

Technology Asset Management Transformation Programme

TAM Tooling Delivery Management

1. Delivery

1.1. Scope Definitions

The Department for Work & Pensions (DWP) is establishing its new Technology Asset Management (TAM) function through a transformation programme that has been underway for approximately twelve months. Work is currently being performed by internal resources, as well as by a number of supplier teams, through three major workstreams, namely TAM Target Operating Model, TAM Licence Optimisation and TAM Tooling.

There is a requirement for independent delivery management services to oversee, drive and co-ordinate the work of the internal and supplier teams that are working on the TAM Tooling Workstream to support achievement of the following outcomes:

- Deployment of REDACTED – FOI SECTION 43 to On-premise Hosting (remediated and non-remediated zones) to the extent technically feasible and after taking into account any constraints, such as the availability of technical supplier and DWP resources to undertake detailed deployment activities
- Where the deployment of REDACTED – FOI SECTION 43 to On-premise Hosting is not feasible, assist DWP with formulating and delivering the approach that is to be adopted to capture TAM data about these servers through alternative methods
- Enablement of the deployment of REDACTED – FOI SECTION 43 to REDACTED – FOI SECTION 43 computers
- Transition of responsibility for the ongoing service to the Department through a structured transition process

The internal and supplier teams (“Delivery Teams”), some of which have yet to be mobilised, will continue to be responsible for scheduling and performing the technical, configuration and deployment activities that are needed to implement the TAM tools within each of the environments.

The TAM Tooling Delivery Management Team will be responsible for driving these Delivery Teams in accordance with agreed plans, contracts and timescales, some of which have not yet been finalised or resourced. In addition, the Department has requested that we manage the processing of TSG requests for CPS R12 within the scope of services for the period covered by this Statement of Work (SoW) or go live, whichever occurs first.

Accordingly, because of this inherent reliance on other teams which are not directly under the control of the TAM Tooling Delivery Management Team to achieve the business outcomes, it has been necessary to design the commercial model on which this SoW is based to provide both DWP and Redesmere with the flexibility that is needed to maximise the value that is delivered within the constraints that exist at the time.

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The principal purpose of the TAM Tooling Delivery Management Service is to:

- Drive the implementation of DWP's TAM tools through the Delivery Teams, and provide independent oversight and assurance of the work being performed by those Delivery Teams
- Identify and commission additional requirements and changes to requirements from TAM tool suppliers and internal teams
- Maintain the TAM tool deployment plan

In order to deliver the required service outcomes, the TAM Tooling Delivery Management Service shall:

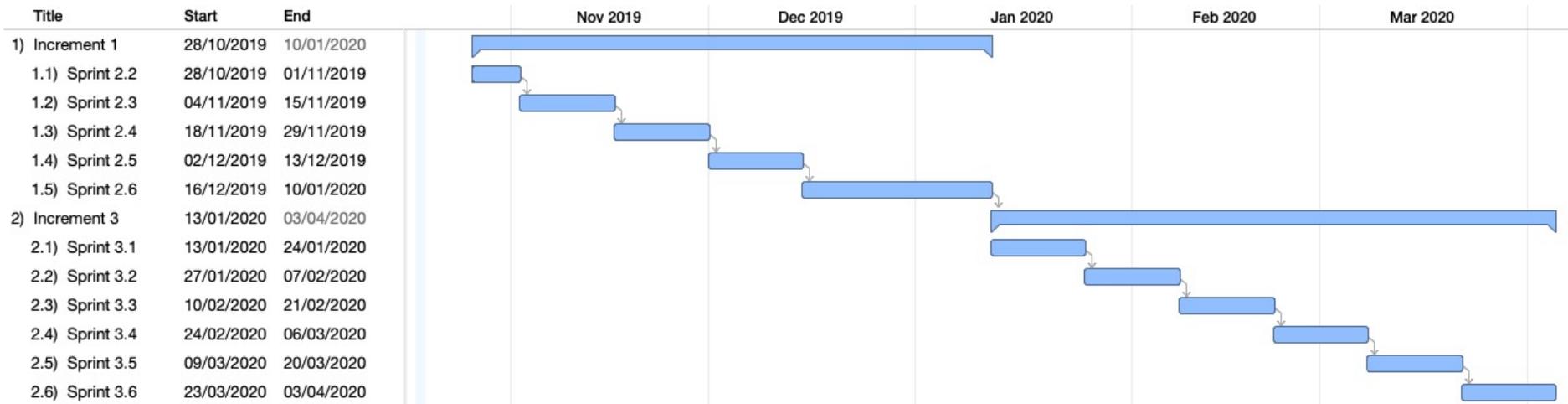
- Develop and drive planning processes to maintain an up to date version of the TAM tooling deployment plan (Planning Epic)
- Develop and drive progress reporting processes to provide regular updates on the status of the TAM tooling deployment as input to the TAM Transformation Programme's broader reporting requirements (Reporting Epic)
- Drive issue escalation and resolution processes in respect of the deployment of the TAM tools (Issue Resolution Epic)
- Develop and execute a delivery assurance plan across the TAM tool deployment activities (Delivery Assurance Epic)
- Implement and execute a supplier management plan for the TAM tool suppliers, to include deliverable acceptance and sourcing new suppliers (Supplier Management Epic)
- Complete an orderly handover of responsibility for the service to the Department through a structured transition plan (Transition Epic)

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1.2. Scope Delivery

The overall programme is being delivered through a series of two-week long sprints, as illustrated in the figure below. The scope of services covered within this SOW will be provided during Sprints 2.5 to 3.6 (part) inclusive.

Figure 1.1: TAM Tooling Delivery Management Timetable



The services need to be flexible due to their reliance on other Delivery Teams to complete the work. Accordingly, the Department is adopting an agile approach to delivering the TAM Transformation Programme so that delivery activities may be planned, sequenced and re-prioritised quickly and easily when blockers occur, external dependencies slip or resources are not available. The priority activities that need to be performed during each sprint within selected epics will be aligned to the external suppliers' and internal teams' plans, which will be reviewed and updated on an ongoing basis.

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To accommodate this requirement for flexibility:

- Sprint plans will be scoped relative to the capacity of the TAM Tooling Delivery Management Service that is being provided
- It is acknowledged that a proportion of the available service capacity within each sprint will be needed to respond to unplanned activities or escalated issues that require urgent resolution
- TAM Tooling Delivery Management Services will be moved between sprints as Delivery Teams' detailed plans are confirmed and updated

The handover of responsibility for the service, or a specific part of the service, to the Department will be performed through a structured transition process on the following basis:

- The scope of the service that is to be handed over will be identified and agreed between the parties, following which the service transition and handover objectives that are to be achieved will be documented and agreed as Transition Epic items within the sprint plan
- The Department will provide suitably qualified and experienced resources who are able to work alongside the TAM Tooling Delivery Management Team so that they are able to take over responsibility for performing the service or part thereof
- The transition and handover activities will be performed on the basis that the Departmental resources who are to take on responsibility for the service possess the underlying skills needed to perform the services
- The approach to handing over the service is based on the Departmental resources working closely alongside the TAM Tooling Delivery Management Team to understand, then help to perform the service and then take on responsibility for the service over a series of sprints. As such, transition and handover activities are an integral part of the service and therefore no additional charges shall be payable by DWP for the completion of service handover and transition activities as per DWP requirements. However, as per Risk R4, in the event that the Departmental resources are not available or are unable to take on responsibility for the services through this process then the Department may wish to extend the service so that the transition and handover activities may be completed, for which additional charges would be payable
- It is acknowledged that the Department is seeking to build its own delivery management capabilities and may be in a position to take over responsibility for performing the services (in whole or in part) described within this Statement of Work during the course of this engagement. Should the Department be in a position to take on responsibility for the services (in whole or in part) earlier than the end of this engagement,

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then the transition activities would be performed in accordance with an agreed transition plan, the engagement would be varied or curtailed accordingly and the fees adjusted accordingly to take account of any services that are no longer required.

Such service transition and handover objectives shall include without limitation (i) the handover of artefacts produced in the course of the services to the Department and (ii) on completion of service, unless agreed otherwise in writing by the Buyer, the return of Buyer equipment and any access passes provided to the Supplier.

1.3. Governance

Governance of the TAM Tooling Delivery Management Service will be aligned with existing governance across the programme, with the key governance meetings taking place as set out in Table 1.2 below.

Table 1.2: Governance Meetings

Timing	Governance Group	Description	Supplier Reporting	Key Members
Monthly, estimated dates are: 19-Dec-2019 30-Jan-2020 27-Feb-2020 and 31-Mar-2020	Delivery Management milestone review	Review of outcomes from previous sprint, escalation of any risks or issues, re-prioritisation and re-planning of TAM Tooling Delivery Management Service Approval of milestone payments	Delivery report in a format to be agreed with DWP	TAM Deputy Director of IT Operations TAM Programme Director DWP Commercial Lead Redesmere Partner Redesmere Lead

In addition:

- Sprint plans in respect of the relevant epics will be maintained and reviewed with the TAM Programme Director

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- Sprint plans will be used to document the required outcomes for each epic
- Where there is underperformance by a Delivery Team, Redesmere will be able to escalate the issues to the TAM Programme Director to seek assistance

2. Critical Path Delivery

The services will commence on 2 December 2019 and will conclude on 31 March 2020, except where terminated earlier by DWP. Services shall not be provided during the weeks commencing 20 December 2019 and 30 December 2019 due to the Christmas period.

2.1. Charges Summary

The table below identifies the milestone payment dates based on the Sprint Plan identified above.

In summary:

- Total value of contract is REDACTED – FOI SECTION 43 **exclusive of VAT and expenses**
- An allowance for travel, accommodation and subsistence to and from DWP locations (other than the base location(s) as set out below) of REDACTED – FOI SECTION 43) of the contract value has been provisioned by DWP.
- The base locations for the Redesmere team members will be Peel Park in Blackpool and Manchester Hub

Expenses relating to working in other locations will be reimbursed at cost in accordance with DWP's expense policy and will be invoiced in arrears on or shortly after each of the milestone dates identified in Table 2.1.

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2.2. Milestone Payment Schedule

Table 2.1 lists the payment milestones for this engagement.

Table 2.1 Milestone Plan

Milestones	Deliverables	Epics	Acceptance Criteria	Date	Payment
TAM Tooling 3	Delivery Report and achievement of key deliverable(s) due in the sprints	Progress in agreed priorities in the epics identified in Section 1	Delivery report reviewed with TAM Programme Director to confirm satisfactory progress has been made towards the required outcomes, with work being re-prioritised and re-planned as necessary. Certification to be provided by Deputy Director of IT Operations.	18 December 2019	REDACTED – FOI SECTION 43
TAM Tooling 4	Delivery Report and achievement of key deliverable(s) due in the sprints	Progress in agreed priorities in the epics identified in Section 1	Delivery report reviewed with TAM Programme Director to confirm satisfactory progress has been made towards the required outcomes, with work being re-prioritised and re-planned as necessary. Certification to be provided by Deputy Director of IT Operations.	29 January 2020	REDACTED – FOI SECTION 43
TAM Tooling 5	Delivery Report and achievement of key deliverable(s) due in the sprints	Progress in agreed priorities in the epics identified in Section 1	Delivery report reviewed with TAM Programme Director to confirm satisfactory progress has been made towards the required outcomes, with work being re-prioritised and re-planned as necessary. Certification to be provided by Deputy Director of IT Operations.	26 February 2020	REDACTED – FOI SECTION 43
TAM Tooling 6	Delivery Report and achievement of key deliverable(s) due in the sprints	Progress in agreed priorities in the epics identified in Section 1	Delivery report reviewed with TAM Programme Director to confirm satisfactory progress has been made towards the required outcomes, . Certification to be provided by Deputy Director of IT Operations.	31 March 2020	REDACTED – FOI SECTION 43
Total Charges (exclusive of VAT and expenses)					REDACTED – FOI

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Milestones	Deliverables	Epics	Acceptance Criteria	Date	Payment
					SECTION 43

3. Milestone Evaluation / Acceptance / Approvals process

Immediately before each milestone, a short delivery report will be issued to the TAM Programme Director which evidences the progress that has been made towards each required outcome during the relevant sprints and identifies the associated deliverables that have been produced to support the approval of payments to the supplier.

Each such report will be subject to formal certification by DWP for both delivery and acceptance and accordingly shall require a recommendation for approval by the TAM Programme Director with formal certification provided by the Deputy Director of IT Operations (or nominated deputy) via the TAM Tooling Delivery Management milestone review.

As described in section 1.2 above, it will be essential to plan and manage the TAM Tooling Delivery Management Service in a way which provides the flexibility the Department requires to respond to delivery issues as they arise. Accordingly, the TAM Tooling Delivery Management Milestone Review meetings will be used to agree with the TAM Programme Director and Deputy Director of IT Operations:

- i. The deliverables which have been progressed satisfactorily
- ii. The deliverables which are to be modified, re-planned or rescheduled for future sprints or cancelled altogether
- iii. The deliverables which require further work before the Milestone payment for the relevant sprints will be released

In situations where further work is required, as is anticipated in scenario iii. above, Redesmere will produce a remediation plan and a new acceptance date will be agreed.

Invoices will be raised for the milestone payment that is due at the conclusion of the relevant sprint and these will be paid in accordance with the G-Cloud Call Off Contract once the corresponding delivery report has been recommended for approval by the TAM Transformation Programme Director and certified by the Deputy Director of IT Operations as having met the associated acceptance criteria.

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4. Redesmere Team

The services will be directed and managed by the Redesmere team lead. The team is to comprise REDACTED – FOI SECTION 43 any of whom may be substituted subject to Redesmere’s compliance with the terms of the GCloud 11 Call Off Contract. All practitioners will be BPSS cleared throughout the duration of the engagement.

REDACTED – FOI SECTION 43

Redesmere is accredited through the Cyber Essentials scheme and is therefore able to operate independently from the DWP’s infrastructure to perform the services.

5. DWP Obligations

DWP’s Responsibilities during the course of this engagement include those set out in the table below.

#	DWP Responsibility	Date
AR1	Suitable hot desks and access to the relevant information, facilities, infrastructure and tools for REDACTED – FOI SECTION 43 will be provided in Peel Park and Manchester Hubs	ongoing
AR2	DWP will endeavour to provide its acceptance or rejection with comments on each delivery report in writing within three working days following receipt of such delivery report.	ongoing
AR3	DWP will engage services from external suppliers or mobilise internal teams to configure and deploy the TAM tools in accordance with planned timescales.	ongoing

6. Declared Risks

#	Description	Mitigation Action	Date
R1	Suppliers and internal teams do not collaborate with the TAM Tooling Delivery Management	DWP will take the relevant actions to ensure that suppliers and internal teams collaborate with the TAM Tooling Delivery Management Team to	ongoing

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#	Description	Mitigation Action	Date
	Team which prevents satisfactory progress being made in respect of the key outcomes identified above.	enable the deployment of the TAM tools across the environments in accordance with planned timescales. Where suppliers and internal teams do not collaborate, escalations will be made promptly by Redesmere in the event that the risk materialises and the parties will re-plan the delivery services as required.	
R2	Suppliers and DWP staff to resource the supplier and internal delivery teams are not mobilised in timescales that meet the achievement of the tooling delivery management milestones.	Issues will be escalated promptly to the TAM Programme Director so that the scope of each sprint may be adjusted to balance priorities with resource availability.	ongoing
R3	The suppliers delivering into the TAM Tooling Workstream (with the exception of Redesmere) do not deliver the required services to the requisite standards.	A robust supplier performance management process will be used to manage the suppliers and issues will be escalated promptly when exceptions occur so that the necessary remedial action can be taken. Where this impacts timescales and deliverables, the delivery milestones and deliverables will be re-planned by the parties.	
R4	The DWP resources that are to take on responsibility for the service are not available or do not possess the requisite skills to complete the transition and handover activities effectively.	Issues will be escalated promptly to the TAM Programme Director for mitigating action to be taken. DWP may decide to reassign and enable resources from other activities or projects so they may take on the service on an interim basis as a more permanent solution is established and/or DWP may choose to extend length of this service.	1-Feb-20