

# Technology Asset Management Transformation Programme

## Delivery Management Service (DMS 1)

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### 1. Delivery

#### 1.1. Scope Definitions

##### *Technology Asset Management (TAM)*

The Department for Work & Pensions (DWP) is transforming its Technology Asset Management (TAM) function through a programme that has been underway for approximately twelve months. Much of the work has now been handed over to the business as usual (BAU) teams, with the exception of the tooling workstream which is currently being delivered by both internal and supplier resources.

Accordingly, there is a requirement for independent delivery management services to oversee, drive and co-ordinate the work of these internal and supplier teams within TAM to support achievement of the following outcomes:

- Production of the design, build and SRE approval of the cloud-based solutions that enable REDACTED – FOI SECTION 43
- Engagement with the PDUs' technical and business stakeholders to initiate their adoption of the cloud-based REDACTED – FOI SECTION 43 Configuration of REDACTED – FOI SECTION 43 so that it is able to support the new target operating model that is currently being implemented within TAM. Note that the full scope of work needed in this area is expected to take in the region of twelve months to complete, so the services performed under this Statement of Work (SoW) will focus on managing the initial preparatory and business requirements analysis activities

##### *User eXperience Control Centre (UXCC)*

DWP is introducing enhanced performance monitoring and reporting capabilities into its User Experience Command Centre (UXCC) REDACTED – FOI SECTION 43. As part of this process, the Department would like to conduct a discovery exercise to identify the UXCC's requirements for performance monitoring and reporting REDACTED – FOI SECTION 43, following which a plan to enhance the performance monitoring and reporting capabilities is to be produced and implemented.

Accordingly, there is a further requirement for an independent delivery management and discovery service to oversee, drive and coordinate the work that is needed to achieve the following outcomes in relation to the UXCC's performance monitoring and reporting capabilities:

- Identification of the layers of performance monitoring that are required by service (or major application) and in aggregate
- Detail the required service reporting capabilities that are needed to drive the performance monitoring requirements
- Design of a monthly service performance reporting pack based on service performance output from the desired monitoring capabilities
- An analysis of the gaps between the current tools' capabilities, and the performance monitoring and reporting requirements
- Development of a planned approach to rolling out standard service reporting across all critical Digital services

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### *Network Services Continuous Improvement (NSCI) Programme*

The Department's Network Services Continuous Improvement (NSCI) Programme continues to deliver a number of people, process and technology change initiatives REDACTED – FOI SECTION 43 There is a requirement for an independent delivery management service to drive and coordinate the work of the internal and supplier teams working on the NSCI Programme to support them in the achievement of the Continuous Improvement Programme outcomes by:

- Driving the full project lifecycle of all raised NSCI initiatives to the agreed plans
- Coordinating and managing project management and business analysis capabilities so they support the NSCI initiatives and projects

### *General*

The Department's internal and supplier teams ("Delivery Teams") will be responsible for scheduling and performing any technical, configuration and deployment activities that are needed to implement the tools and to deliver the projects that support the achievement of the outcomes in each area.

The 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.

Because of this inherent reliance on other teams which are not directly under the control of the 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.

In order to deliver the required service outcomes, the Delivery Management Service shall for each of the three major areas of scope above:

- Drive planning and discovery processes to maintain an up to date delivery plan for each workstream that is in scope (Planning Epic)
- Drive reporting processes to provide regular updates on the status of each workstream (Reporting Epic)
- Drive issue escalation and resolution processes in respect of the agreed delivery plans for each workstream (Issue Resolution Epic)
- Develop and execute a delivery assurance plan across the delivery activities for each workstream (Delivery Assurance Epic)
- Manage suppliers, including deliverable acceptance and sourcing new suppliers for each workstream (Supplier Management Epic)
- Complete an orderly handover of the service (or part) to DWP through a structured transition plan for each workstream (Transition Epic)

In addition, the scope of the initial Delivery Management Services provided under this SoW may be added to or varied at the Department's discretion subject to mutually agreed change control during the term of any G-Cloud Call Off Contract that is established.

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### 1.2. Scope Delivery

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 its programmes 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.

To accommodate this requirement for flexibility:

- Sprint plans will be scoped relative to the capacity of the 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
- Delivery Management Service activities 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 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 Delivery Management Team to understand, then help to perform the service and finally take on responsibility for the service over a series of sprints. As such, transition and handover activities are an integral part of the service
- 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 SoW 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, then the transition activities would be performed in accordance with an agreed transition plan, the engagement would be varied or curtailed and the fees adjusted accordingly to take account of any services that are no longer required.

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### 1.3. Governance

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

Timing	Governance Group	Description	Supplier Reporting	Key Members
Monthly, estimated dates are: <ul style="list-style-type: none"> <li>• 30-Apr-2020</li> <li>• 29-May-2020</li> <li>• 26-Jun-2020</li> <li>• 31-Jul-2020</li> <li>• 28-Aug-2020</li> <li>• 30-Sep-2020</li> </ul>	Delivery Management milestone review	Review of outcomes from previous sprint, escalation of any risks or issues, re-prioritisation and re-planning of Delivery Management Service  Approval of milestone and retention payments	Delivery report in a format to be agreed with DWP	Deputy Director of IT Operations  Head of TAM  Head of UXCC  Head of Infrastructure Services  DWP Commercial Lead  Redesmere Partner  Redesmere Lead

In addition:

- Sprint plans in respect of the relevant epics will be maintained and reviewed with the Head of TAM, Head of UXCC or Head of Infrastructure Services
- 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 Head of TAM, Head of UXCC or Head of Infrastructure Services to seek assistance

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### 2. Critical Path Delivery

The services will commence on 1 April 2020 and will conclude on 30 September 2020, except where terminated earlier by DWP.

#### 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 **exclusive of VAT**. Any such expenses would be agreed with DWP in advance
- The base location for the Redesmere team members will be Manchester and Peel Park, Blackpool, although it is anticipated that a significant proportion of the work will be performed remotely during the Covid-19 crisis.

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 the table in section 2.2.

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### 2.2. Milestone Payment Schedule

The table below lists the payment milestones for this engagement.

Milestones	Deliverables	Epics	Acceptance Criteria	Date	Payment (Ex. VAT)
<b>DMS1-1</b>	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 Heads of TAM, UXCC and Infrastructure Services 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.	30 April 2020	REDACTED – FOI SECTION 43
<b>DMS1-2</b>	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 Heads of TAM, UXCC and Infrastructure Services 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 May 2020	REDACTED – FOI SECTION 43
<b>DMS1-3</b>	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 Heads of TAM, UXCC and Infrastructure Services 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 June 2020	REDACTED – FOI SECTION 43
<b>DMS1-4</b>	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 Heads of TAM, UXCC and Infrastructure Services 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.	31 July 2020	REDACTED – FOI SECTION 43
<b>DMS1-5</b>	Delivery Report and achievement of key	Progress in agreed priorities in the epics	Delivery report reviewed with Heads of TAM, UXCC and Infrastructure Services to confirm satisfactory progress has been made towards the	28 August 2020	REDACTED – FOI

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Milestones	Deliverables	Epics	Acceptance Criteria	Date	Payment (Ex. VAT)
	deliverable(s) due in the sprints	identified in Section 1	required outcomes, with work being re-prioritised and re-planned as necessary. Certification to be provided by Deputy Director of IT Operations.		SECTION 43
<b>DMS1-6</b>	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 Heads of TAM, UXCC and Infrastructure Services 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.	30 September 2020	REDACTED – FOI SECTION 43
				<b>Total:</b>	REDACTED – FOI SECTION 43

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### **3. Milestone Evaluation / Acceptance / Approvals process**

Immediately before each milestone, a short delivery report will be issued to the Head of TAM, Head of UXCC and Head of Infrastructure Services 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 Head of TAM, Head of UXCC and Head of Infrastructure Services with formal certification provided by the Deputy Director of IT Operations (or nominated deputy).

As described in section 1.2 above, it will be essential to plan and manage the Delivery Management Service in a way which provides the flexibility the Department requires to respond to delivery issues as they arise. Accordingly, the Delivery Management Milestone Review meetings will be used to agree with the Head of TAM, Head of UXCC, Head of Infrastructure Services 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 for the affected area of the service 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 Head of TAM or Head of UXCC or Head of Infrastructure Services 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 practitioners any of whom may be substituted subject to Redesmere’s compliance with the terms of the G-Cloud 11 Call Off Contract. All practitioners are BPSS cleared.

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. However, during the Covid-19 crisis, the expectation is that DWP will also provide access to its infrastructure as an additional means of facilitating remote working.

### 5. DWP Obligations

In light of the current Covid-19 crisis, Redesmere recognises that there may be some delay and/or disruption to the delivery of DWP’s responsibilities set out in this Statement of Work. Where such delay and/or disruption occurs, Redesmere agrees to work with DWP in good faith to mitigate the impact of such delay and/or disruption upon this Statement of Work.

In addition to sprint planning, Redesmere shall inform DWP promptly where milestones are at risk for reasons due to delay and/or disruption to the delivery of DWP’s responsibilities

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 (to the extent available during the Covid-19 crisis), and for accessing DWP’s infrastructure remotely when necessary.	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 deliver the programme activities in accordance with planned timescales	ongoing

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#	DWP Responsibility	Date
AR4	DWP will be responsible for the design, delivery and implementation of the new TAM target operating model, and for specifying the associated business requirements that the programmes are to support	ongoing

### 6. Declared Risks

#	Description	Mitigation Action	Date
R1	Suppliers and internal teams do not collaborate with the Delivery Management Team which prevents satisfactory progress being made in respect of the key outcomes identified above.	DWP will take the relevant actions to ensure that suppliers and internal teams collaborate with the Delivery Management Team to enable the relevant programme delivery activities, such as the deployment of the 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.	ongoing
R2	Suppliers and DWP staff to resource the supplier and internal delivery teams are not mobilised in timescales that meet the achievement of the delivery management milestones.	Issues will be escalated promptly to the Head of TAM, Head of UXCC or Head of Infrastructure Services so that the scope of each sprint may be adjusted to balance priorities with resource availability.	ongoing
R3	The suppliers delivering the tools and business requirements (with the exception of Redesmere) do not deliver the required services to the requisite standards or timescales.	A robust supplier performance management process will be used to manage the suppliers and internal teams, and issues will be escalated promptly when exceptions occur so that the necessary remedial action may be taken. Where this impacts timescales and deliverables, the delivery milestones and deliverables will be re-planned by the parties.	ongoing

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#	Description	Mitigation Action	Date
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.	Two options are available. First, 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. Second, DWP may choose to extend length of this service.	1-Sep-20