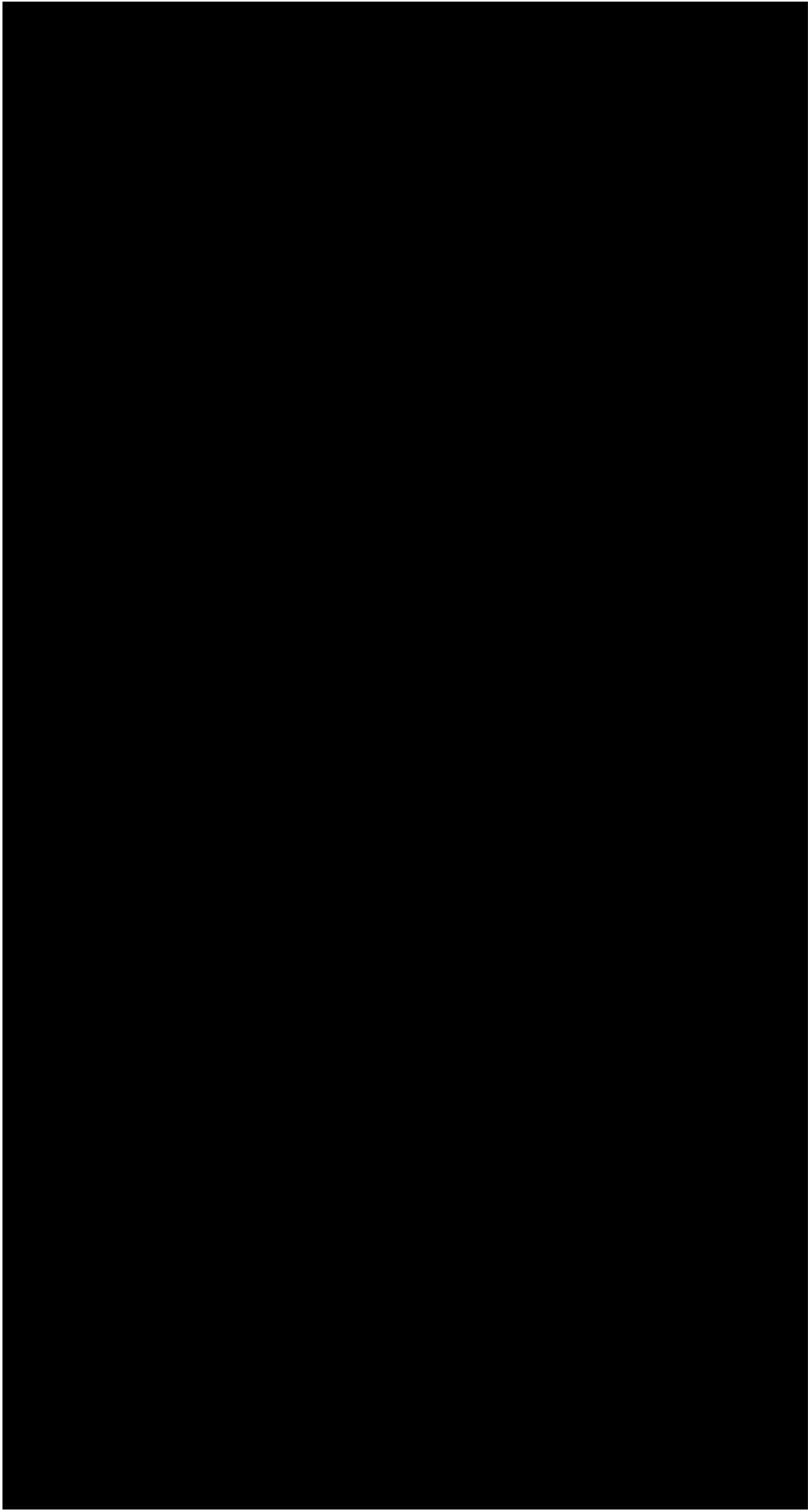
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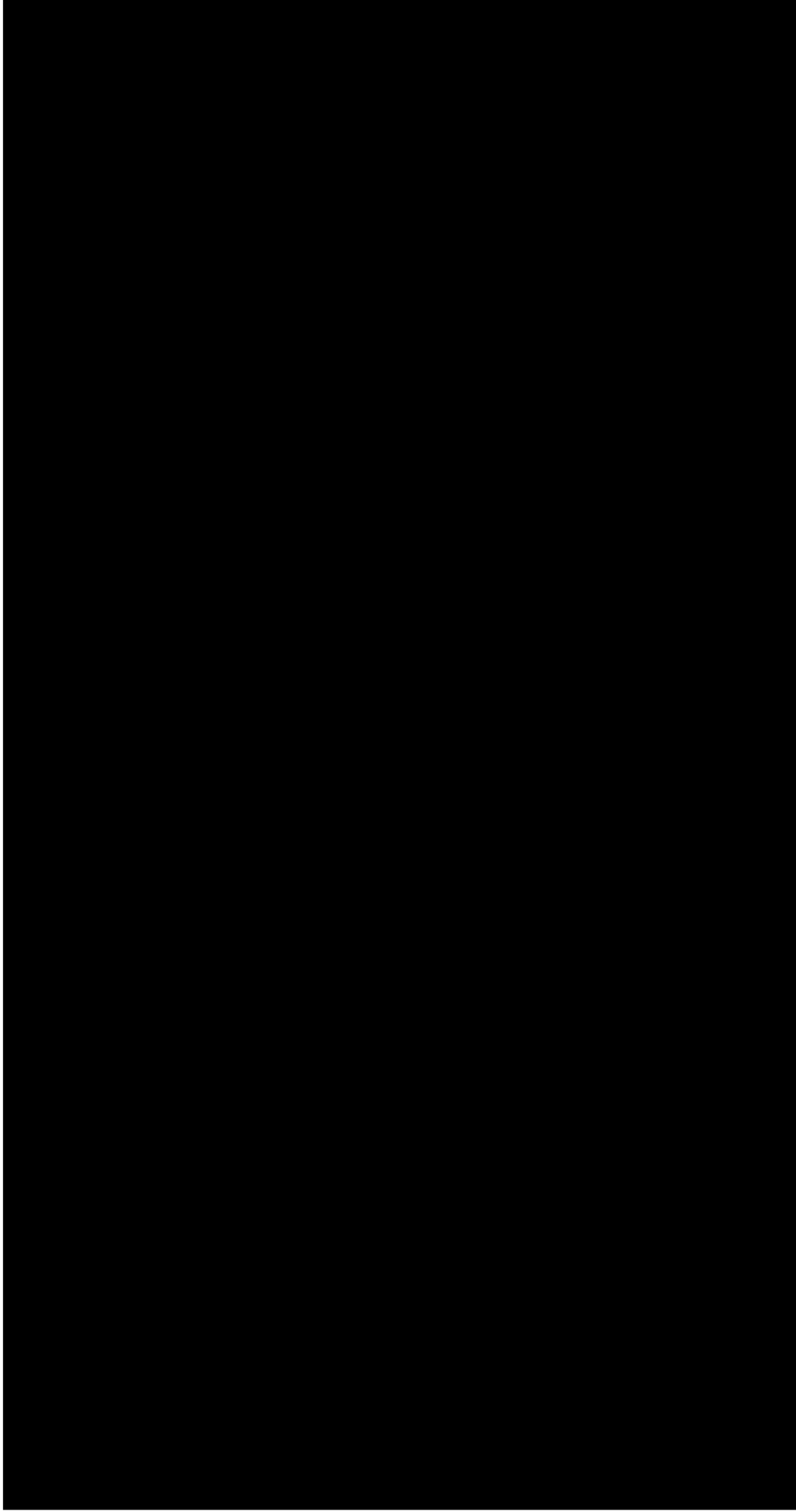
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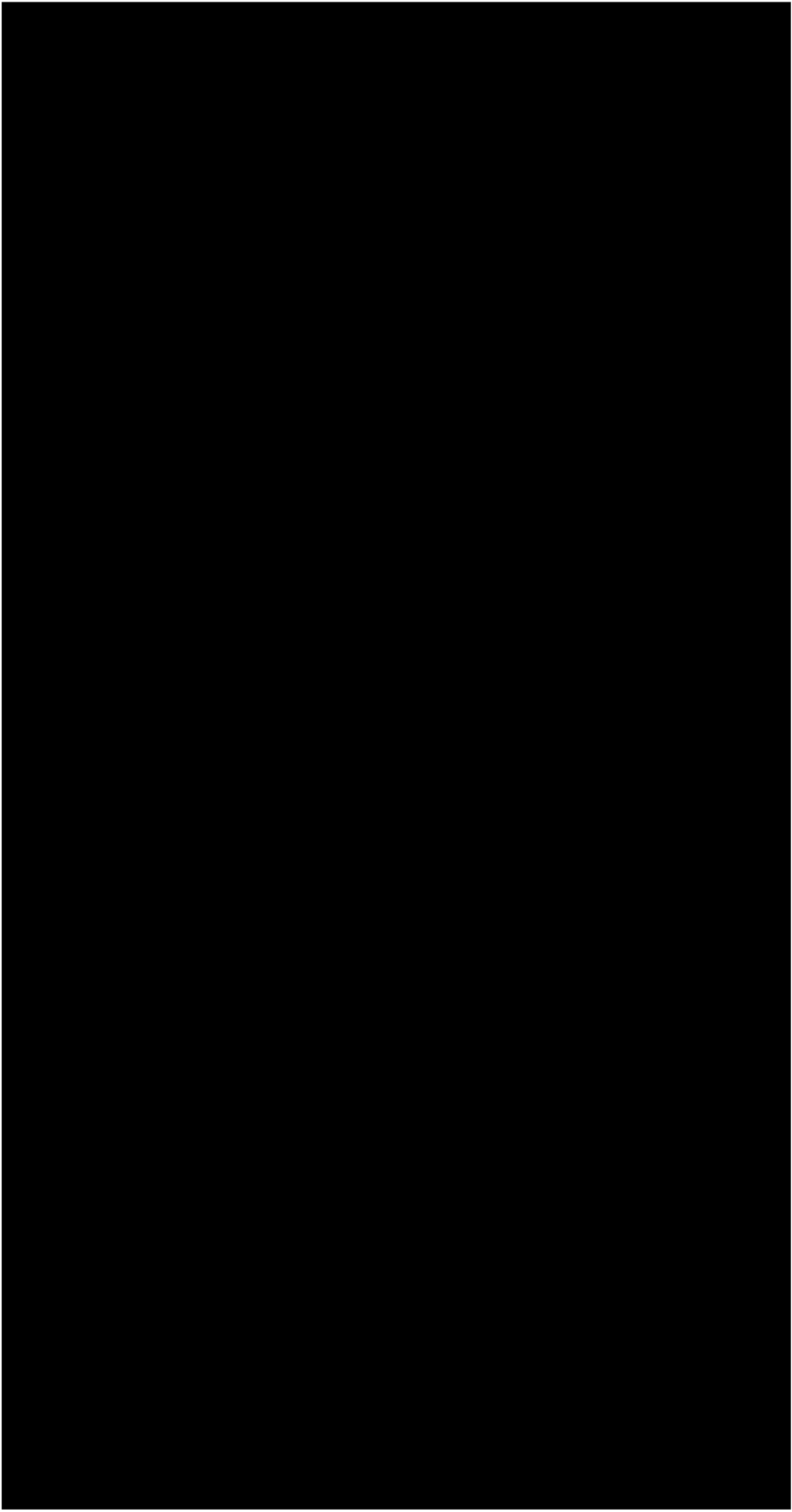
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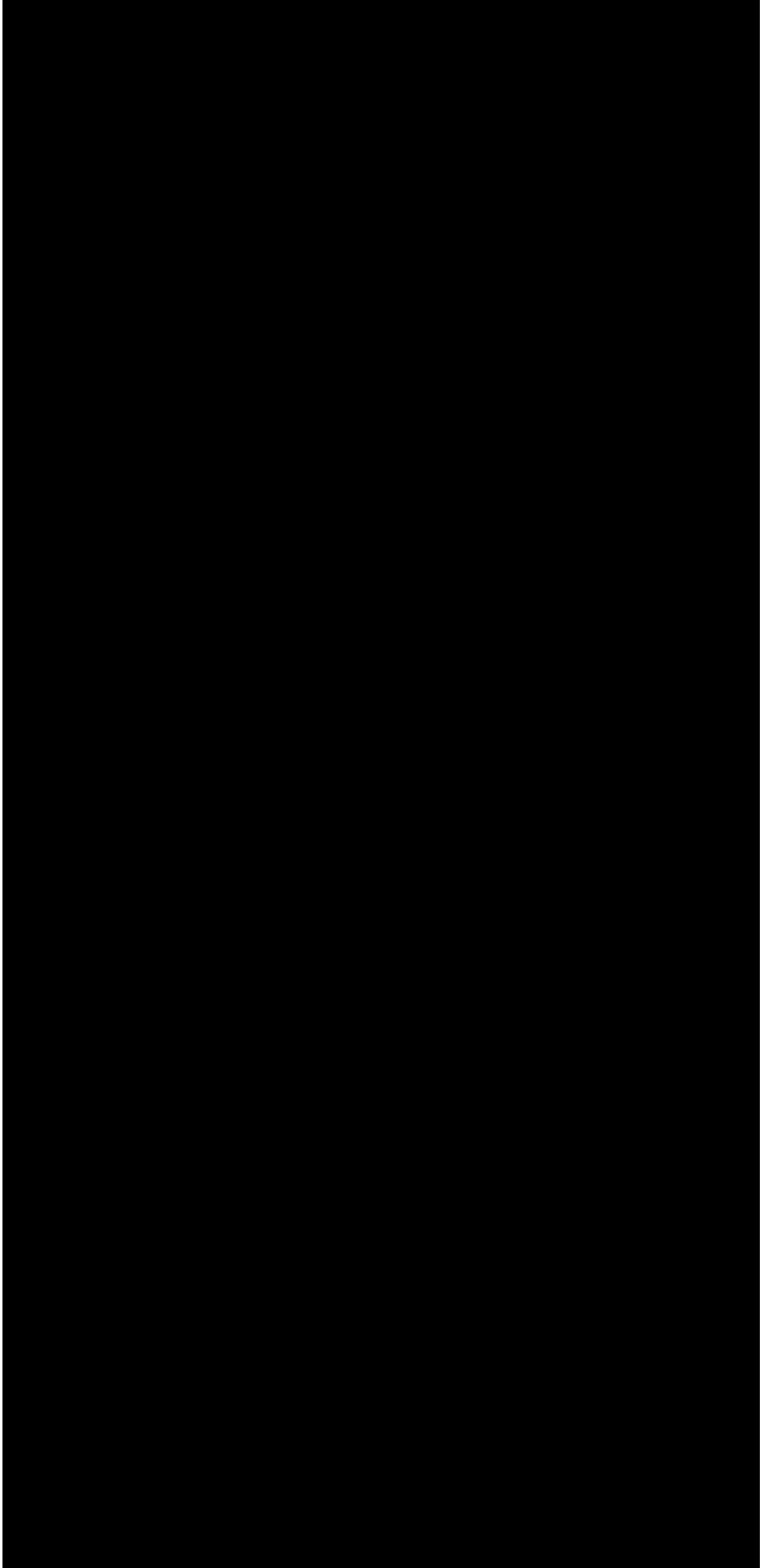
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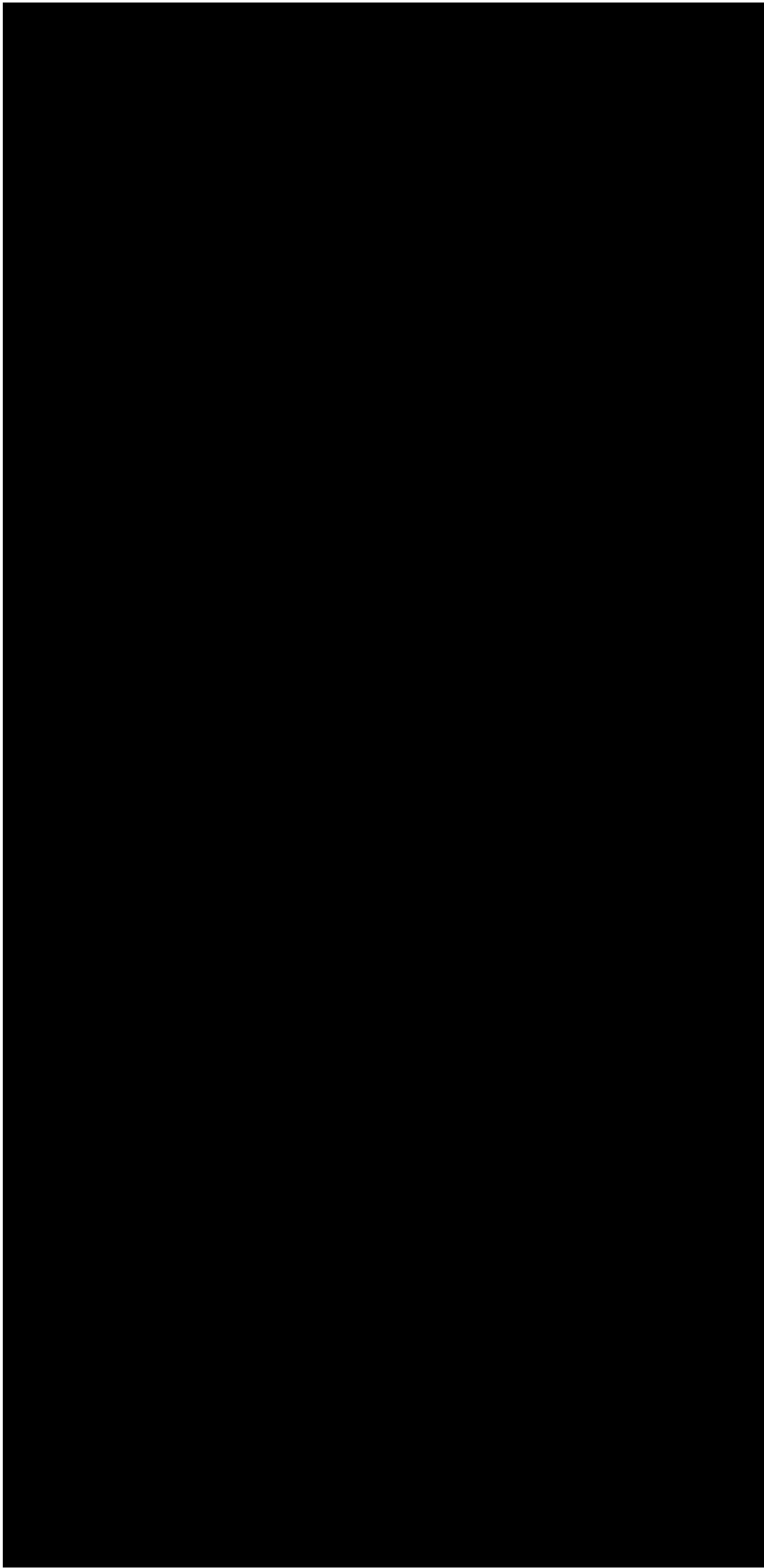
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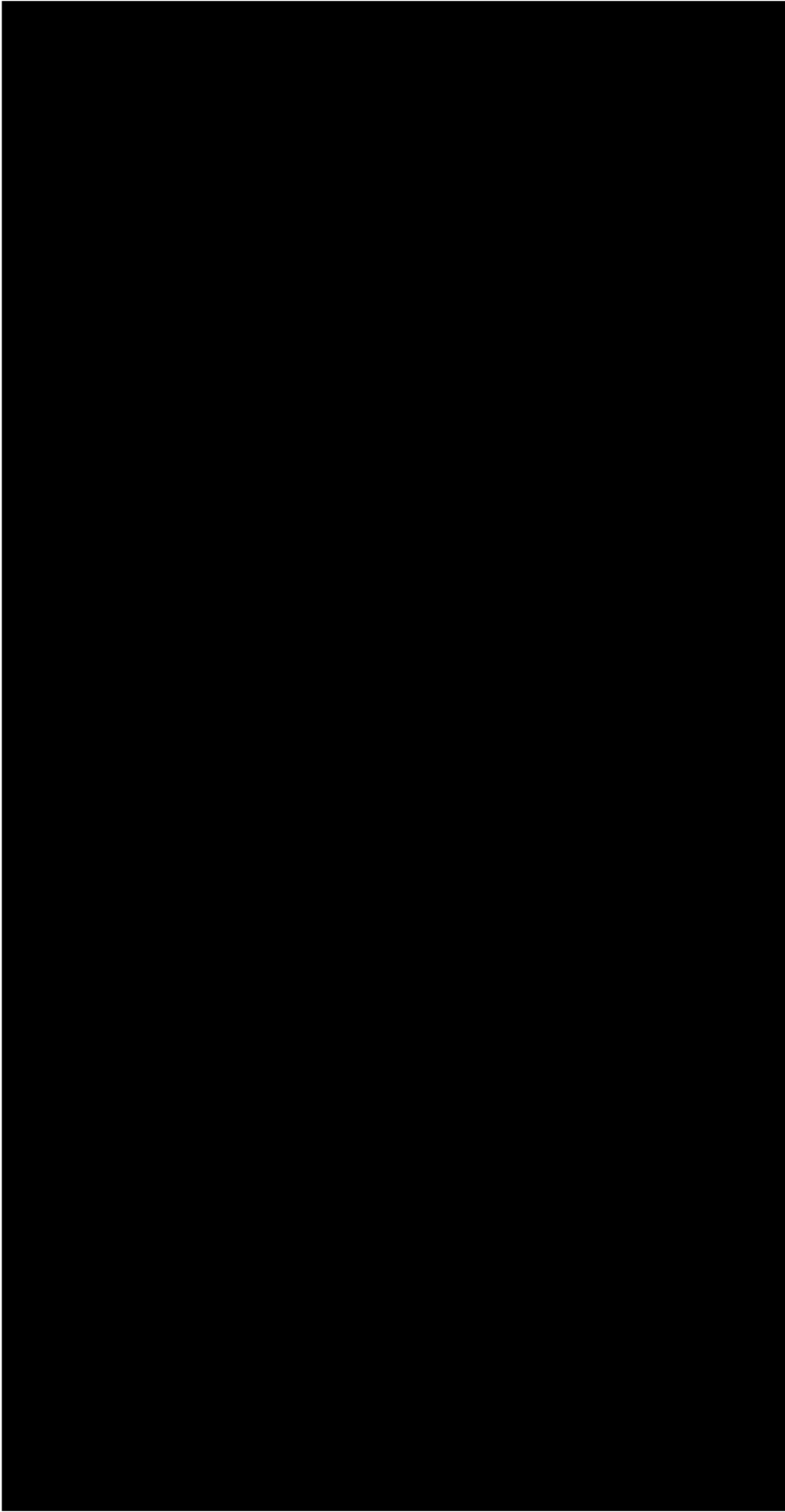
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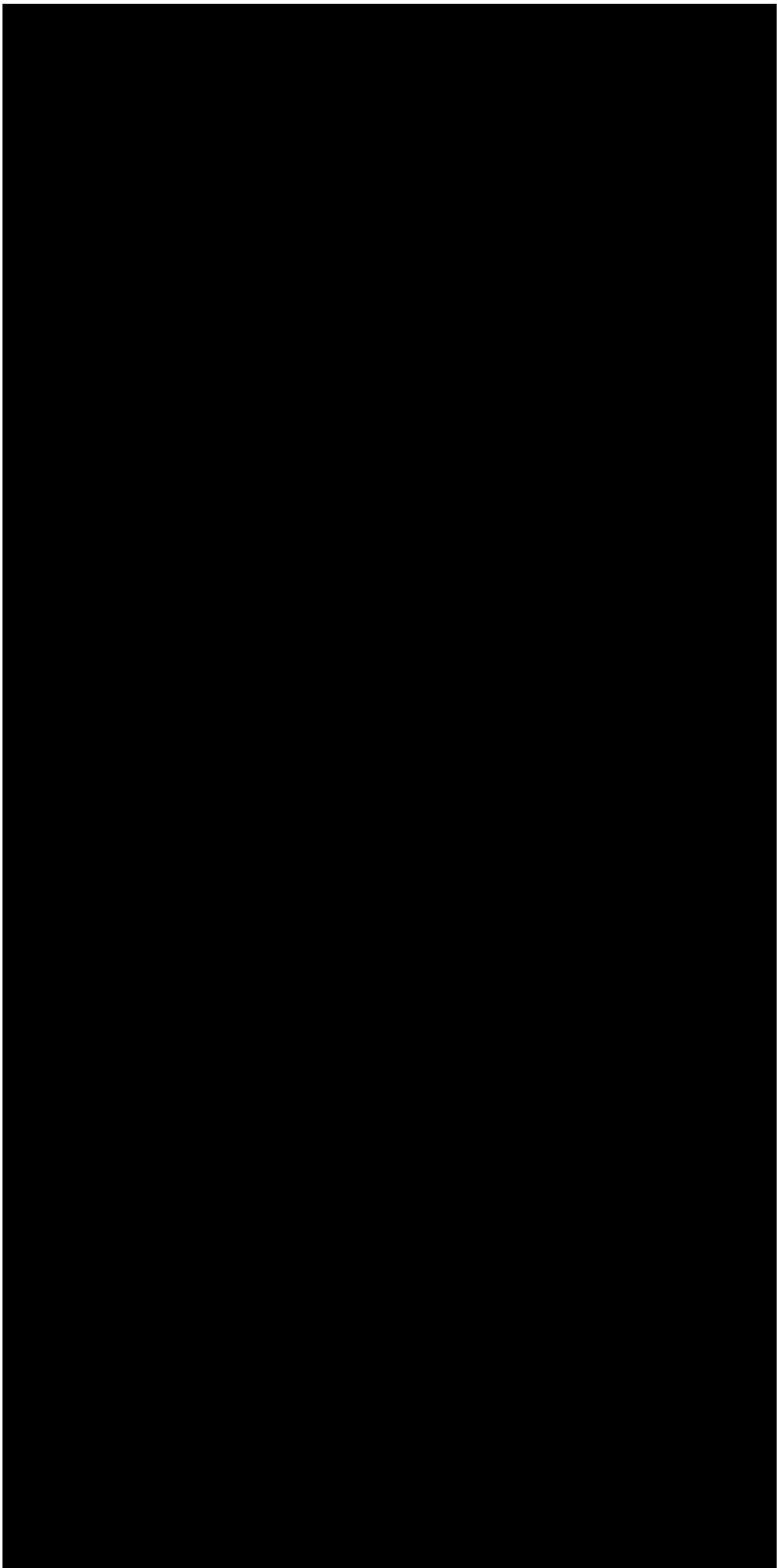
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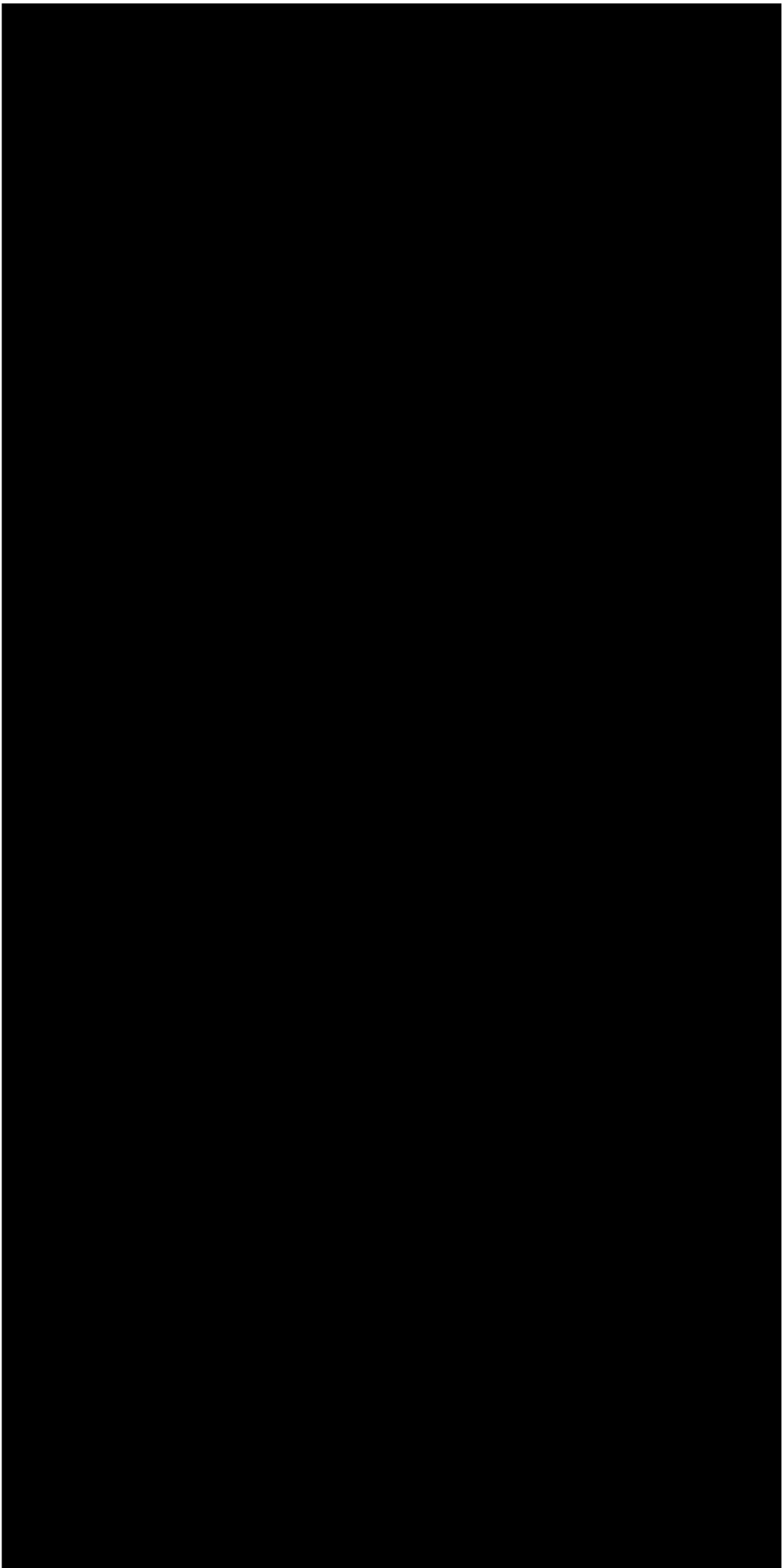
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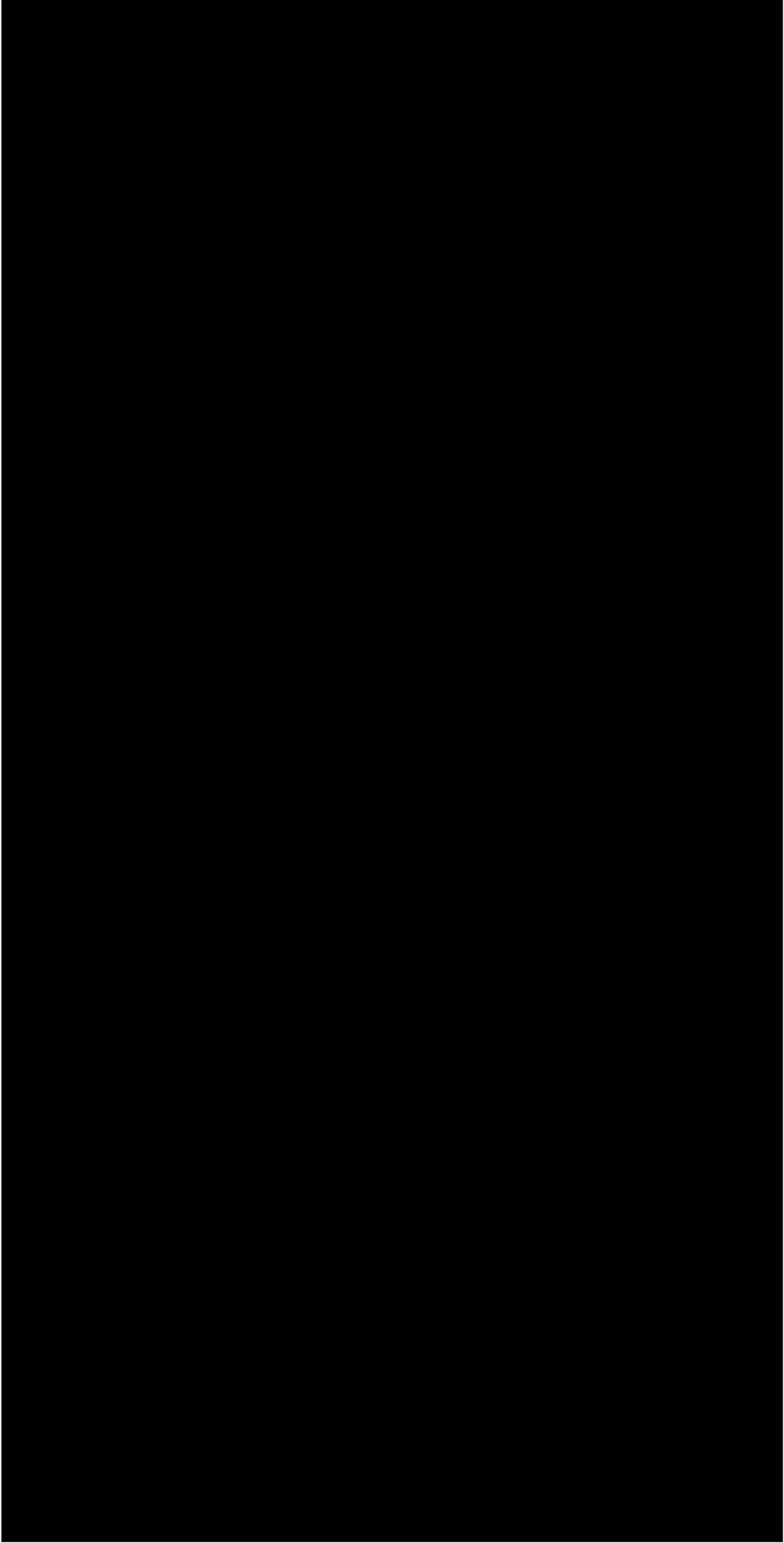
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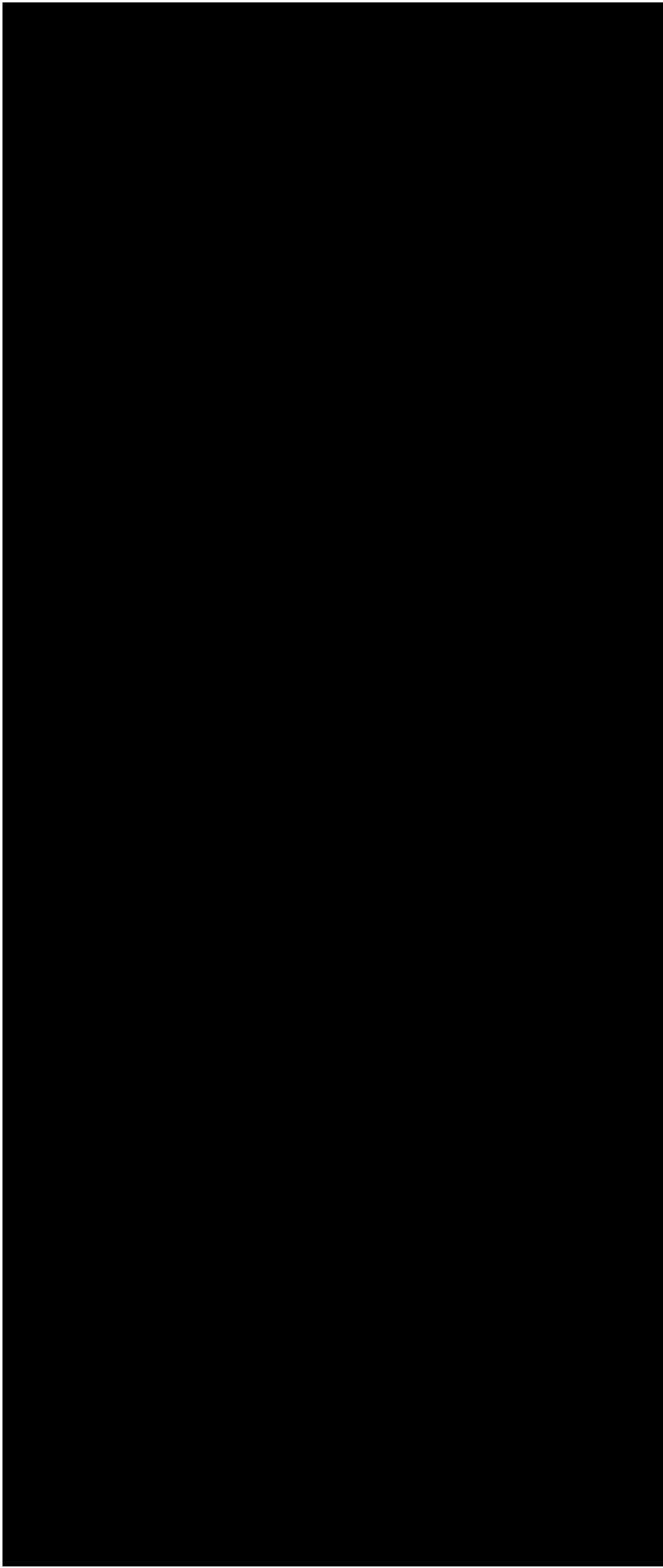
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**ANNEX 1B: BLOCK SITE PROCESS & ADDITIONAL MOBILISATION MILESTONES****PART A****1 Relief**

1.1 For the purposes of this Part A of Annex 1B:

- (a) **"Approved Block"** means that the Authority agrees in accordance with paragraph 1.6 that the Escalation Pack demonstrates that a Block exists, or it is determined through the Dispute Resolution Procedure in accordance with paragraph 1.8 that the Escalation Pack demonstrates that a Block exists;

**"Extension Date"** means for the purposes of this Part A of Annex 1B only the revised date for Achievement of the relevant Key Milestone in the Rectification Plan approved by the Authority;

- (b) **"Escalated Key Milestone Site"** means a Key Milestone Site that the Supplier has Escalated to the Authority in accordance with paragraph 1.3;

**"Key Milestone"** means, for the purposes of this Part A of Annex 1B only, the coverage related Key Milestones listed in the table above in this Part A of Annex 1B;

**"Key Milestone Date"** means, for the purposes of this Part A of Annex 1B only, the Milestone Date set out in the table in Part A of Annex 1A against the relevant Key Milestone above;

**"Key Milestone Site"** means, for the purposes of this Part A of Annex 1B only, the Milestone site set out in the table in Part A of Annex 1A against the relevant Key Milestone (such Key Milestone as above in this Part A of Annex 1B);

- (c) **"Resolved"** means, for the purposes of this Part A of Annex 1B only, that a Block which is an Approved Block ceases to exist, and **"Resolution"** shall be construed accordingly;

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- (d) **"Rejected Block"** means that the Authority has Rejected the Block in accordance with paragraph 1.6 and the Parties subsequently agree in writing that the Escalation Pack demonstrates that no Block exists, or it is determined through the Dispute Resolution Procedure that the Escalation Pack demonstrates that no Block exists in accordance with paragraph 1.8;
- (e) **"Relief End Date"** means the date on which the Block is Resolved; and
- (f) a **"Block"** means:
  - (i) a third party (or third parties) who is outside of the Supplier's control is preventing (or has prevented) or will prevent the Supplier from Completing a Key Milestone Site by: (A) the Key Milestone Date; or (B) if the Supplier is in a Rectification Plan Process and during such time raises an Escalation Pack, by the Extension Date (**"Third Party Issue"**); and
  - (ii) the Supplier has done, at that point in time, all that a prudent, skilled, experienced and diligent supplier providing similar services to the Services and seeking to deliver the Sites in accordance with this Agreement, which may include exploring alternative site locations, would have done to overcome the Third Party Issue in similar circumstances and conditions so as to Complete the Key Milestone Site by the Key Milestone Date or, to the extent that a Block arises while the Supplier is in a Rectification Plan Process, the Extension Date (as the case may be).

For the purposes of this definition, **"control"** means a contractual right which the Supplier has to enforce an action or inaction (directly or through its supply chain) against the third party in relation to the relevant Key Milestone Site.

### Examples of a Block

- 1.2 Subject to submission of an Escalation Pack in accordance with paragraph 1.5, the Parties acknowledge and agree that, provided the Supplier has otherwise complied with paragraph 1.1(f)(ii), the following non-exhaustive list of examples each constitute a Block:
- (a) the Third Party Issue has been referred to court or Lands Tribunal proceedings or for determination by OFCOM (including or exercise of rights under the Electronic Communications Code set out in Schedule 3A to the Communications Act 2003) (**"Court Proceedings"**) but those Court Proceedings have not concluded provided that (amongst other things) details of such Court Proceedings and an estimate of when the Court Proceedings are anticipated to conclude shall be set out in the Escalation Pack;
  - (b) provided that there is a Third Party Issue, the Supplier has been refused planning consent following the submission of a valid planning application;

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- (c) NOT USED; and
- (d) in respect of any MS Supplier Special Coverage Location, it being agreed or otherwise determined in accordance with paragraph 3.4.5 of Schedule 2.1 (Services Description), that the Supplier, despite its best endeavours, has been placed in a 'ransom' position by the relevant landowner.

### **Block Escalation Pack process**

- 1.3 If the Supplier reasonably believes that there is (or will be) a Block and the Supplier is as a consequence unable (or will be unable) to Complete a Key Milestone Site by the Key Milestone Date or, to the extent that the potential block arises whilst the Supplier is engaged in a Rectification Plan Process, by the Extension Date, then the Supplier may escalate such Block to the Authority (and **"Escalation"**, **"Escalate"** and **"Escalated"** shall be construed accordingly) in accordance with paragraph 1.5.
- 1.4 Before raising an Escalation Pack, the Supplier shall raise the potential Escalation at a relevant meeting with the Authority's Programme, Coverage or Commercial Director to enable an opportunity for a senior discussion.
- 1.5 The Supplier shall complete the forms set out in Annex 1C of Schedule 6.1 (Implementation Plan) (**"Escalation Pack"**) including all necessary evidence demonstrating the Block and, in the case of an Escalation Pack submitted in respect of an anticipated future Block, where reasonably known, the date the Block is anticipated to crystallise. An Escalation Pack shall be provided to the Authority via the formal document submission portal (M365).
- 1.6 Following receipt of an Escalation Pack in accordance with paragraph 1.5 above, the Authority shall within a reasonable period of time review and respond in writing with confirmation if it agrees or not (acting reasonably) that the Escalation Pack demonstrates that a Block exists.
- 1.7 For the avoidance of doubt, it shall, amongst other things, be reasonable for the Authority to disagree that the Escalation Pack demonstrates a Block if the Escalation Pack is not in the form set out in Annex 1C of Schedule 6.1 (Implementation Plan).
- 1.8 If the Authority does not agree that the Escalation Pack demonstrates that a Block exists in accordance with paragraph 1.6 (**"Rejection"**, **"Rejected"** or **"Rejects"**) then, the matter shall be referred for resolution in accordance with the Dispute Resolution Procedure at the written request of either Party. For the avoidance of doubt, the Dispute Resolution Procedure shall determine whether the Escalation Pack demonstrates that the Block exists and the relevant impact thereof set out in paragraphs 1.11 to 1.22 (inclusive) below shall then apply. Notwithstanding Paragraph 4 of Schedule 8.3 (Dispute Resolution Procedure), any Dispute that is not resolved by commercial negotiation in accordance with paragraph 3 of Schedule 8.3 (Dispute Resolution Procedure) shall be referred to an Expert for determination in accordance with paragraph 5 of Schedule 8.3 (Dispute Resolution Procedure) and the Parties agree that mediation shall not apply.

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- 1.9 Subject to Paragraph 3.4.5 of Schedule 2.1 (Services Description) in respect of the MS Supplier Special Coverage Locations, following receipt of an Escalation Pack, the Authority may choose to support the Supplier with Resolution of a Block or alleged Block but it is not obliged to do so.
- 1.10 If there is a Block which is an Approved Block, the Supplier shall remain committed to Resolving such Block and will continue to explore all potential options to do so in consultation with the Authority and in doing so, shall review the circumstances of such Block on a regular basis in order to try and resolve it promptly (and where practicable prior to the Key Milestone Date).
- 1.11 NOT USED.
- 1.12 NOT USED.
- 1.13 Where there is a Rejected Block, then the Supplier shall not be afforded any relief from its obligation to Complete the Key Milestone Site in connection with the relevant Block.
- 1.14 NOT USED.
- 1.15 If and when a Block which is an Approved Block is Resolved the Supplier shall then follow the process in paragraph 2 (Site Finish Plan).

***Impact of a Block on the Key Milestone Dates*****Approved Block is not Resolved at Key Milestone Date/ Extension Date**

- 1.16 If:
- (a) there is a Block which is an Approved Block; and
  - (b) such Block is not Resolved at the Key Milestone Date or to the extent that the Block, which is an Approved Block, arises while the Supplier is in a Rectification Plan Process, the Extension Date,
- then,
- (i) the Supplier shall not be obliged to follow the Rectification Plan Process in respect of Delay caused by the Escalated Key Milestone Site which is the subject of that Block;
  - (ii) subject to paragraphs 1.14 and 1.15, the Escalated Key Milestone Site shall automatically be removed from Key Milestone as a deliverable at the Key Milestone Date or to the extent that a Block, which is an Approved Block, arises while the Supplier is in a Rectification Plan Process, the Extension Date, and shall not be taken into account in determining whether or not the Supplier has Achieved the Key Milestone(s);

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- (iii) if the Authority reasonably considers that such Block is permanent (such that the Supplier cannot Complete the relevant Key Milestone Site) it may (in its absolute discretion) choose to remove the relevant Key Milestone Site (and its related Coverage) as a deliverable from this Agreement. The Parties agree to implement any Changes to be made pursuant to this paragraph 1.16(iii) through the Change Control Procedure (Schedule 8.2) as soon as reasonably practicable;
- (iv) NOT USED; and
- (v) paragraphs 1.10 and 1.15 shall apply, unless the Authority removes the relevant Key Milestone Site pursuant to paragraph 1.16(iii).

**Approved Block is Resolved prior to Key Milestone Date/ Extension Date but Key Milestone Site Finish Plan to be Completed after Key Milestone Date/ Extension Date**

1.17 If:

- (a) there is a Block which is an Approved Block; and
- (b) such Block is Resolved prior to the Key Milestone Date or to the extent that a Block which is an Approved Block arises while the Supplier is in a Rectification Plan Process, the Extension Date; and
- (c) in accordance with paragraph 1.15, the Site Finish Plan (as defined in paragraph 2 below) is agreed (in accordance with paragraph 2) and has a New Build Date that is after the Key Milestone Date or to the extent that a Block which is an Approved Block arises while the Supplier is in a Rectification Plan Process, the Extension Date,

then:

- (i) the Supplier shall not be obliged to follow the Rectification Plan Process in respect of Delay caused by the Escalated Key Milestone Site which is the subject of that Block;
- (ii) subject to paragraphs 1.14 and 1.15, the Escalated Key Milestone Site shall automatically be removed from the Key Milestone as a deliverable as at the Key Milestone Date or to the extent that a Block, which is an Approved Block, arises while the Supplier is in a Rectification Plan Process, the Extension Date and shall not be taken into account in determining whether or not the Supplier has Achieved the Key Milestone;
- (iii) the Supplier shall comply with the Site Finish Plan obligations at paragraph 1.15;
- (iv) NOT USED; and

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(v) paragraph 1.10 shall apply.

**Approved Block is Resolved prior to Key Milestone Date/ Extension Date and Key Milestone Site Finish Plan to be Completed before Key Milestone Date/ Extension Date**

1.18 If:

- (a) there is a Block which is an Approved Block;
- (b) such Block is Resolved before the Key Milestone Date or to the extent that a Block which is an Approved Block arises while the Supplier is in a Rectification Plan Process, the Extension Date; and
- (c) in accordance with paragraph 1.15, the Site Finish Plan (as defined in paragraph 2 below) is agreed (in accordance with paragraph 2) and has a New Build Date that is prior to the Key Milestone Date or Extension Date (as the case may be),

then:

- (i) the Escalated Key Milestone Site shall not be removed from the Key Milestone as a deliverable;
- (ii) such Block shall not affect the obligation on the Supplier to Achieve the Key Milestone;
- (iii) the Supplier shall comply with the Site Finish Plan obligations at paragraph 1.15;
- (iv) subject to paragraph 1.18(iii), if the Escalated Key Milestone Site was part of a Rectification Plan then such Escalated Key Milestone Site shall be removed from the Rectification Plan and the Approved Site Finish Plan shall apply and shall prevail in the event of any conflict; and
- (v) NOT USED.

**Approved Block that is Resolved prior to Key Milestone Date/ Extension Date but Site Finish Plan not agreed within 30 days of the Relief End Date**

1.19 If:

- (a) there is a Block which is an Approved Block;
- (b) such Block is Resolved before the Key Milestone Date or to the extent that a Block arises while the Supplier is in a Rectification Plan Process, the Extension Date; and
- (c) the Site Finish Plan (as defined in paragraph 2 below) is not agreed (in accordance with paragraph 2) within 30 days of the Relief End Date,

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then:

- (i) subject to paragraphs 1.14, and 1.15, the Escalated Key Milestone Site shall automatically be removed from the Key Milestone as a deliverable at the Key Milestone Date or, to the extent that a Block, which is an Approved Block, arises while the Supplier is in a Rectification Plan Process, the Extension Date and shall not be taken into account in determining whether or not the Supplier has Achieved the Key Milestone;
- (ii) the Supplier shall comply with the Site Finish Plan obligations at paragraph 1.15;
- (iii) NOT USED;
- (iv) subject to paragraph 1.19(ii), if the Escalated Key Milestone Site was part of a Rectification Plan then such Escalated Key Milestone Site shall be removed from the Rectification Plan and the Site Finish Plan obligations shall prevail in the event of any conflict; and
- (v) paragraph 1.10 shall apply.

1.20 If there is a Block which is an Approved Block, then:

- (a) paragraphs 1.12 and 1.14 to 1.20 (inclusive) (as applicable) shall apply; and
- (b) on and from the date that it is agreed or determined that an Escalation Pack demonstrates that a Block exists in accordance with paragraphs 1.6 or 1.8 and until such Block is Resolved, the Authority shall have no other remedies under this Agreement against the Supplier (whether in contract, tort, breach of statutory duty or otherwise) including any right to claim damages or terminate this Agreement for the Supplier's failure to Achieve the Key Milestone by its Key Milestone Date or Extension Date (as the case may be) where such failure is caused by such Block.

**Escalation Pack raised but not determined or agreed at Key Milestone Date / Extension Date whether there is an Approved Block or a Rejected Block**

1.21 If at the Key Milestone Date for the Key Milestone or to the extent that a Block arises while the Supplier is in a Rectification Plan Process, the Extension Date, an Escalation Pack:

- (a) has been submitted for a Key Milestone Site in accordance with paragraph 1.3; and
- (b) it is yet to be agreed by the Authority or determined through Dispute Resolution whether there is an Approved Block or a Rejected Block,

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then:

- (i) if the Rectification Plan Process would apply irrespective of the Escalated Key Milestone Site, such Key Milestone Site shall be excluded from the Rectification Plan Process (and if such Key Milestone Site is at the Key Milestone Date or to the extent that a Block arises while the Supplier is in a Rectification Plan Process, the Extension Date taken into account in a Rectification Plan it shall be automatically removed from such Rectification Plan);
- (ii) if the Escalated Key Milestone Site was the only cause of Delay in respect of the Key Milestone, then no Rectification Plan shall be required in respect of such Escalated Key Milestone Site and any such existing Rectification Plan in respect of such Escalated Key Milestone Site shall automatically cease to apply;
- (iii) subject to paragraphs 1.13, 1.14 and 1.15, the Escalated Key Milestone Site shall automatically be removed from the Key Milestone as a deliverable as at the Key Milestone Date or to the extent that a Block arises while the Supplier is in a Rectification Plan Process, the Extension Date, and shall not be taken into account in determining whether or not the Supplier has Achieved the Key Milestone; and
- (iv) NOT USED.

1.22 If paragraph 1.21 applies and following the Key Milestone Date or, to the extent that a Block arises while the Supplier is in a Rectification Plan Process, the Extension Date, it is determined that:

- (a) there is a Rejected Block, then paragraph 1.13 shall apply, paragraph 1.21(iii) shall be deemed to not apply and the Supplier shall not be deemed to have Achieved the associated Key Milestone by its Key Milestone Date - and also this shall be deemed a Notifiable Default; and
- (b) there is an Approved Block, then paragraph 1.16 shall apply.

## 2 Site Finish Plan

2.1 This paragraph 2 (Site Finish Plan) shall apply from the Relief End Date and in the circumstances referred to in paragraphs 1.15 and 1.17 to 1.19 (inclusive).

2.2 The Supplier shall [REDACTED] as soon as reasonably practicable from the Relief End Date provide to the Authority a plan for Completion of the relevant Escalated Key Milestone Site(s) ("**Site Finish Site(s)**") (with such plan being the "**Draft Site Finish Plan**") based on the pro forma Site Finish Plan agreed in writing with the Authority. Such pro-forma shall include:

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- (a) the details of the Escalated Key Milestone Site;
- (b) the Relief End Date;
- (c) details of the plan to Complete the Site Finish Site(s);
- (d) the time required and the deadline by which the Supplier shall be obliged to Complete the Site Finish Site ("**New Build Date**");
- (e) details of any temporary measures the Supplier may consider deploying pending Completion of the Site Finish Sites(s) by deploying a permanent solution, where applicable (if known);
- (f) details of the testing and timing of such testing that the Supplier will deploy to evidence that the Site Finish Site has been Completed; and
- (g) reporting checkpoints to keep the Authority up to date on progress.

2.3 The Supplier shall ensure that the Site Finish Plan shall take into account all relevant considerations such as:

- (a) NOT USED;
- (b) programme priorities for Customer adoption;
- (c) build of other ESN coverage solutions such as the Extended Area and critical operational locations;
- (d) operational priorities of the Authority;
- (e) any third party and legislative/planning constraints;
- (f) significance of the Site Finish Site and Migration Dates in the Deployment Plan; and
- (g) the Parties agreement at paragraph 2.8.

2.4 The Authority shall:

- (a) review the Draft Site Finish Plan and confirm to the Supplier in writing within five (5) Working Days whether the Draft Site Finish Plan is approved or not. The Authority's approval of any Draft Site Finish Plan does not constitute its agreement or acceptance that the Draft Site Finish Plan will achieve Completion of the relevant Site Finish Sites(s); and
- (b) act reasonably in approving Draft Site Finish Plans, and the reasonable benchmarks shall be adjusted to account for the activity that remains to be completed following Resolution of the Block.

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- 2.5 Where a Draft Site Finish Plan is approved by the Authority ("**Approved Site Finish Plan**") the Supplier shall comply with the Approved Site Finish Plan, including immediately commence deployment of the Approved Site Finish Plan in order to Complete the Site Finish Site(s) that was subject to the Block that are in the Approved Site Finish Plan.
- 2.6 Where a Draft Site Finish Plan is not approved, the Authority shall provide written reasons for the rejection of the Draft Site Finish Plan and the Supplier shall revise the Draft Site Finish Plan and re-issue it to the Authority (and the process outlined in paragraphs 2.2 to 2.5 (inclusive)) shall be followed. If and to the extent that a Draft Site Finish Plan is not agreed following the second draft being provided and considered in accordance with paragraphs 2.2 to 2.5 (inclusive) then it shall be escalated for resolution to the Coverage Working Group and if not resolved at the Coverage Working Group, escalated for resolution to the Supplier Board.
- 2.7 If the Parties are unable to agree upon a reasonable New Build Date for the relevant Site Finish Site(s) following Resolution of the Block and having followed the process in paragraphs 2.2 to 2.6 (inclusive) then Expert Determination shall apply.
- 2.8 The Parties acknowledge and agree that the Site Finish Plans shall be realistic but not conservative, in order to maintain User Organisation confidence.
- 2.9 The Supplier shall provide reports to the Authority within the reporting checkpoints set out in the Approved Site Finish Plan confirming the status of the Completion of the Site Finish Site(s).
- 2.10 Without prejudice to paragraph 1 (Relief), the Supplier shall, [REDACTED] deploy a Temporary Measure (where such Temporary Measure provides equivalent Coverage or Capacity and the Supplier shall maintain such temporary measures) in lieu of any permanent Site Finish Site as soon as reasonably practicable where a permanent Site Finish Site cannot be Completed within timescales reasonably acceptable to the Authority and the Authority can reasonably justify to the Supplier in writing that the failure to do so would have a high impact on the User Organisations in the County. If an Emergency Services organisation would be unable to Migrate solely due to a Site Finish Site not being Completed this will be considered a high impact scenario (this is one example only and is not to be interpreted as the only high impact scenario at the exclusion of other potential scenarios).
- 2.11 NOT USED.
- 2.12 NOT USED.
- 2.13 NOT USED.
- 2.14 NOT USED.
- 2.15 NOT USED.



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- 2.16 The Supplier shall explain any delay in the delivery of Coverage to each Customer who is impacted by an Escalated Key Milestone Site that is not Completed in accordance with its Site Finish Plan.
- 2.17 NOT USED.
- 2.18 If the Supplier reasonably believes that a Block is preventing (or has prevented) or will prevent the Supplier from Completion of a Site Finish Site by the New Build Date set out in the Approved Site Finish Plan then the Supplier may escalate such Block to the Authority in accordance with paragraph 1.5 and paragraph 1 shall then apply (including to determine whether there is an Approved Block or a Rejected Block), save that any reference to the Key Milestone Date in paragraph 1 shall be replaced by a reference to New Build Date for the purposes of interpretation of paragraph 1 in the context of this paragraph 2.
- 3 Confirming Key Milestone Site(s) have been Completed**
- 3.1 NOT USED.
- 3.2 The Supplier shall in respect of each Site Finish Site:
- (a) confirm to the Authority in writing the date upon which the Site Finish Site is Completed as soon as reasonable practicable following the date of Completion; and
  - (b) provide a report, with reasonable supporting evidence that demonstrates the Site Finish Site is Completed.
- 3.3 If there is any Dispute between the Parties with regards to whether a Site Finish Site is Completed, such Dispute shall be resolved by the Parties in accordance with the Dispute Resolution Procedure.

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**ANNEX 1C: POWER RESILIENCE ESCALATION PACK**

<b>Location Impacted:</b>	
<b>Date of Submission:</b>	
<b>Blocker:</b>	EG: <i>Site Selection, Nomination, Design, Planning, Legal Access, Power, Transmission, 3<sup>rd</sup> Party Wayleave, Programme of Works,</i>
<b>Description of activities taken to resolve blocker:</b>	
<b>Explanation of why it is deemed that there no feasible resilience solution(s) available at selected Location:</b>	
<b>Evidence provided to support escalation (<i>please attach supporting docs</i>):</b>	

Are there alternative sites available to provide comparable resilient coverage?	
Name of potential site option(s) :	
<b>Please complete below checklist to support Escalation and allow for reasonable understanding of works to date and assist Authority &amp; User understanding.</b>	
<b>Form completed below relates to which site option(s)?</b>	

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Site option name(s)?		
<b>Site Selection / Nomination</b>	<p><i>(If applicable)</i> Trial Hole Carried Out?</p> <p><i>(If applicable)</i> Trial Hole Clear?</p> <p><i>(If applicable)</i> Trial Hole Report Produced?</p> <p><i>(If applicable)</i> Clear Trial Hole identified prior to design being produced?</p> <p><i>(If applicable)</i> PANs taken at time of survey?</p> <p><i>(If applicable)</i> Clear PANs produced prior to design being produced?</p> <p><i>(If applicable)</i> Non standard design / concession required?</p>	
<b>Planning Drawings</b>	<p>Planning Design produced in accordance with initial site survey?</p> <p><i>(If applicable)</i> Design Concession granted?</p> <p>Design compliant with CDM?</p>	
	<p>Site Provider approval of Planning Drawing sought?</p> <p>Site Provider approval of Planning Drawing confirmed?</p>	

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<b>Detailed Design</b>	<p>Detailed Design aligns with Planning Drawings?</p> <p><i>(If not)</i> – Site Provider approval of Detailed Design received?</p> <p>Design compliant with CDM?</p> <p>GDC Required?</p> <p>GDC Completed?</p> <p>Building Regs Enquiry Letter Sent</p>	
<b>Access Status</b>	<p>Site legally accessed?</p> <p><i>If not</i> legally accessed, why not?</p> <p><i>If not legally accessed</i> why is it deemed that there is no way for legal access to be agreed?</p> <p>Accessed and ready to build?</p> <p>If Accessed and not ready to build, why not?</p> <p>If Accessed and not ready to build, why is it deemed that site cannot be built &amp; that there is no alternative to deliver coverage to this location?</p> <p>Access information confirmed?</p>	

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<b>Legal Access</b>	<p>Early Access Agreement (EAA) in place?</p> <p>If a EAA payment was required has this been agreed?</p> <p>If EAA payment was required has payment been made?</p> <p>Agreement confirmed of any special requirements and any cost related items?</p> <p>Agreement of any Site Provider requests detailed within the lease?</p> <p>Copy of the legal summary received</p>	
<b>Planning</b>	<p>Planning approval obtained?</p> <p>Type of planning permission?</p> <p>Approval paperwork received</p> <p>Any special conditions have been made aware of?</p>	
<b>Site Approvals</b>	<p>(If applicable) Highways approval obtained?</p> <p>(If applicable) TFL approval obtained?</p> <p>(If applicable) Network Rail approval obtained?</p> <p>Clear Trial Hole confirmed by designer (if applicable):</p>	

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	Lifting equipment location agreed with the Site Provider?  Any comments and any other approvals required to enable the site to be built and current status?	
<b>Asbestos Report</b>	Asbestos register available?  Asbestos report requested?  Asbestos report received?	
<b>Power</b>		
<b>REC Supply</b>	REC Wayleave outstanding?  Does the REC route on the design match the wayleave?  If not what action is being taken?  Is there an Acquisition Specialist assisting with the REC Wayleave?  REC Quote Approved?	
<b>Landlord Supply</b>	Please confirm provision to use LL supply?  If LL supply, is check meter required?	
<b>Generator</b>	Can a generator be sited, location identified?  Approval in place from the Site Provider for generator?	

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Transmission		
Transmission	TX Wayleave outstanding?  Is there an Acquisition Specialist assisting with the TX Wayleave?  Transmission type?  Are microwave dishes included on the planning permission/lease?	
Any other relevant information		

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**INDOOR BUILDING ESCALATION PACK – PLACEHOLDER****FORM OF ESCALATION PACK FOR AN IN-BUILDING SOLUTION**

<b>SC or COLs Location Impacted:</b>	
<b>Date of Submission:</b>	
<b>Blocker:</b>	EG: <i>Site Selection (User Info), Design, Planning, Legal Access, Power, Transmission, 3rd Party Wayleave, Programme of Works,</i>
<b>Description of activities taken to resolve blocker:</b>	
<b>Explanation of why it is deemed that the solution cannot be delivered within the contractual target date:</b>	
<b>Evidence provided to support escalation (<i>please attach supporting docs</i>):</b>	

Number of sites required to deliver coverage solution?	
Site type required?	
<b>Please complete below checklist to support Escalation and allow for reasonable understanding of works to date and enhance Authority &amp; User understanding.</b>	
<b>Form completed below relates to which site option(s)?</b>	
<b>Site option name(s)?</b>	
<b>Planning Drawings</b>	Planning Design produced in accordance with initial site survey?
	Site Provider approval of Planning Drawing sought?

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	Site Provider approval of Planning Drawing confirmed?	
<b>Detailed Design</b>	<p><i>(If applicable)</i> Nonstandard design / concession required?</p> <p><i>(If not)</i> - Site Provider acceptance of Design received?</p> <p>Design compliant with CDM?</p>	
<b>Access Status</b>	<p>Site legally accessed?</p> <p><i>If not</i> legally accessed, why not?</p> <p><i>If not legally accessed</i>, why is it deemed that there is no way for legal access to be agreed?</p> <p>Accessed and ready to build?</p> <p>If accessed and not ready to build, why not?</p> <p>If accessed and not ready to build, why is it deemed that site cannot be built &amp; that there is no alternative to deliver coverage to this location?</p> <p>Access information confirmed?</p> <p>Third party (neutral host) delay?</p>	
	<p>Agreement confirmed of any special requirements and any cost related items?</p> <p>Agreement of any Site Provider requests detailed within the lease?</p> <p>Copy of the legal summary received?</p>	
<b>Planning</b>	<p>Planning approval obtained?</p> <p>Type of planning permission?</p> <p>Approval paperwork received</p>	

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	Any special conditions have been made aware of e.g. antenna type or locations?	
	(If applicable) third party approval obtained?	
	Lifting equipment location agreed with the Site Provider?  Any comments and any other approvals required to enable the site to be built and current status?	
<b>Asbestos Report</b>	Asbestos register available?  Asbestos report requested?  Asbestos report received?	
<b>Infestation</b>	Type of infestation (Pest Control/Vermin control/Nesting)	
<b>Building Materials</b>	Lack of available build resources	
<b>Power</b>		
<b>Landlord Supply</b>	Please confirm provision to use LL supply?  If LL supply, is check meter required?  Landlord Capacity (in)sufficient?	

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<p><b>Any other relevant information</b></p>

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## **ANNEX 1D: LEVEL 1 PLAN**

The baseline Level 1 Plan shall be confirmed by the Authority as per the process described within Paragraph 4 of this Schedule 6.1 (Implementation Plan), and as further updated in accordance with Paragraphs 5-8 of this Schedule 6.1 (Implementation Plan).

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## **ANNEX 1E: LEVEL 2 PLAN**

The Level 2 Plan will be created and updated in accordance with this Schedule 6.1 (Implementation Plan).

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### **ANNEX 1F: LEVEL 3 PLAN**

The Level 3 Plan will be created and updated in accordance with this Schedule 6.1 (Implementation Plan).

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ANNEX 2: MILESTONE CRITERIA DOCUMENT TEMPLATE

**Emergency Services  
Mobile  
Communications  
Programme  
Milestone Criteria  
Document**

  
**Home Office**

Version	[insert]
Date Issued	YYYY-MM-DD
Purpose of Issue	For Review   For Approval   For Record
Approval Status	Draft   In Review   In Approval   Approved
Author	[insert]
Security Classification	OFFICIAL   OFFICIAL - SENSITIVE

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# Document Control

METADATA	
<b>Document Identifier</b>	File Name or EDRM ID [insert]
<b>Title</b>	Title of the report
<b>Document Abstract</b>	Short description of content and purpose of document
<b>Creation Date</b>	[insert]
<b>Online Location</b>	File path [insert]
<b>Contributing Author(s)</b>	Individual's name responsible for contributing to its creation
<b>Originating Unit</b>	Name of work stream responsible for document

REVISION HISTORY			
Version	Revision Date	Revised By	Change Description
[x.x]	YYYY-MM-DD	Name	Brief Summary of Key Changes

DISTRIBUTION LIST				
Date Issued	Version Issued	Name	Job Title	Role
YYYY-MM-DD	[x.x]	Name	Title Name	R / I / A

R = Reviewer; I = For information only; A = Approver

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APPROVALS				
Name	Job Title	Version Approved	Date Approved	e-Signature

REFERENCES			
Version	Date	Author	Title
			<<Insert Hyperlink also>>

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2. DELIVERABLE(S) ..... 102

3. GLOSSARY AND REFERENCES ..... 103

1. MILESTONE DEFINITION

1.1 [Lx.xx]

Heading	Content
Milestone Identifier	[Lx.xx]
Milestone Title	
Milestone Description	
Milestone Owner (Supplier)	
Authority Counterpart	
Milestone Achievement Approval	
Baseline Milestone Date	
Baseline Date for Milestone Achievement Certificate	

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2. DELIVERABLE(S)

This Milestone is made up of the following Deliverables:

2.1 Deliverable 1

<b>Deliverable ID</b>	
<b>Deliverable Title</b>	
<b>Deliverable Group(s)</b>	
<b>Deliverable Description</b> High level description of the deliverable	
<b>Deliverable objective</b> High level description of the objective	
<b>Deliverable Owner</b>	
<b>Authority Counterpart</b>	
<b>Prerequisites</b>	
<b>First draft Deliverable Date</b>	
<b>Planned Successful Assurance Date for Deliverable</b>	



3. GLOSSARY AND REFERENCES

3.1 Glossary

Abbreviation / Term	Description / Definition

3.2 References

References		
Reference	Description / Title	Location

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### **ANNEX 3: DOCUMENTARY PRODUCT DESCRIPTION TEMPLATE**



DPD example  
template Oct 2024.do

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Product Description: (MS Supplier Input)

REVISION HISTORY			
Version	Revision Date	Revised By	Change Description

DISTRIBUTION LIST				
Date Issued	Version Issued	Name	Job Title	Role

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APPROVALS (for the Product Description)

Name	Job Title	Version Approved	Date Approved	e-Signature

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1 Key Document Metadata

Title	
Document Identifier	
Document Abstract	
Security Classification	
Target Start Date	
Target End Date	
Author	
Contributing Author(s)	
Originating Unit	
Information Asset Owner (IAO)	
Format/Presentation	
Cross Reference	
Input Dependencies	
Online Location	<<Authority to Complete>>

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**2      Access Rights & Quality Assurance Review Groups**

<b>Product Audience</b>	
<b>Access Rights</b>	
<b>Review Group</b>	
<b>Approver Group</b>	

**3      Additional Creation Requirements**

<b>Development Skills Required</b>	
--	--

# Emergency Services

## Mobile Communications Programme



### 4 Document Composition

- Customer Facing Services – The overarching business service (ie. Voicemail services, MMS, SMS and Data)
- Value Added Services – The catalogue of Request-able and Optional services which can be requested by the Authority (Service Review Meeting requests, Permanent / Temporary Coverage Enhancements. Example of fields listed below)
- List of services within the EE Service Catalogue is non exhaustive and can be amended as required via a contractual change agreed between EE and the Authority

Service Catalogue Attribute*	Service Description
Service Description	Description of the service to be provided
Fulfilment Owner	Owner from fulfilment groups
Volumes	Expected volumes for each request
Service Level Agreements	Fulfilment times for each request
Service Availability	Operating hours for fulfilment of the service
Service Cost	As detailed in Schedule 7.1 Financial Model
Customer / User Expectations	Authority expectations on each service
User Service Access	Links to request forms or guidance. Include the length of time to provision the service / product(s), if not already stated in SLAs. Link to the Form Special projects will use for ESN or the SRD template
Support	Describe the support teams & suppliers involved. What / when are the escalation points?
Related Dependent Services	Description of any other services dependent to a particular service
Additional Information	Detailed comments associated with the service request (including assumptions and further detail where relevant). Typical audience could also be mentioned in this field
Service Name	Optional Service or Requestable Service
Service Version	Version of the service i.e. 1.0.0
Service Type	Customer Facing Service, Request Facing Service or Value Add Service
ID	Unique ID for all services
Technology	Specific technologies related to each service (if required)
Summary	Summary of service request (categories in groups where possible)
Detail	Further detail on service request where required
Service Provider	The MS Supplier
Fulfilment Groups	Fulfilment group responsible for fulfilling the request
Underlying Contract (s)	References for each services request to underlying contracts where relevant

\*Please note we don't have a priority attribute for our requests. Each request will be managed and prioritised based on their fulfilment SLA and process. The performance of each request type can be reported on using SMT and the US Supplier Remedy instances. This will enable you to assess MS Supplier performance overall and by request groups and types. The configuration and frequency of EE reporting for EE Service Catalogue items through the Request Fulfillment process will be agreed prior to



# Emergency Services

## Mobile Communications Programme



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Service Commencement with the Authority to ensure transparency and performance of such service elements within MSS10.

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# Emergency Services

## Mobile Communications Programme



### Indicative Production Plan

Please liaise with the Programme Planner to determine your key milestone dates for issue of your document versions. These dates will be entered into the Programme Plan.

Issue Version	Target Date
Product Description	
First Draft v 0.1 Issue	
Comments required by	
Final Issue – baselined as version 1.0	
Target Board Date of Approval or Endorsement	

## 5 Quality Assurance Framework

This section describes the quality specification that must be met by the product. The criteria set out below should be used and applied by the reviewers responsible for reading and commenting on the issued product.

### 5.1 Quality Review Method

The following process will be used to check the quality or functionality of the product: <<delete as appropriate>>

Reference Document	Link to Specification	Tick
<ul style="list-style-type: none"> <li>formal document reviews using the</li> </ul>	PAP Process	✓
<ul style="list-style-type: none"> <li>design verification</li> </ul>	<<please name and hyperlink in I-Manage to the relevant design brief or specification against which review should be undertaken>>	
<ul style="list-style-type: none"> <li>pilot, test scripts</li> </ul>	<< please name and hyperlink in I-Manage to the relevant detailed design, UAT or use-case documents against which review should be undertaken>>	
<ul style="list-style-type: none"> <li>external inspection</li> </ul>	<< please name and hyperlink in I-Manage to the relevant process document>>	

Tick the review method to be followed:

<ul style="list-style-type: none"> <li>Formal Panel Review</li> </ul>	✓
<ul style="list-style-type: none"> <li>Workshop Review</li> </ul>	✓
<ul style="list-style-type: none"> <li>Peer Review</li> </ul>	✓

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Mobile Communications Programme



■ Working Group Review	
------------------------	--

5.2 Document Quality Checks

In addition to the basic below quality checks, please list other checks that must be performed by the reviewers and approvers:

■ All documents related to relevant submission pack, as identified on the documentary deliverables schedule are present	✓
■ Matches the Documentary Product Description	✓
■ Correct format received (word and pdf, or specialist file format)	✓
■ Metadata and document control pages in document all complete	✓
■ Eligible, structured document and clearly written – at first glance	✓
■ Has no obvious errors or spelling, grammar, numbering or order, duplications or omissions	✓
■ Is complete, with an appropriate level of detail and any relevant cross-references are complete	✓
■ Other Project Specific (please specify all that apply)	

5.3 Additional Quality References

<<Add here any supporting information, such as comments, charts, tables, documents or diagrams that will assist or any other quality frameworks used, such as ISO 9001. If not, write N/A>>

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ANNEX 4: NEW SITE LIST



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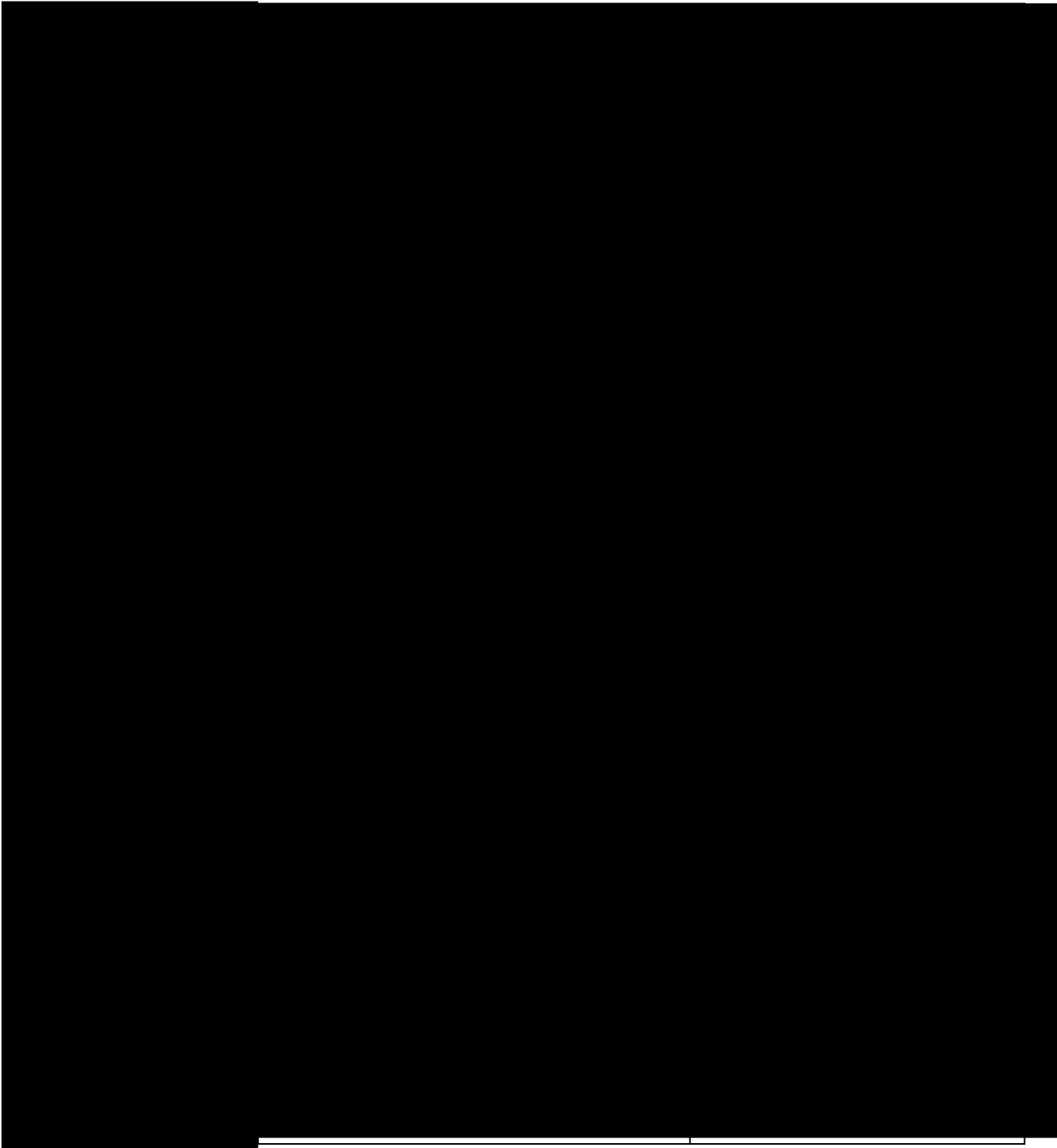
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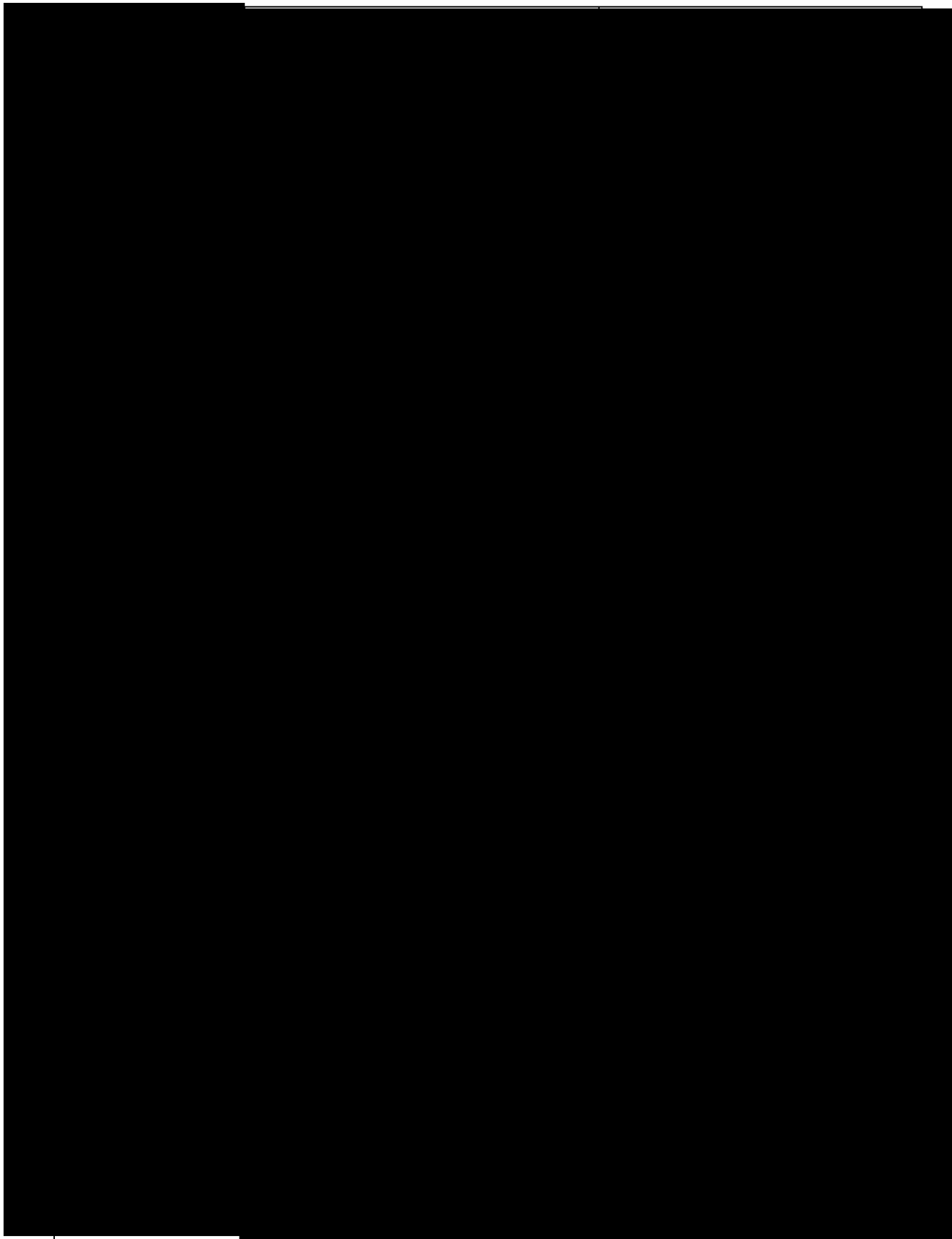
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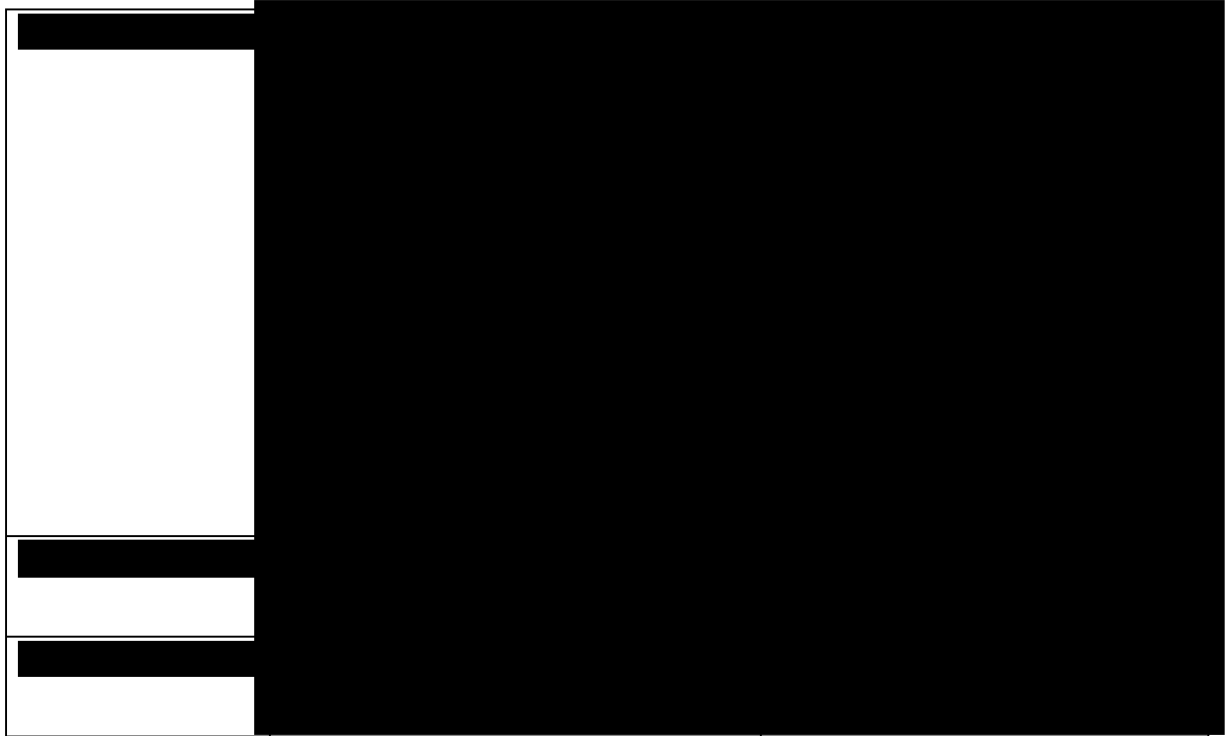


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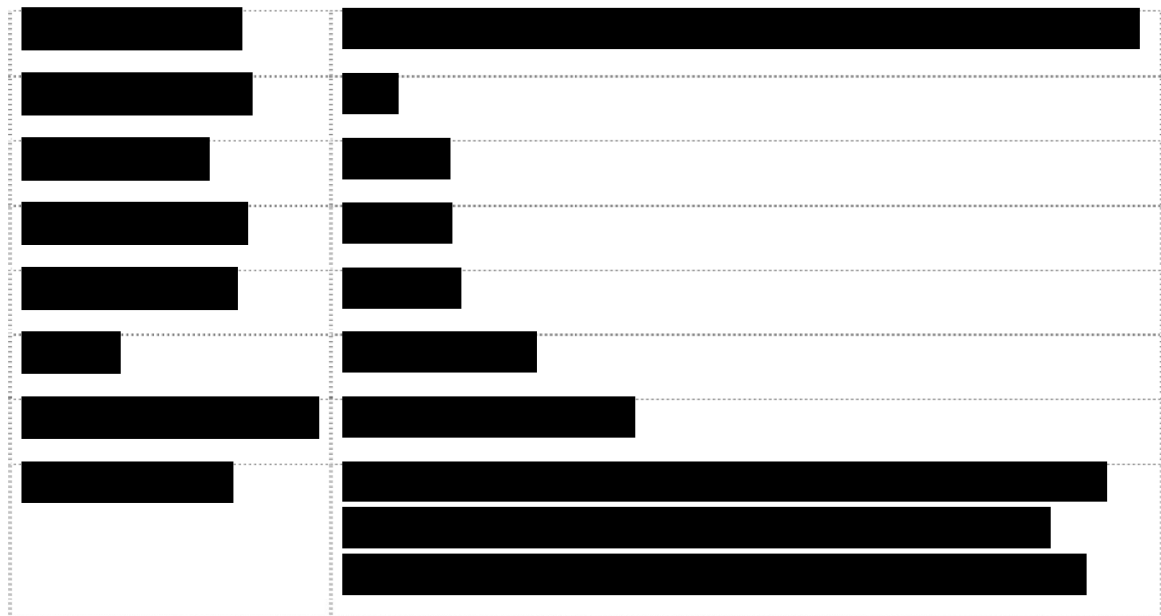
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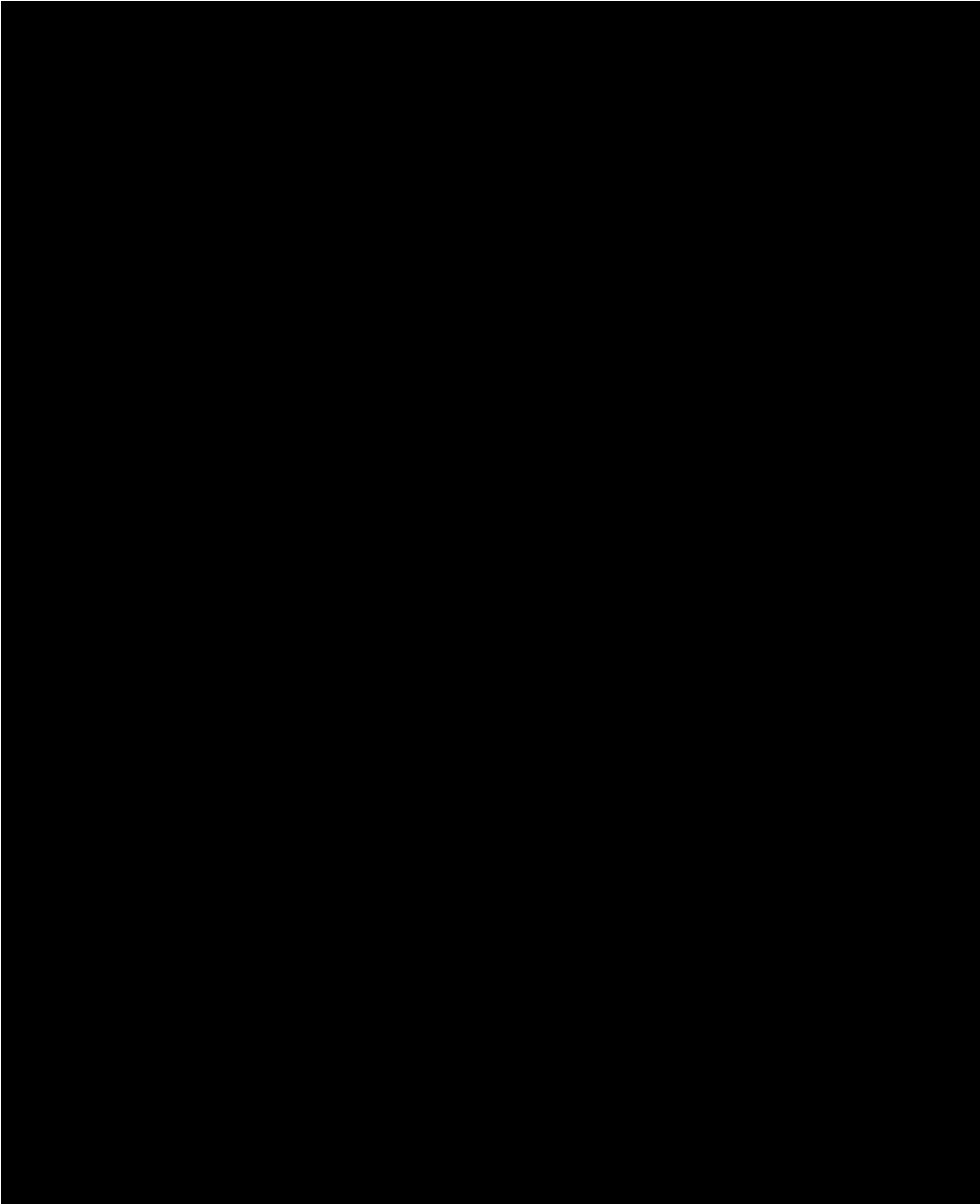
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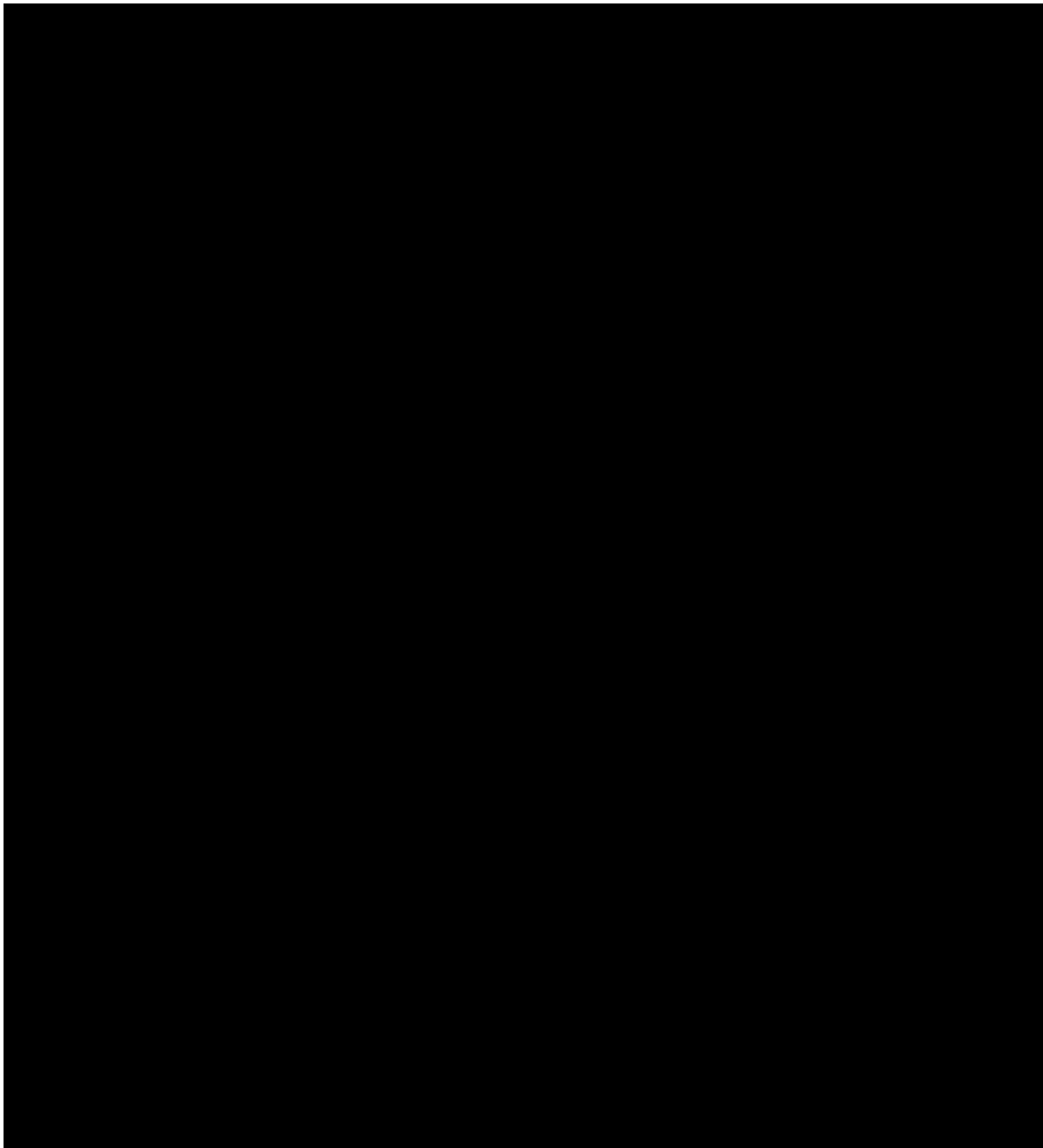
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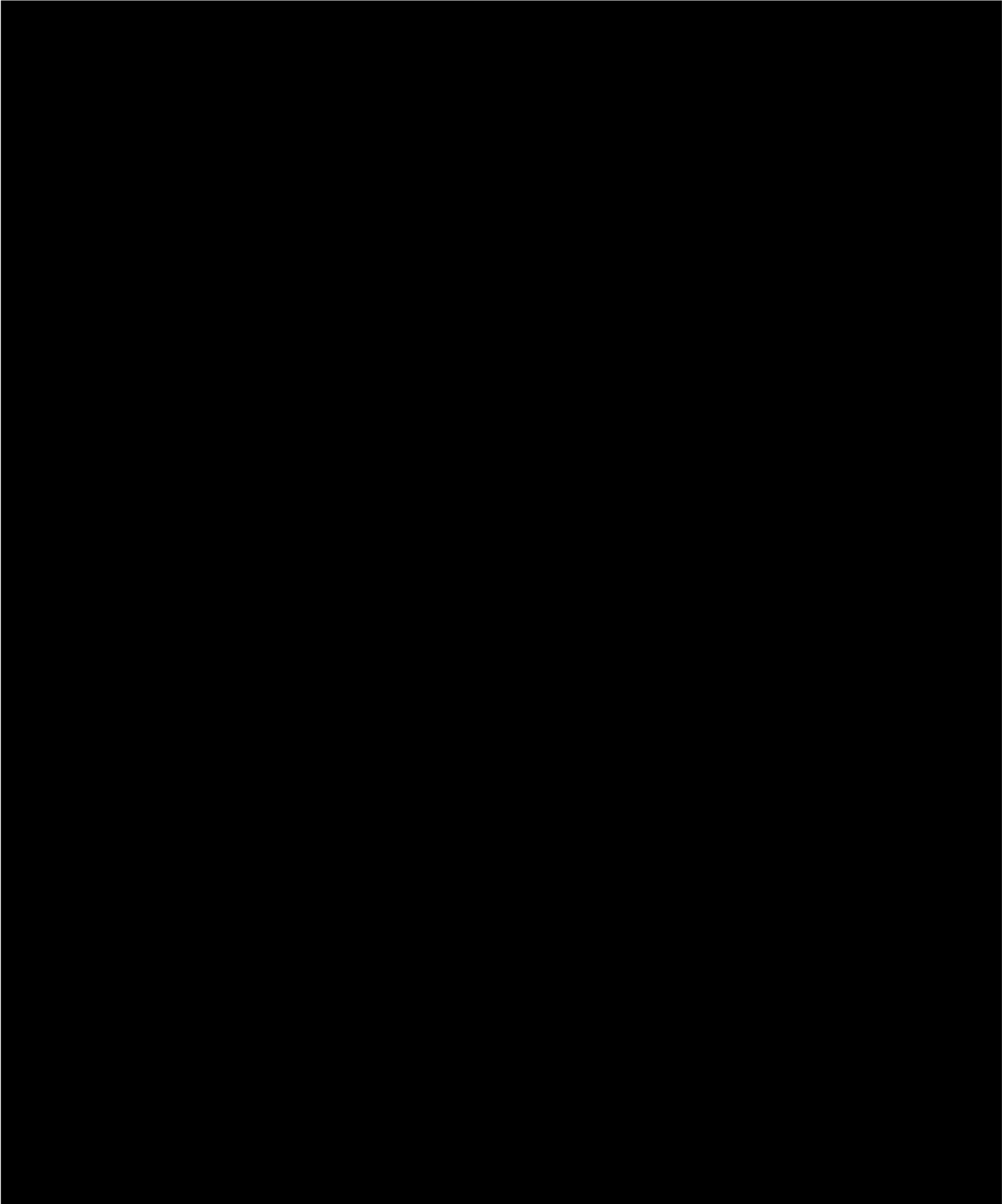
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	Sub-category 2.2	25
	Sub-category 2.3	10
	Sub-category 2.4	30
Category 3	Sub-category 3.1	12
	Sub-category 3.2	22
	Sub-category 3.3	18
	Sub-category 3.4	28
Category 4	Sub-category 4.1	14
	Sub-category 4.2	24
Category 5	Sub-category 5.1	16
	Sub-category 5.2	26




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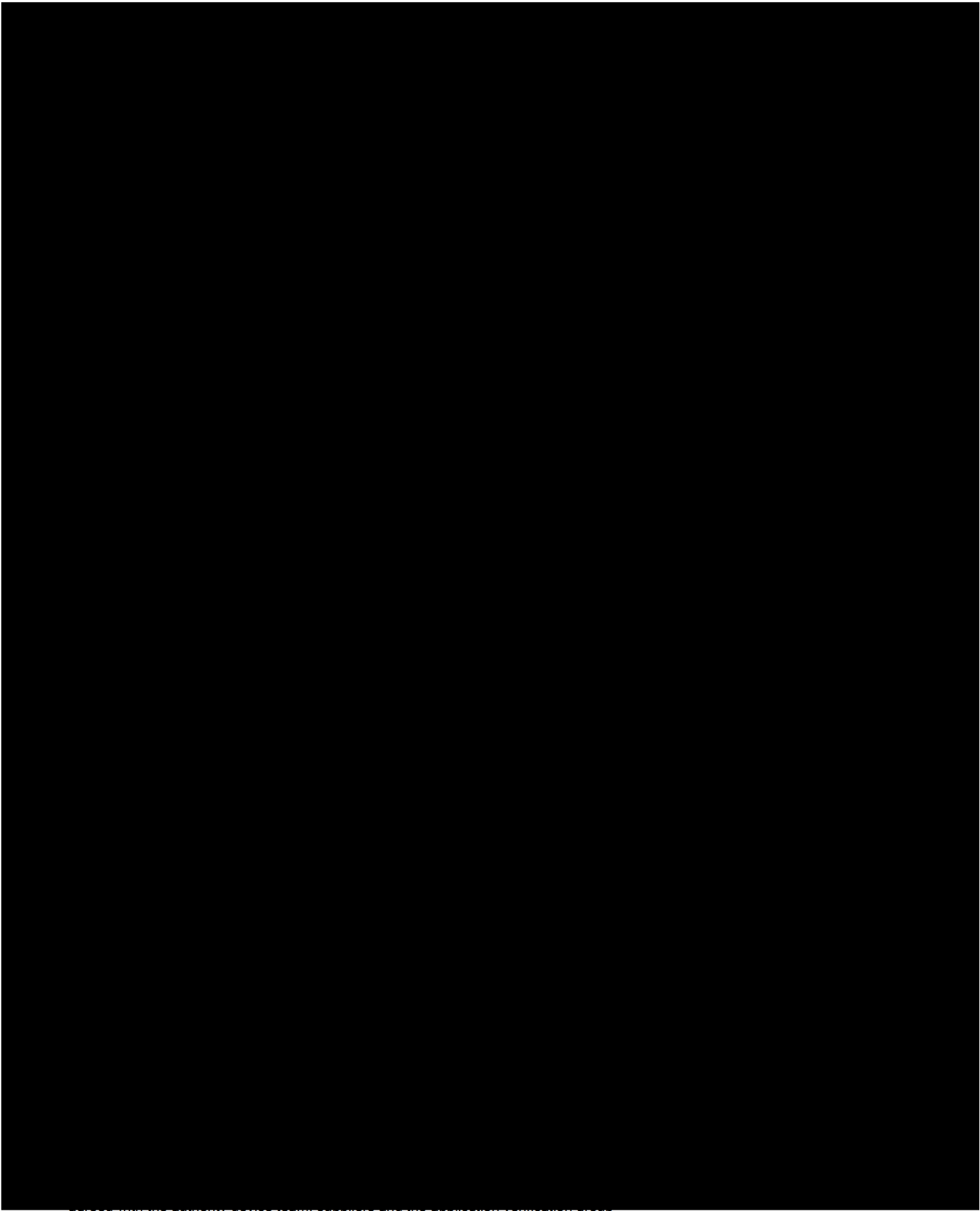
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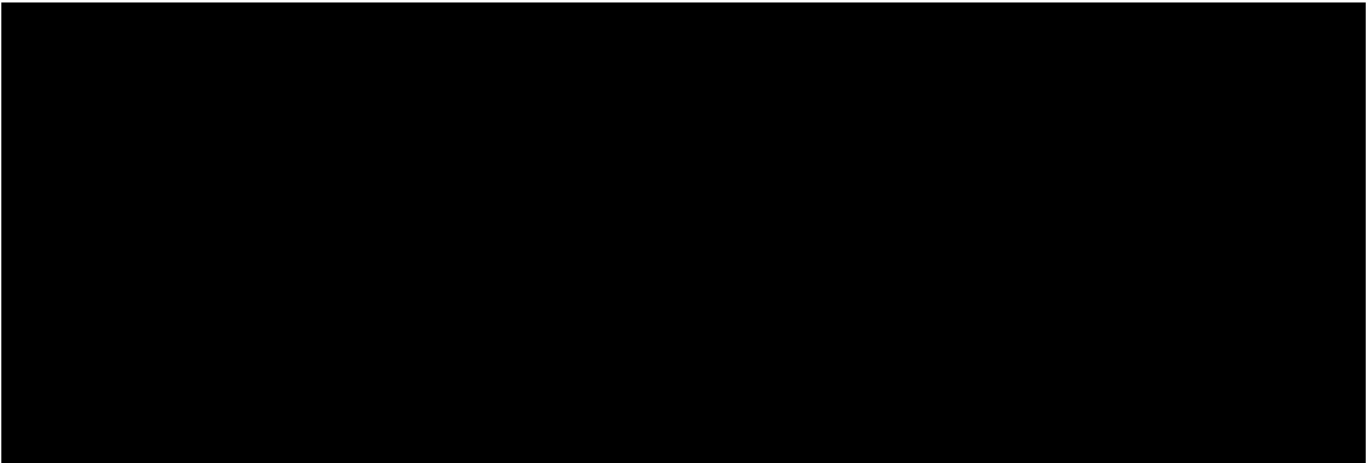
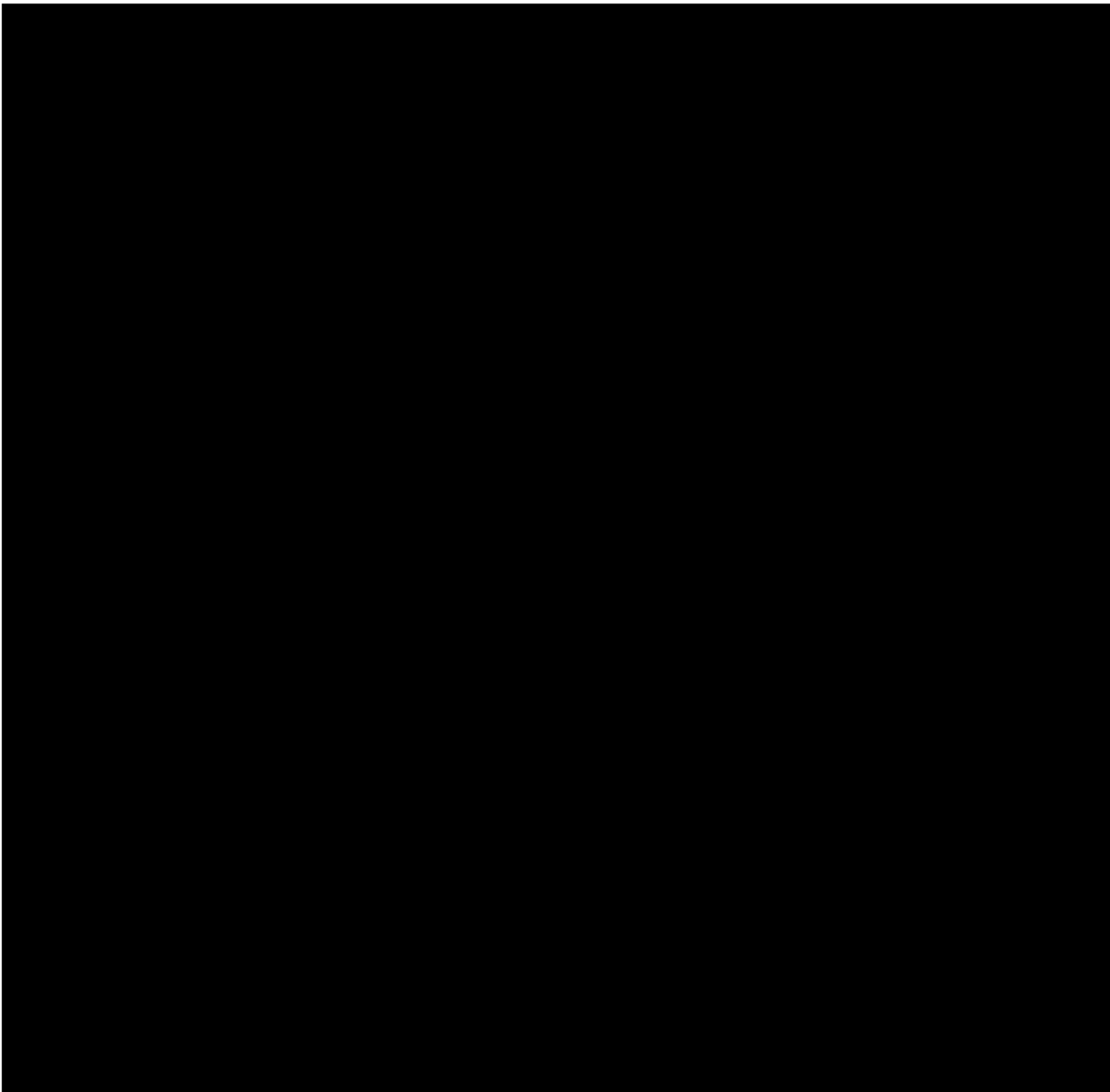


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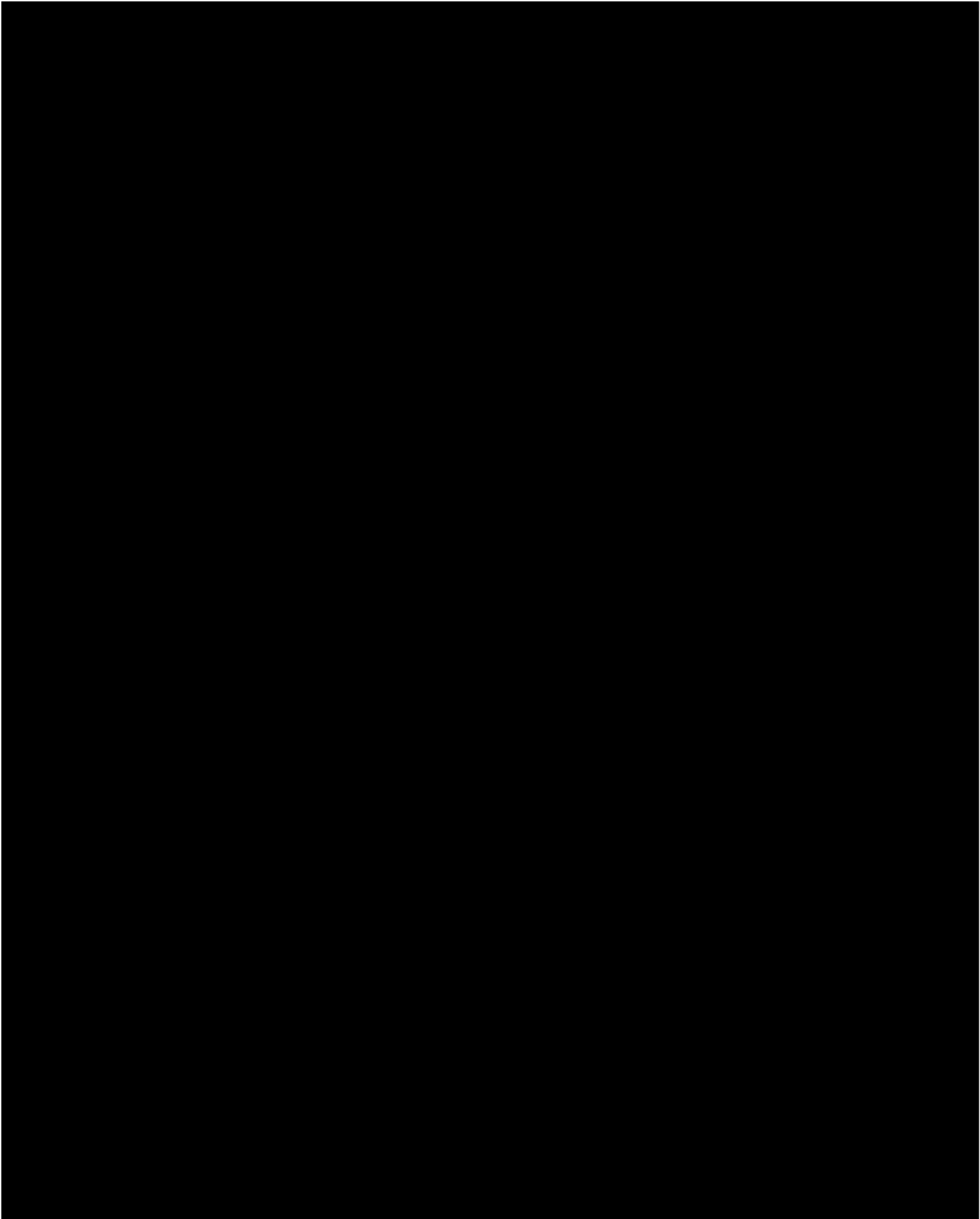
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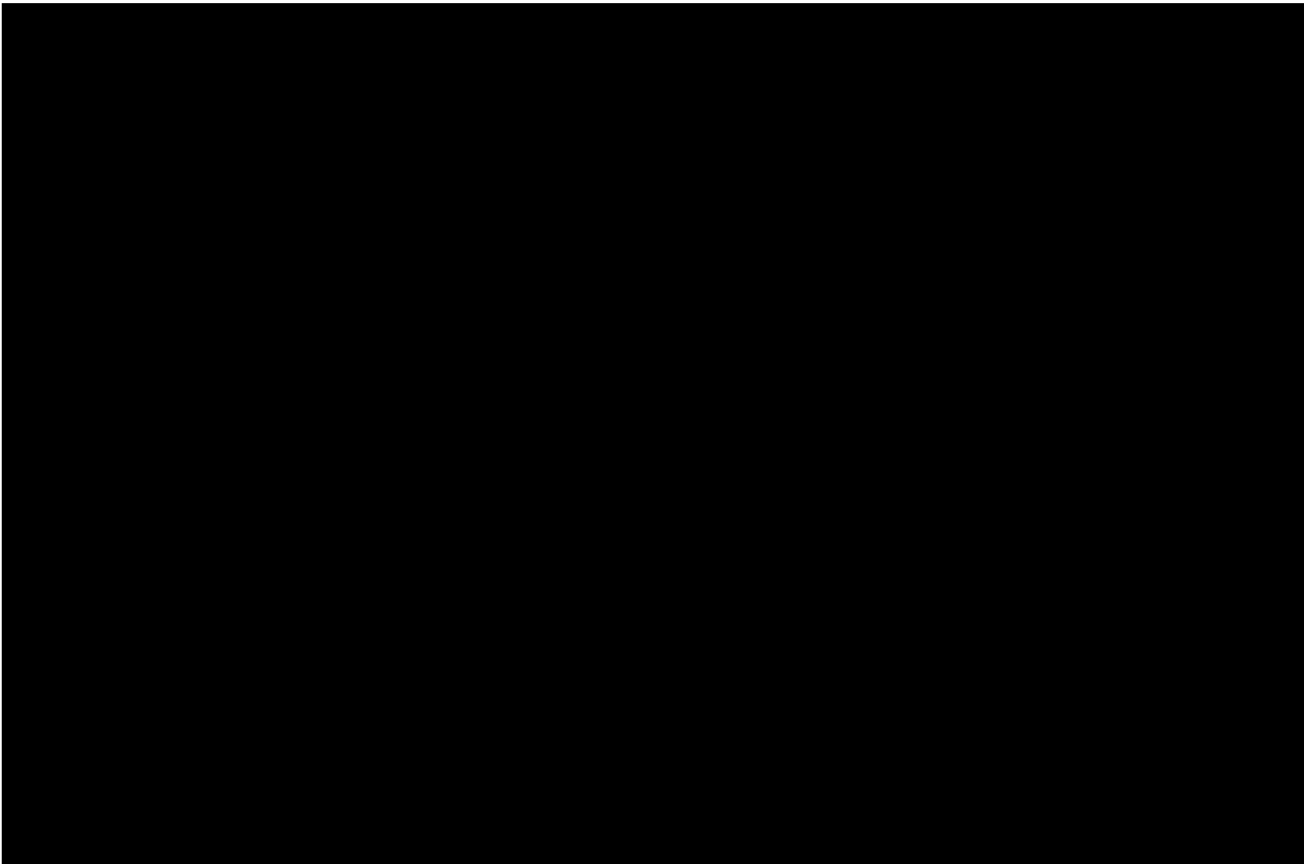






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<sup>7</sup> This will not require full UDTAS as the product doesn't support PSCS



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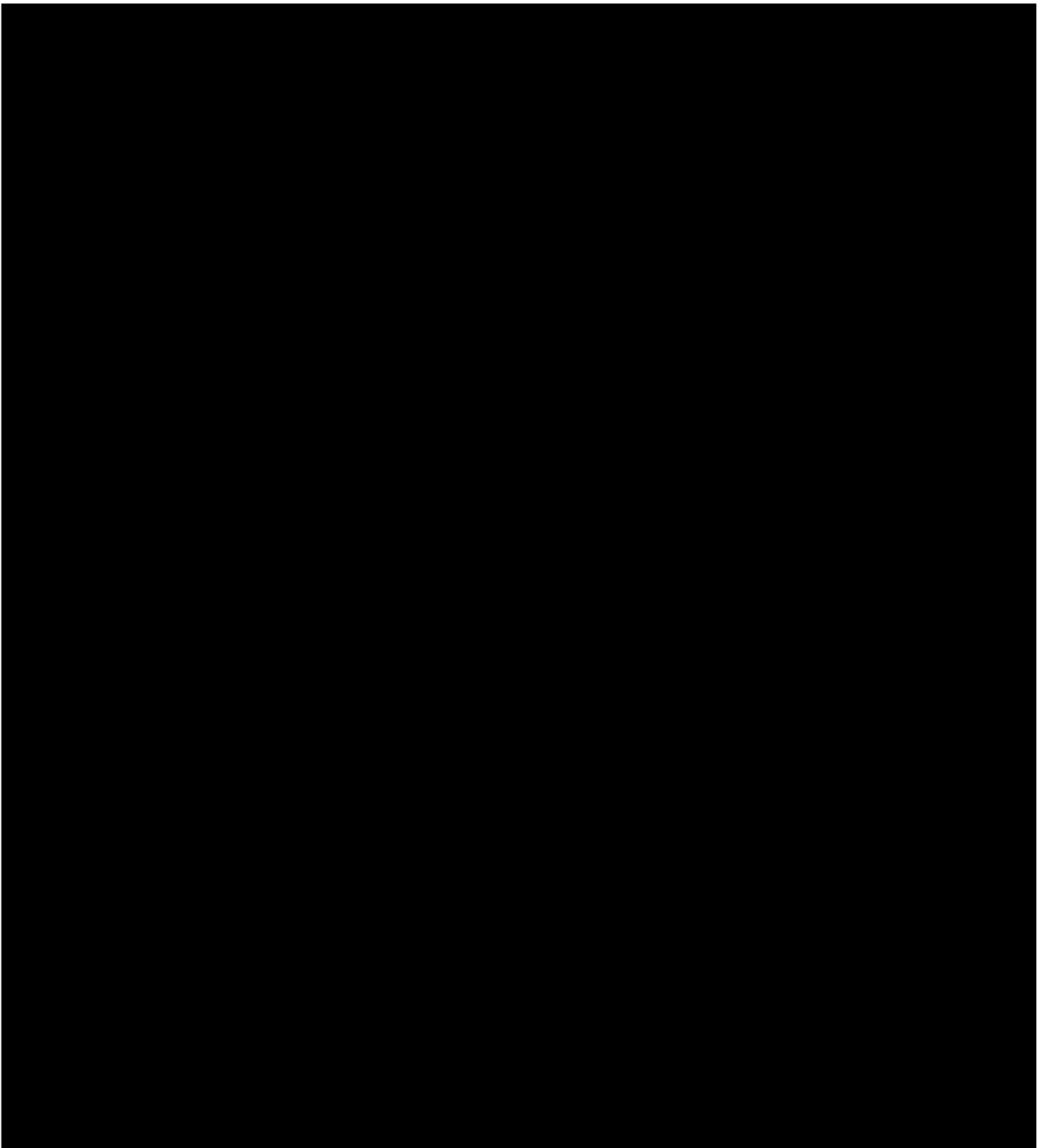
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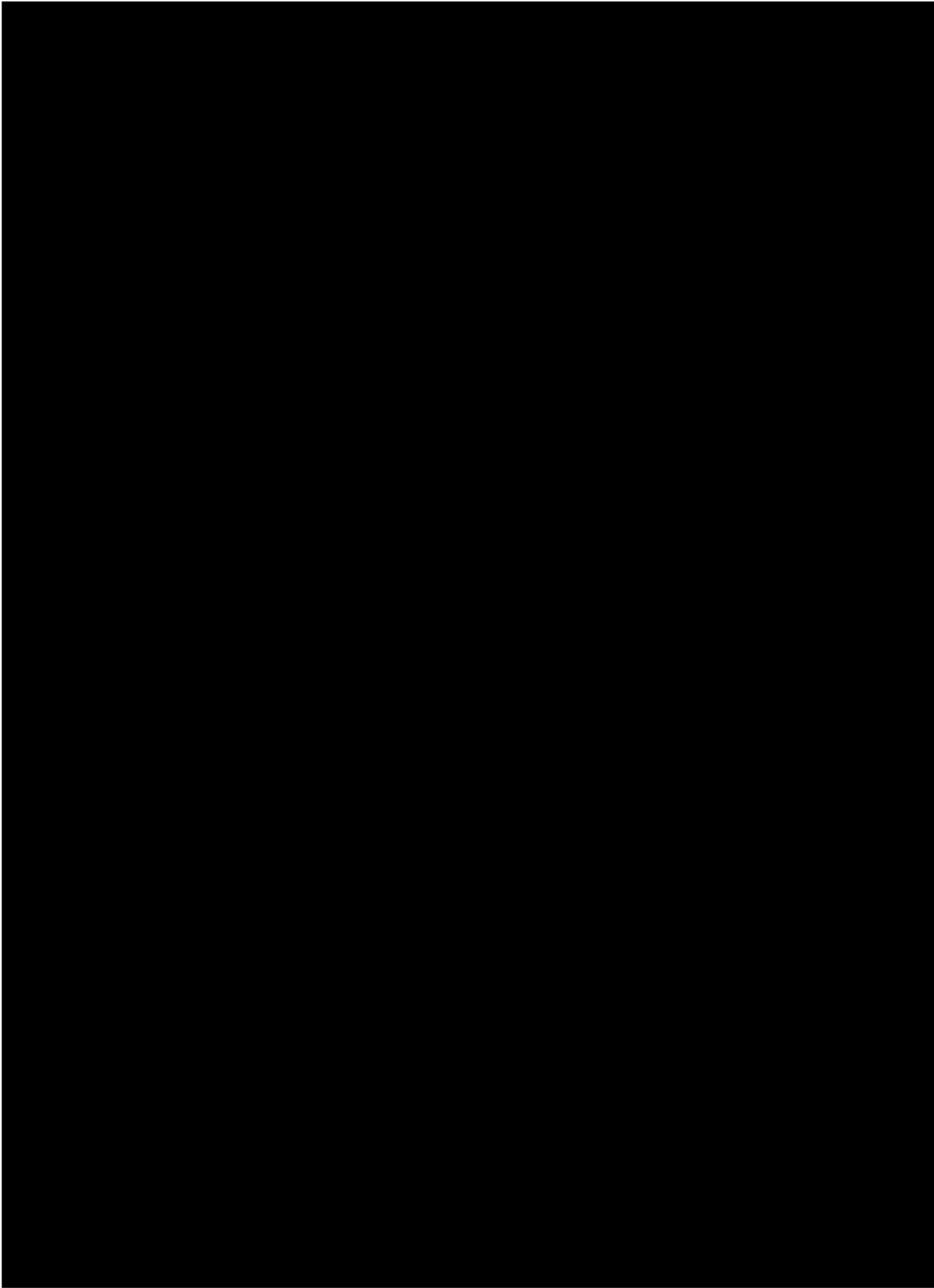
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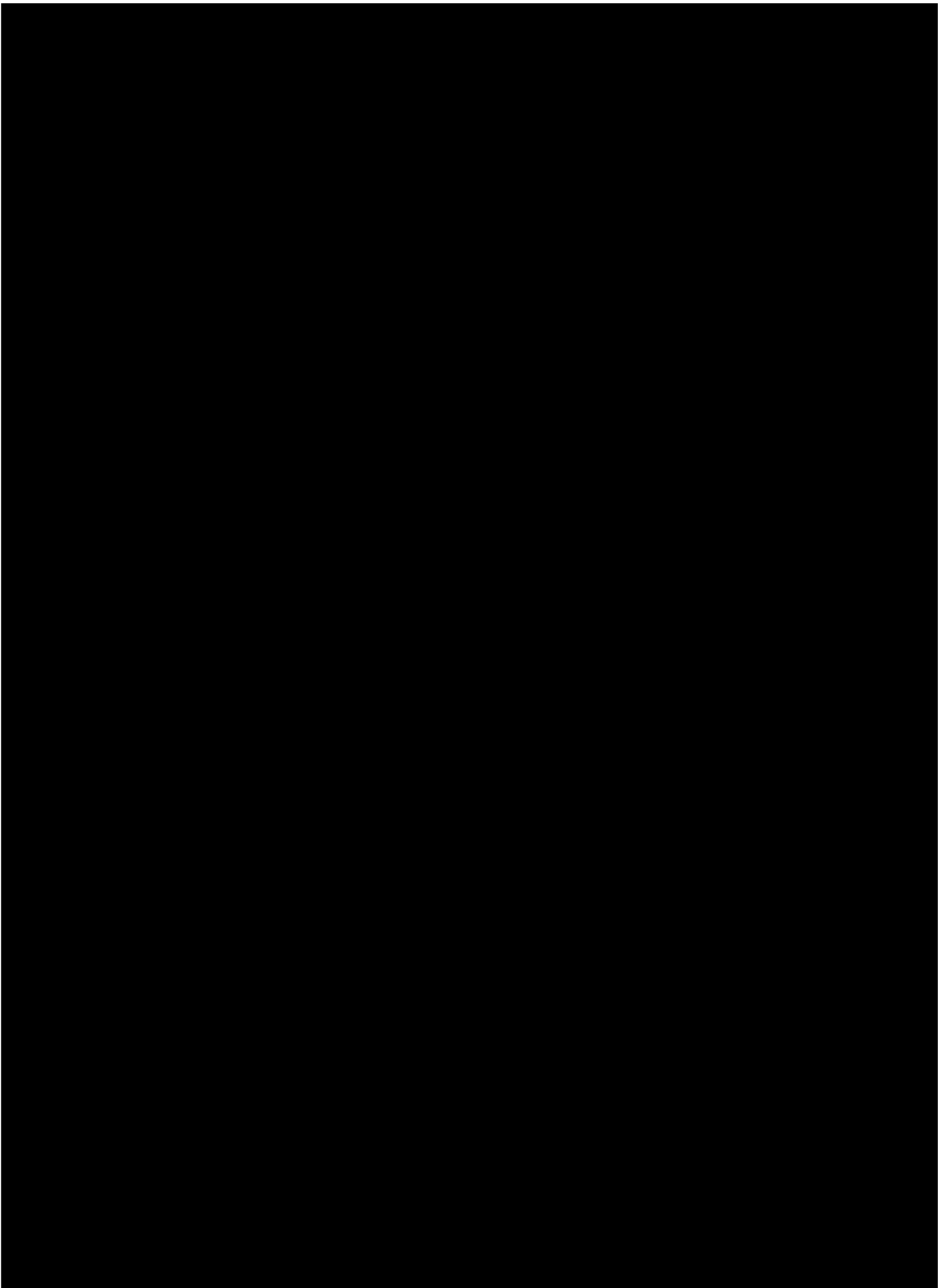


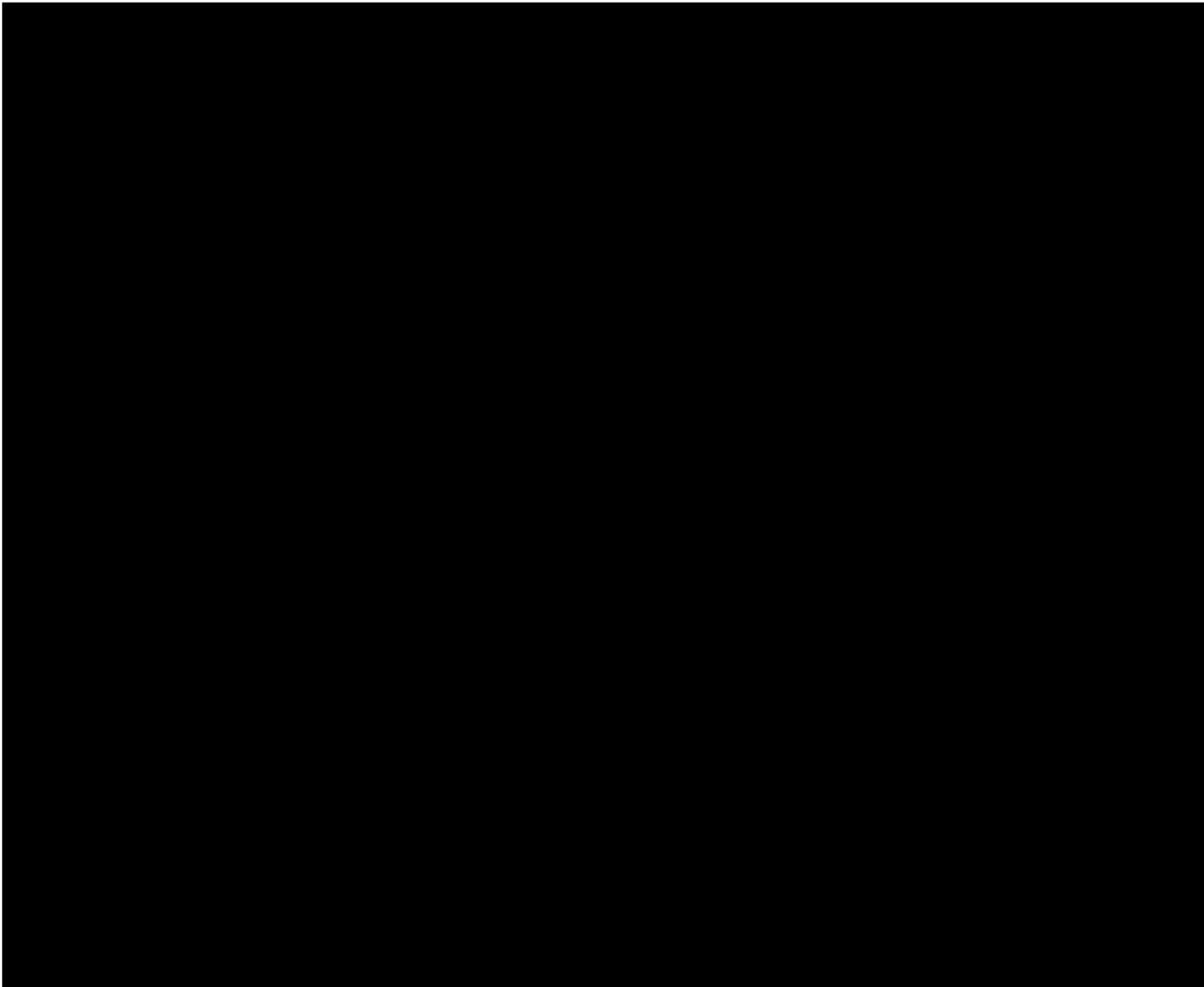
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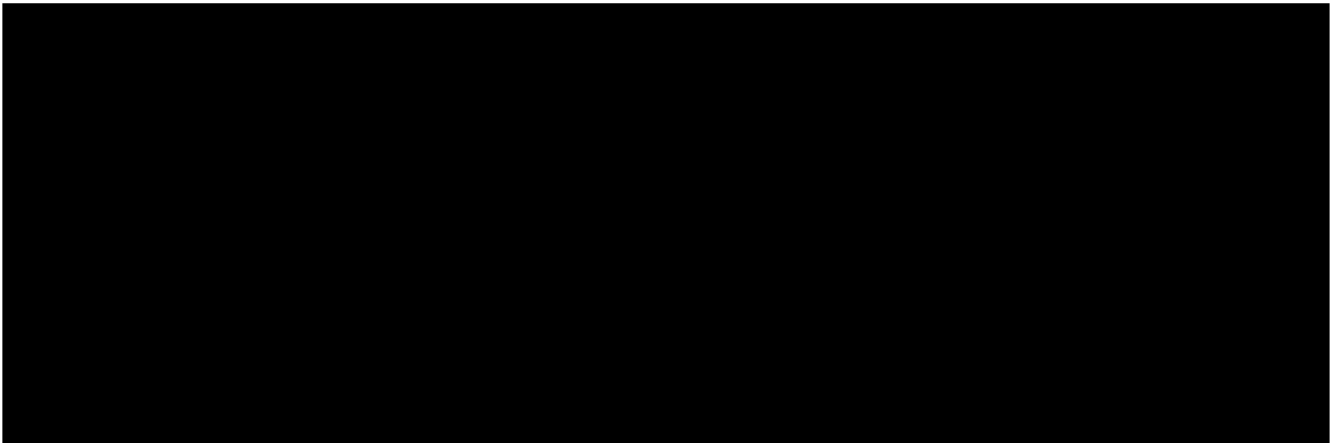


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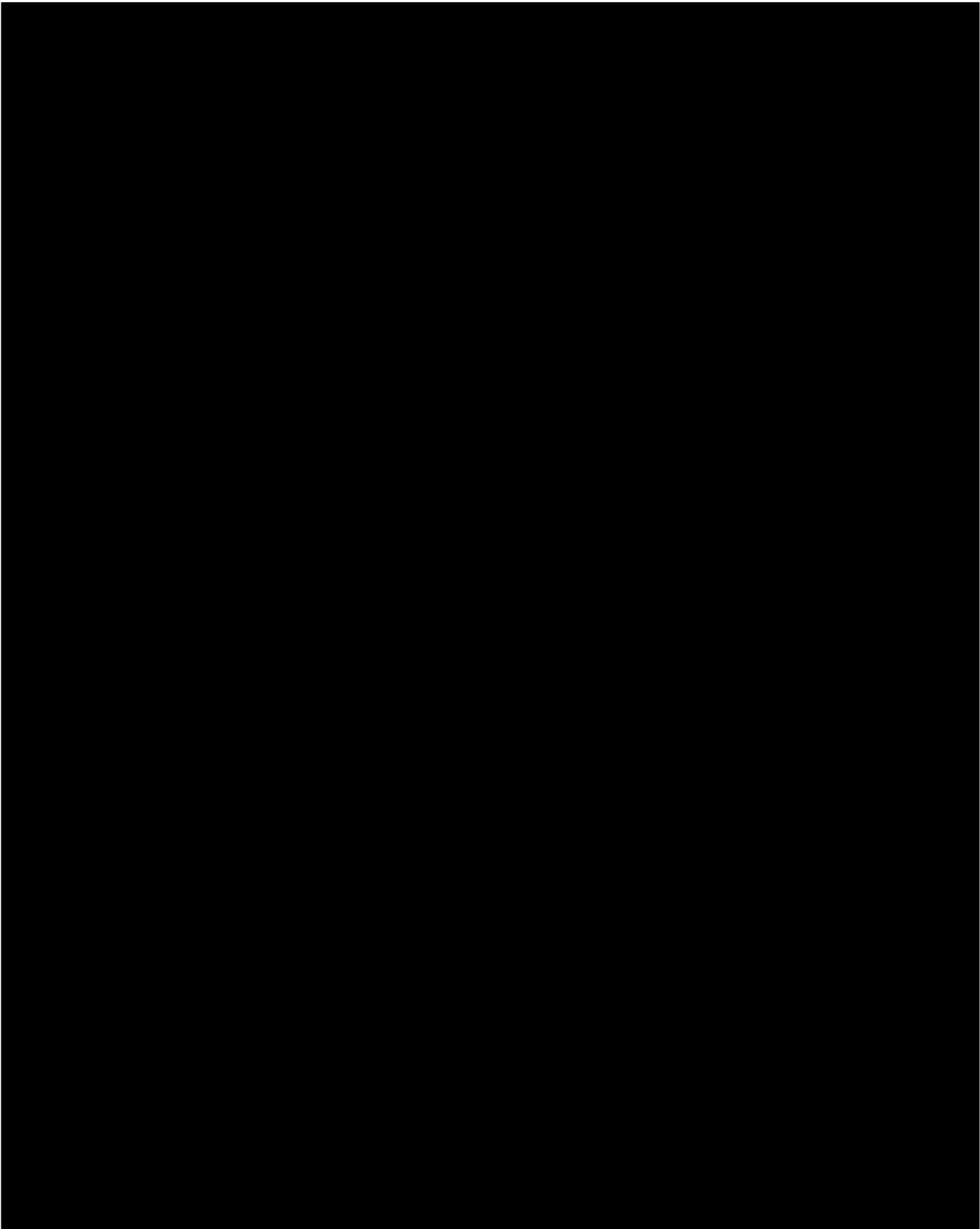
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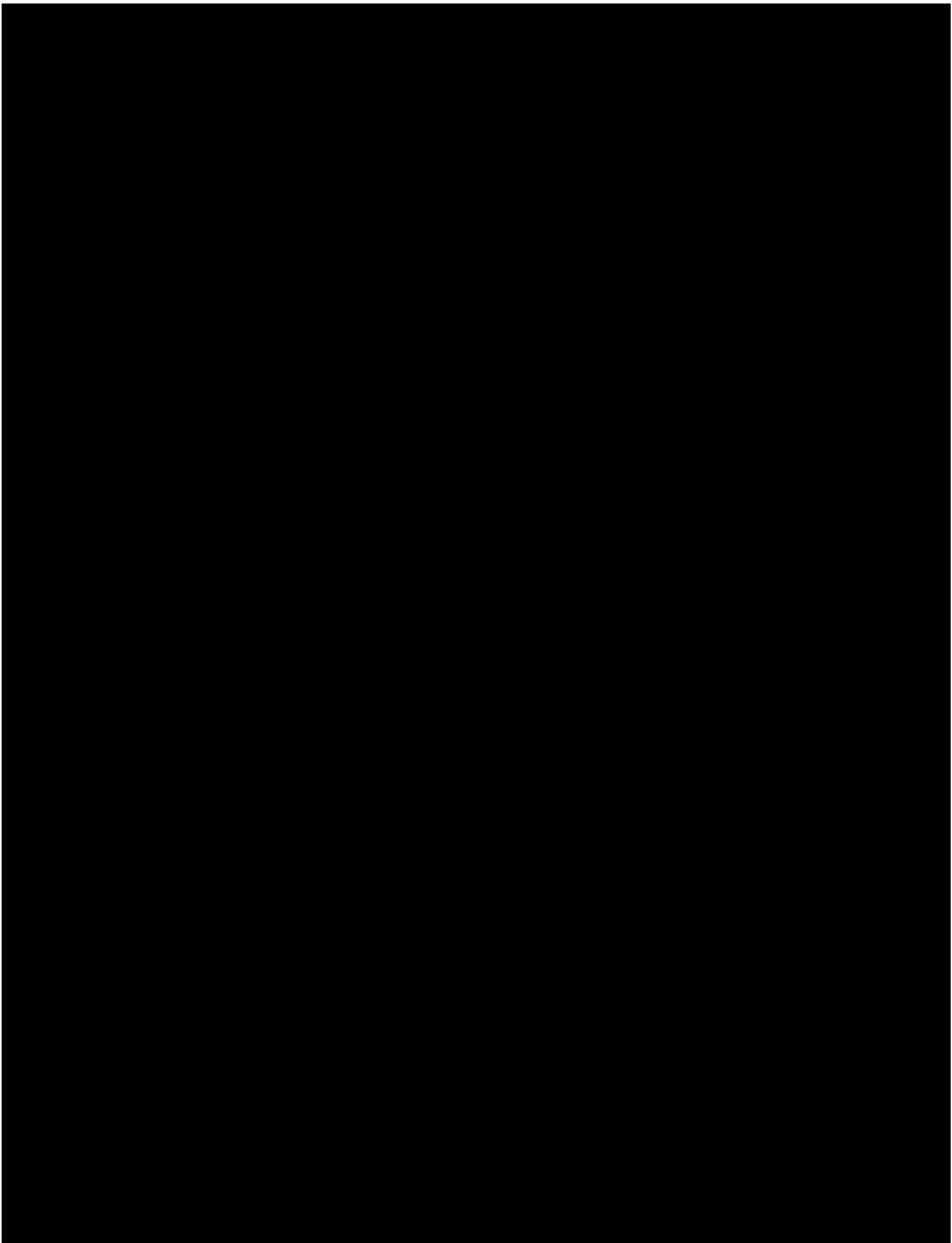
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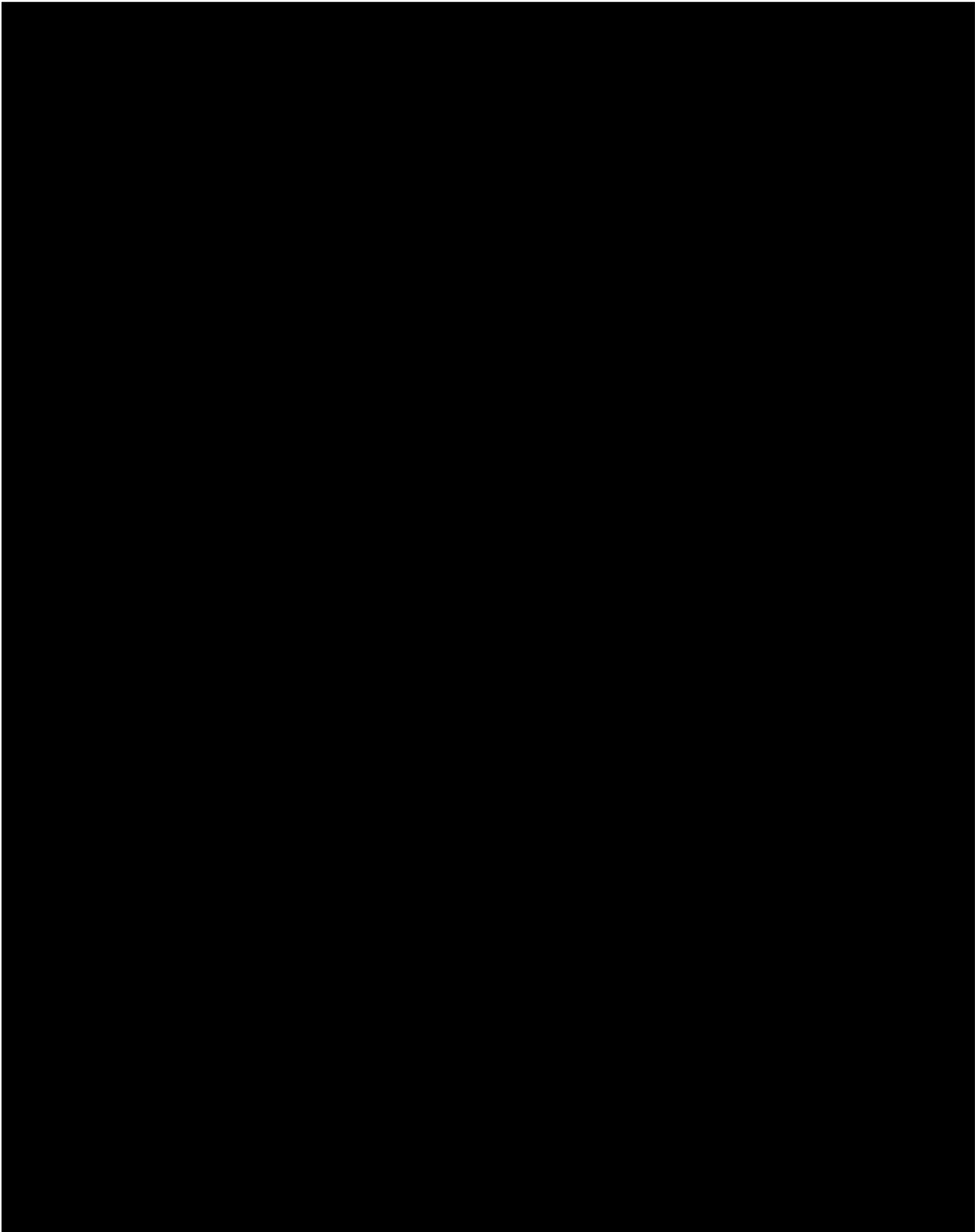
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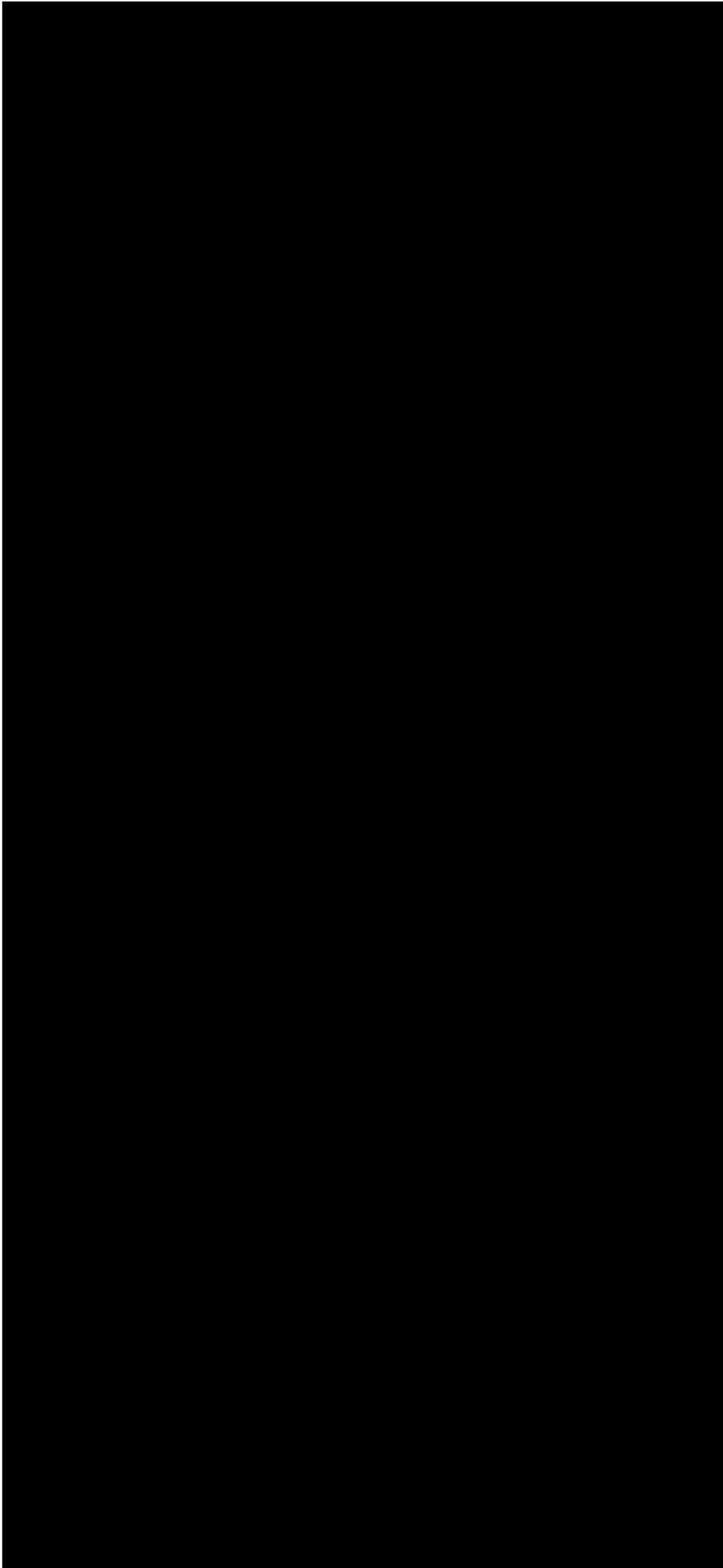
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National Police Chiefs' Council

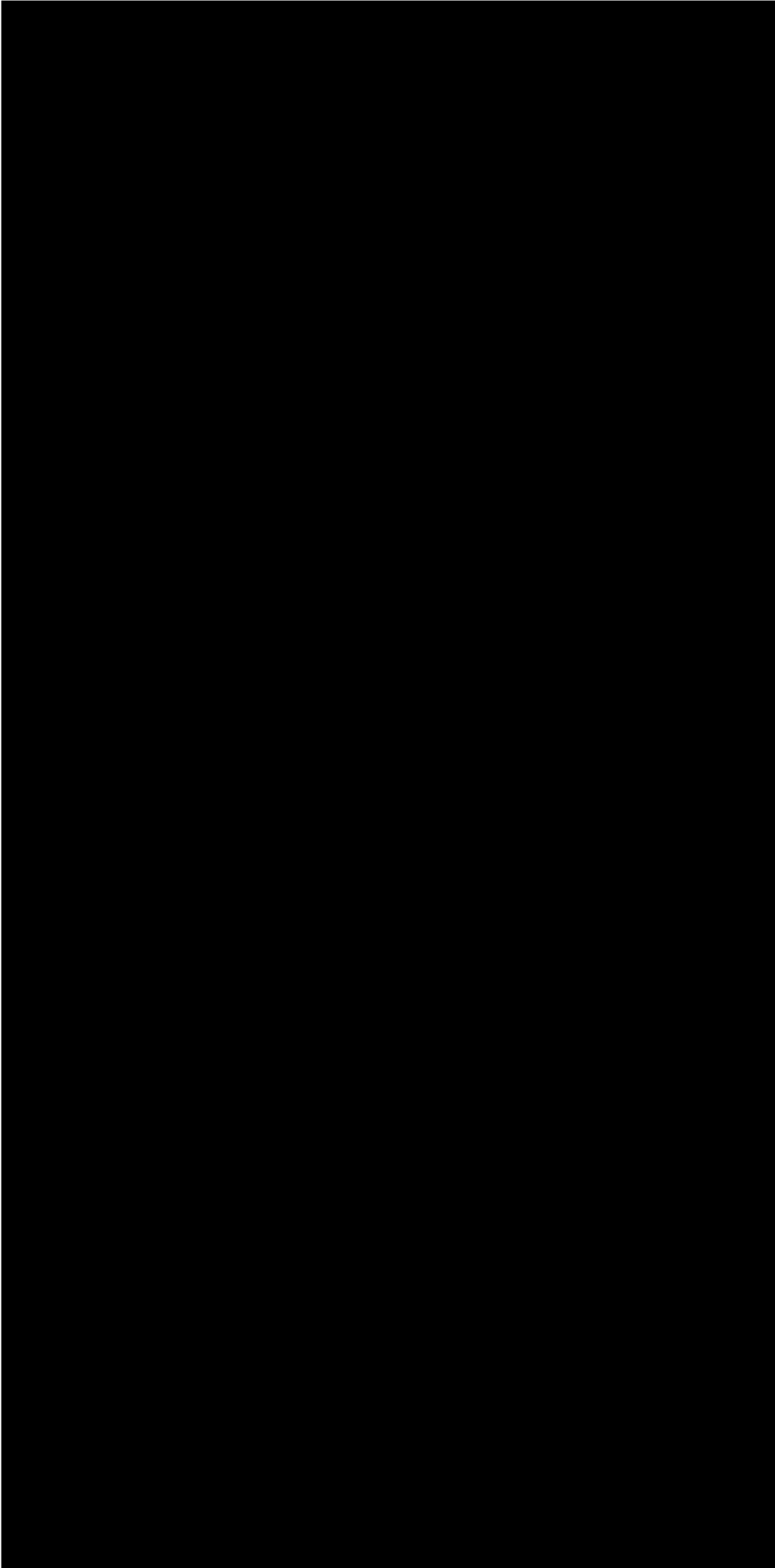


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Chiefs Council



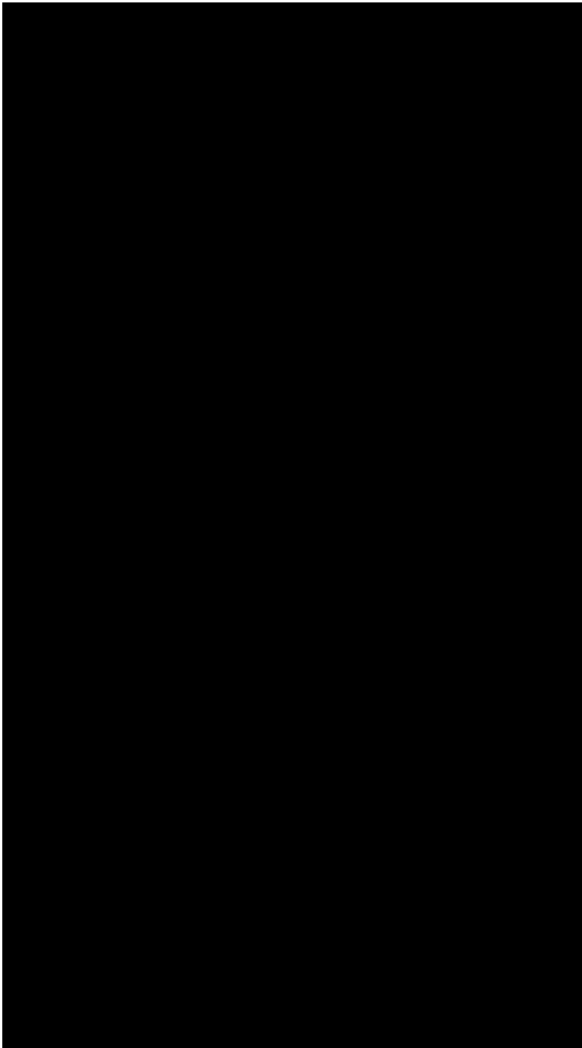
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National Police Chiefs' Council

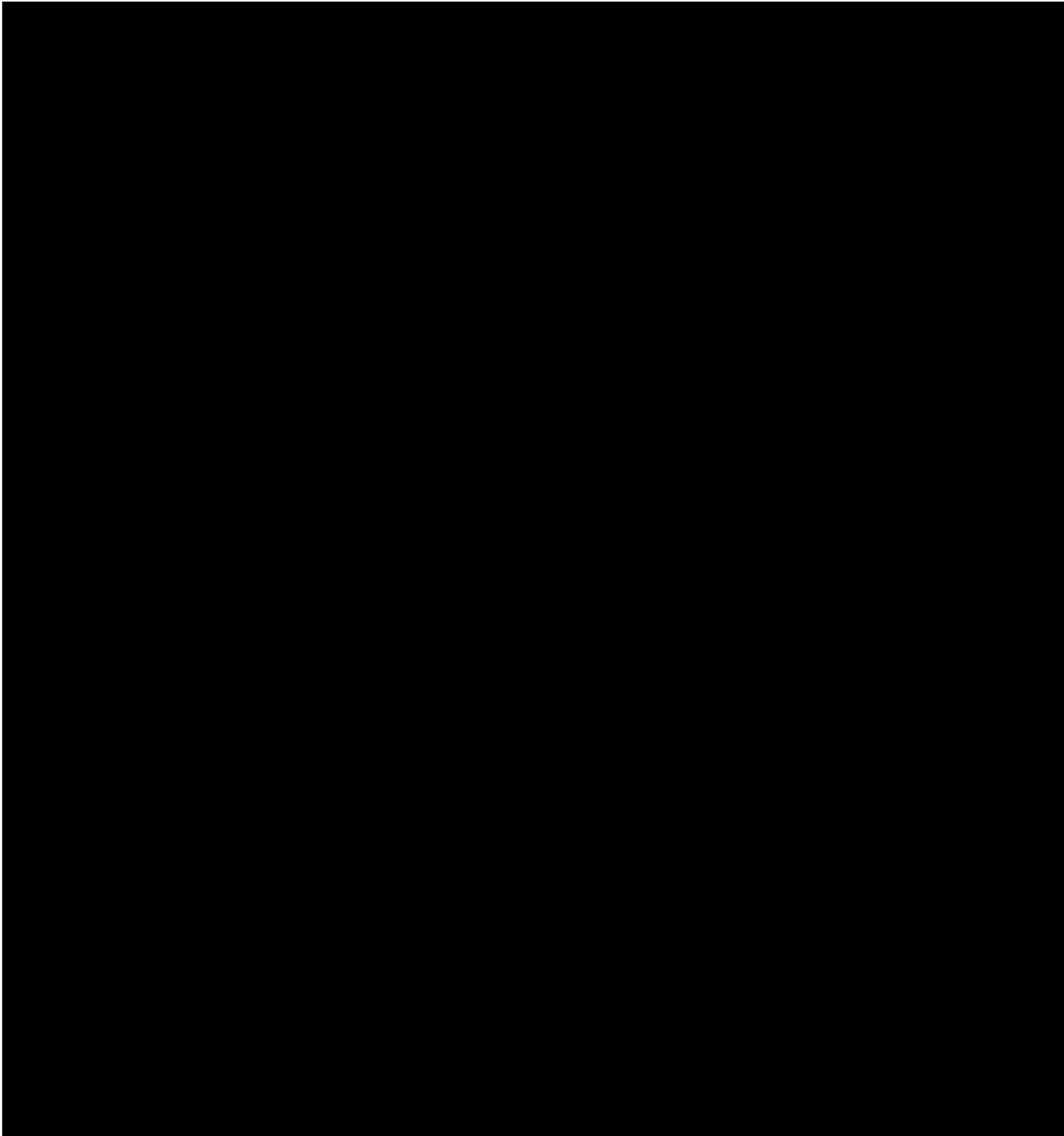


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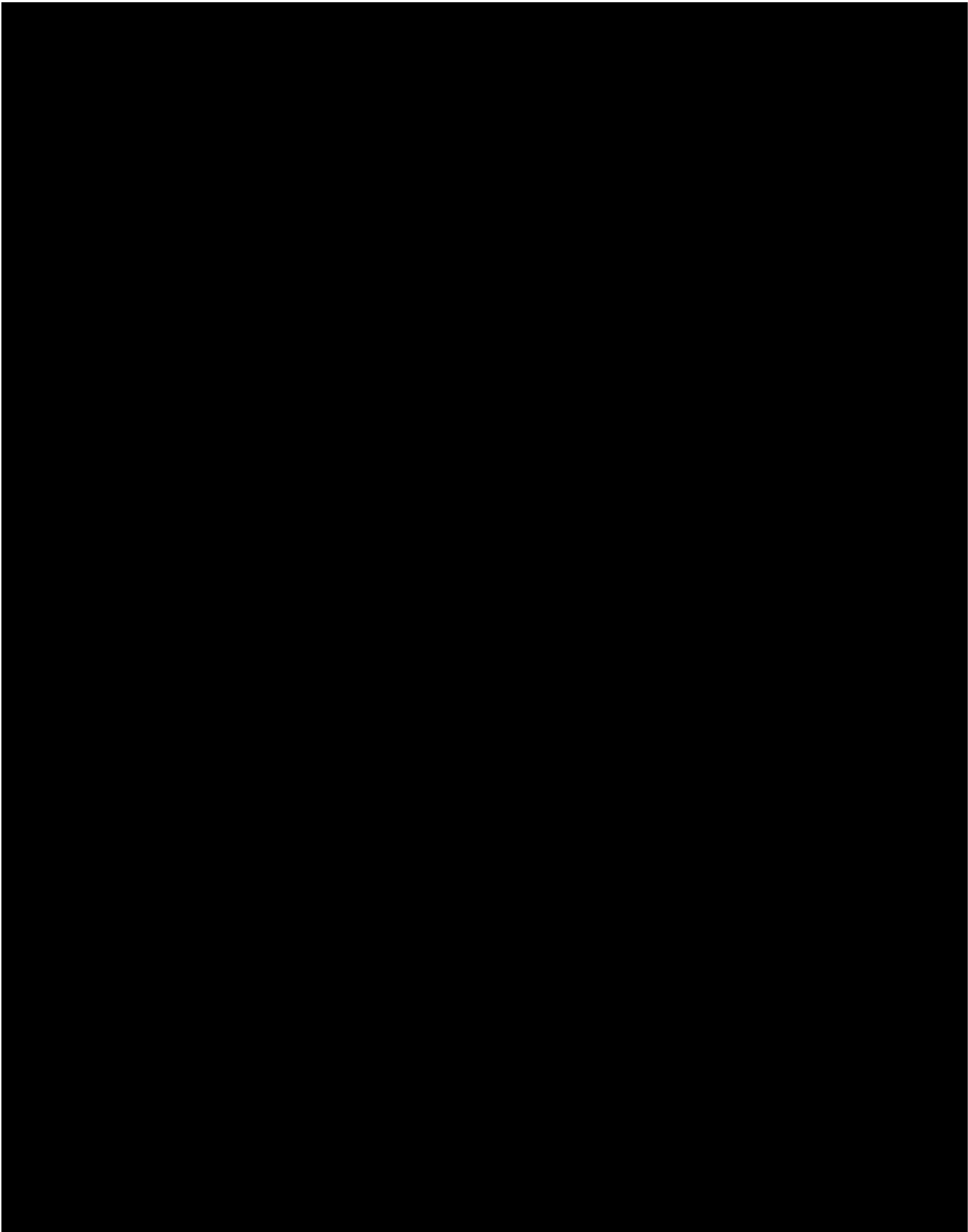


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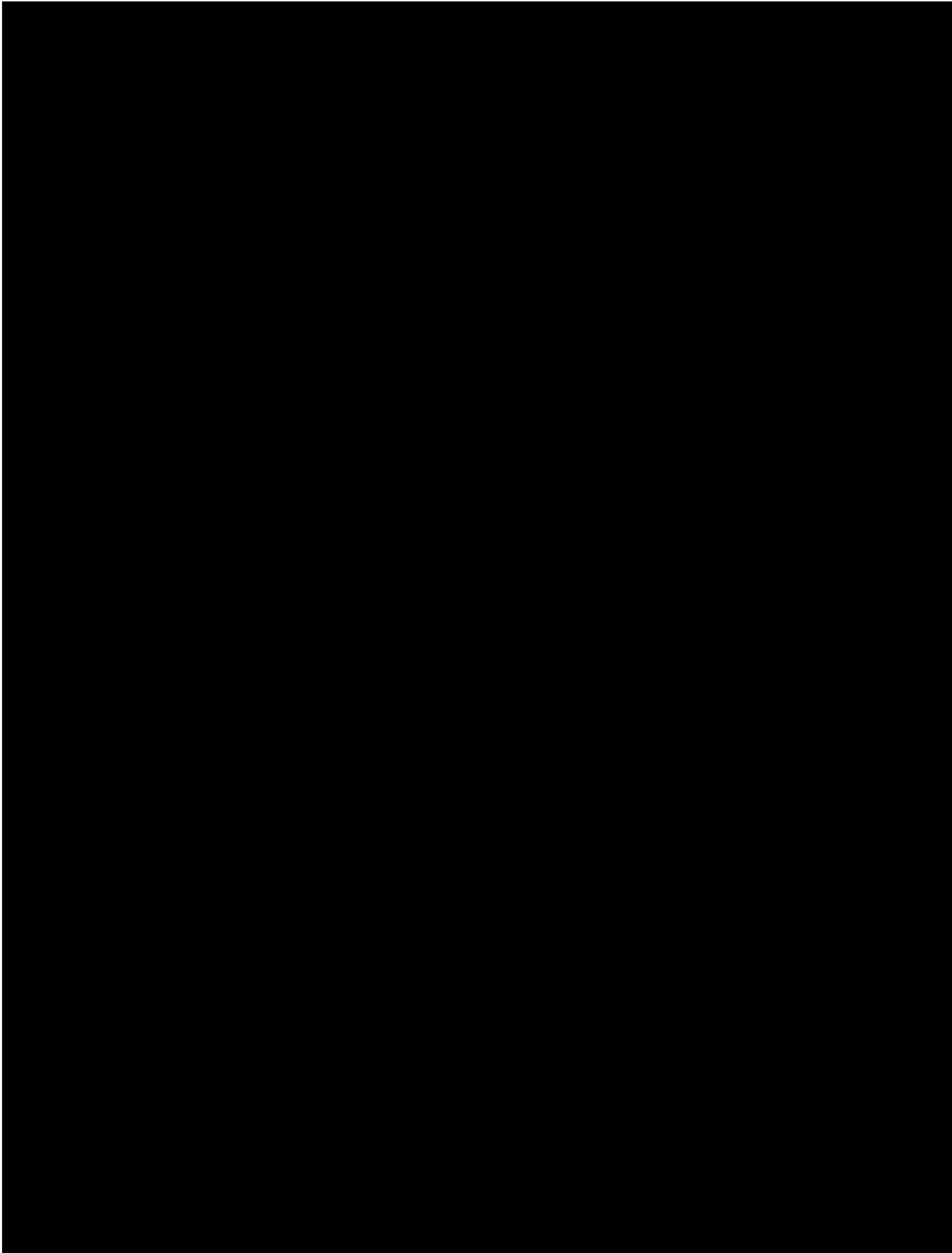


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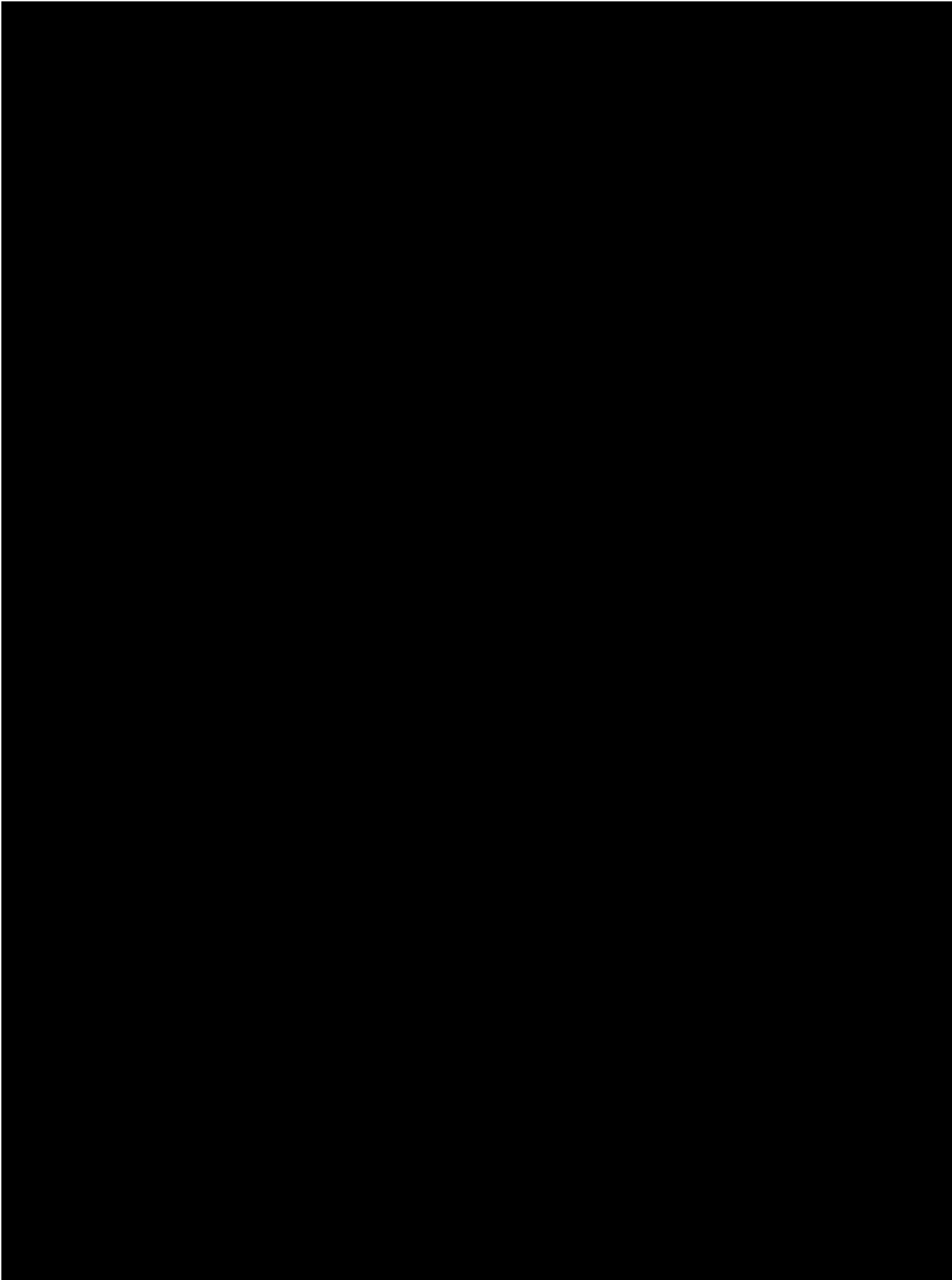


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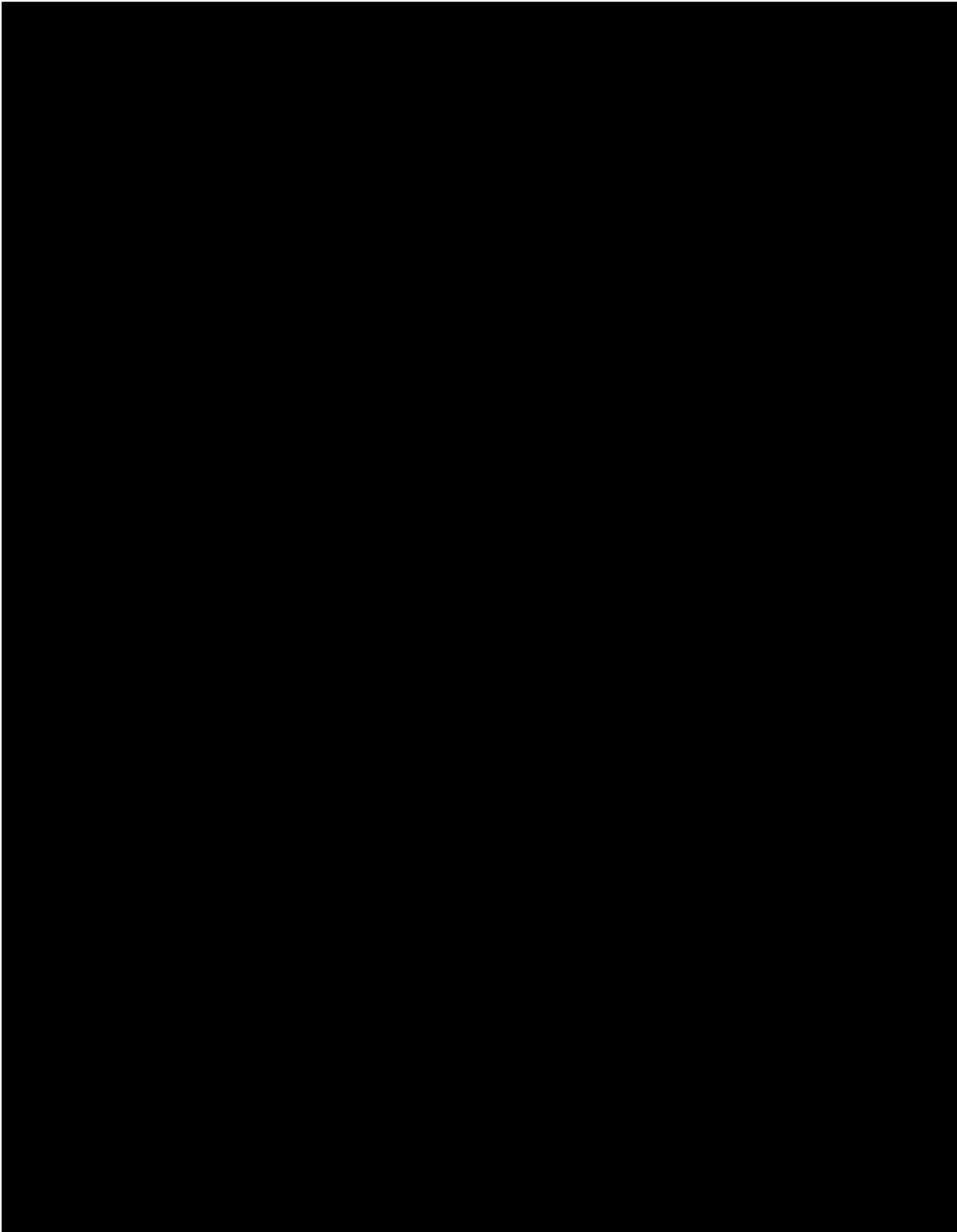


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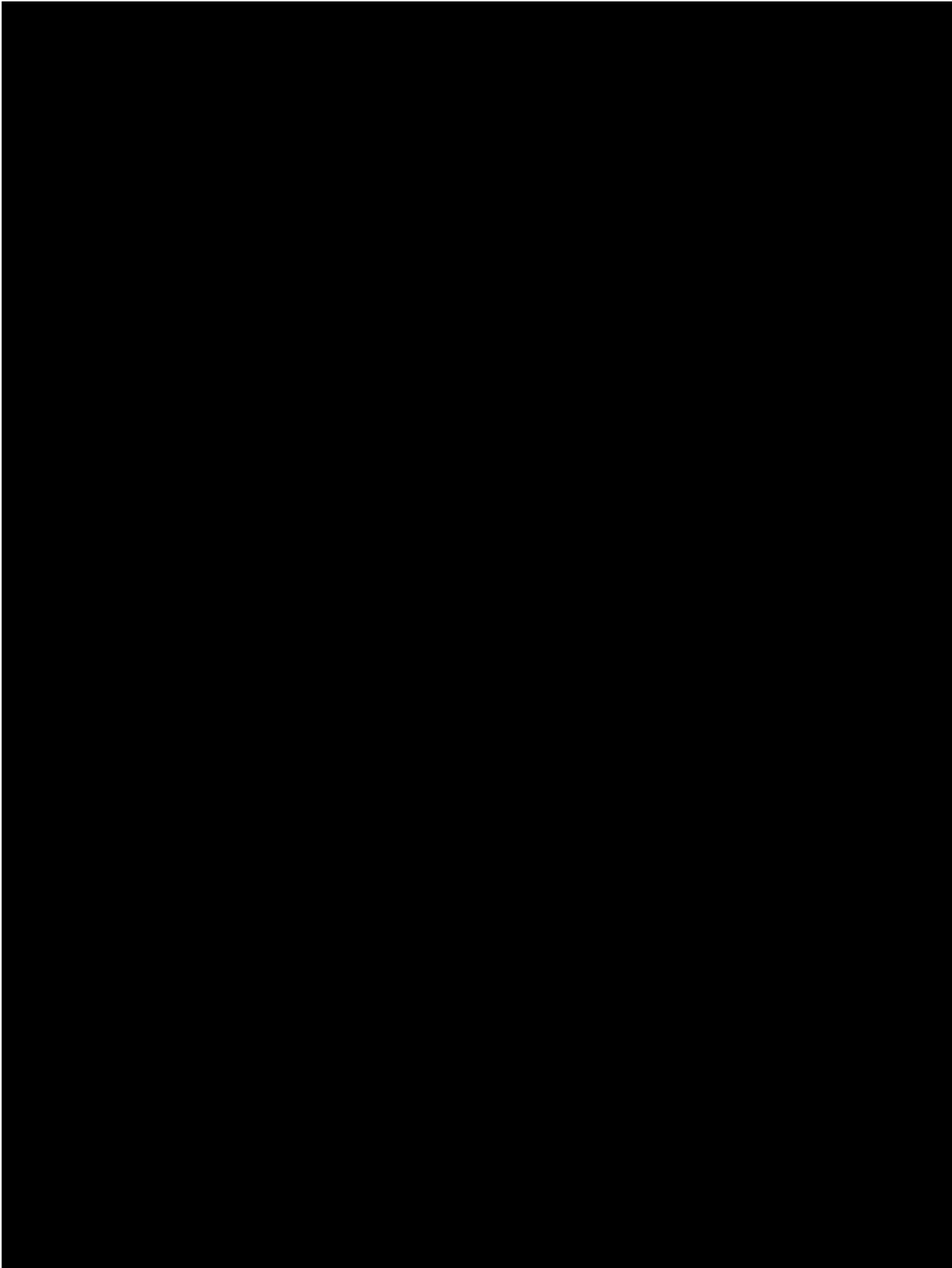
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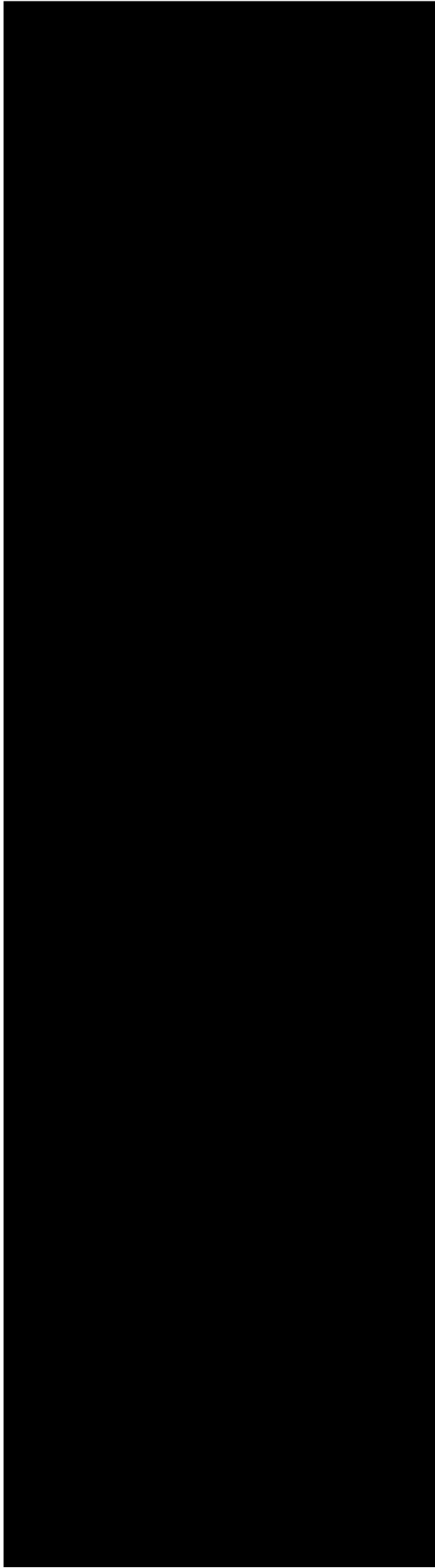
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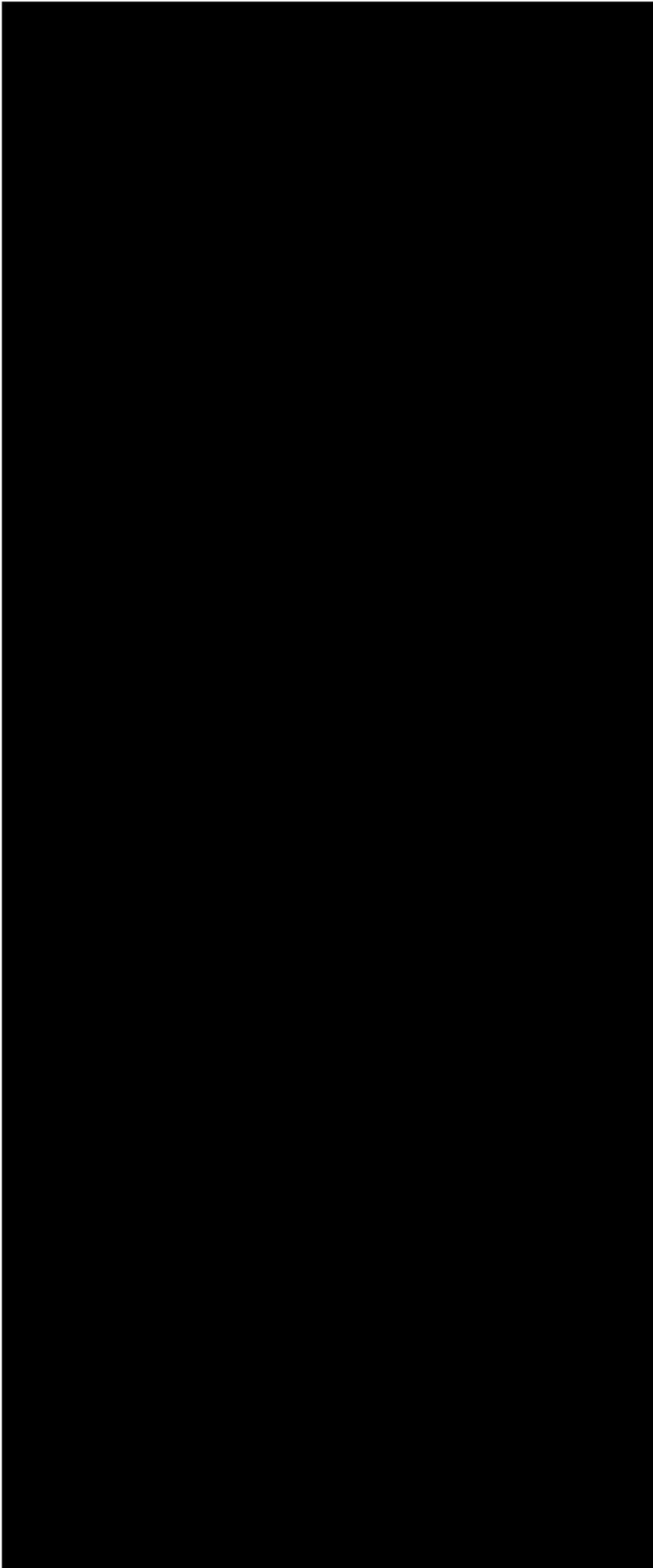
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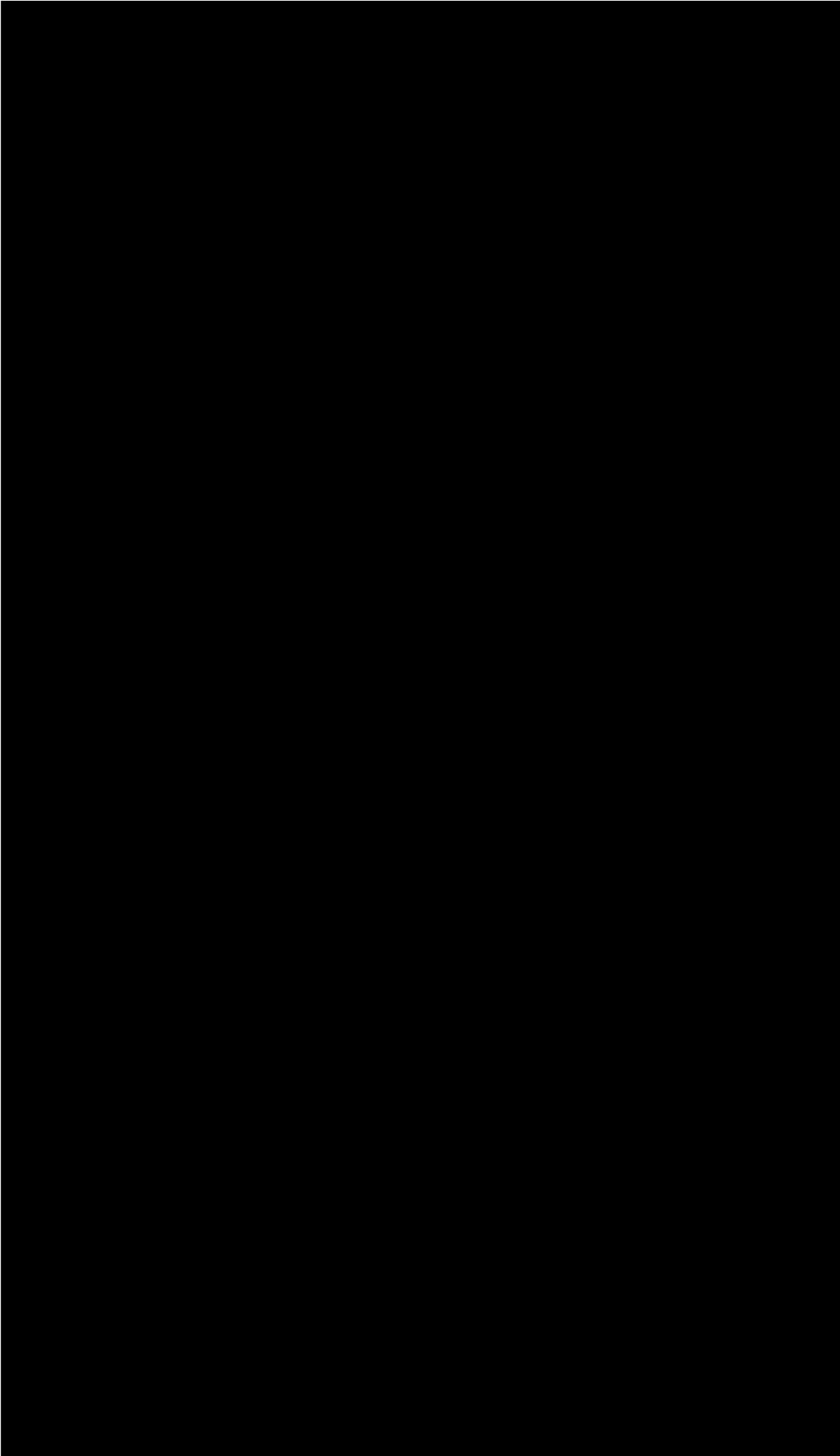
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Administration	Percentage of Respondents
Current Administration	100%
Previous Administration	0%

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R = Reviewer; I = For information Only; A = Approver

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