Schedule 13

Implementation Plan

Schedule 13: Implementation Plan

1. Introduction

1.1 This Schedule:

 1.1.1 defines the process for the preparation and implementation of the Outline Implementation Plan and Detailed Implementation Plan; and

 1.1.2 identifies the Milestones (and associated Deliverables) including the Milestones which trigger payment to the Supplier of the applicable Milestone Payments following the issue of the applicable Milestone Achievement Certificate.

2. Outline Implementation Plan

2.1 The Outline Implementation Plan is set out in Annex A.

2.2 All changes to the Outline Implementation Plan shall be subject to the Change Control Procedure provided that the Supplier shall not attempt to postpone any of the Milestones using the Change Control Procedure or otherwise (except in accordance with Clause 29 (*Authority Cause*)).

3. Approval of the Detailed Implementation Plan

3.1 The Supplier shall submit a draft of the Detailed Implementation Plan to the Authority for approval within 4 months of the Effective Date.

3.2 The Supplier shall ensure that the draft Detailed Implementation Plan:

 3.2.1 incorporates all of the Milestones and Milestone Dates set out in the Outline Implementation Plan;

 3.2.2 includes (as a minimum) the Supplier's proposed timescales in respect of the following for each of the Milestones:

 (a) the completion of each design document;

 (b) the completion of the build phase;

 (c) the completion of any Testing to be undertaken in accordance with Schedule 14 (*Testing Procedures*); and

 (d) training and roll-out activities;

 3.2.3 clearly outlines all the steps required to implement the Milestones to be achieved in the next 15 months, together with a high-level plan for the rest of the programme, in conformity with the Authority Requirements;

 3.2.4 clearly outlines the required roles and responsibilities of both Parties, including staffing requirements; and

 3.2.5 is produced using a software tool as specified or agreed by the Authority.

3.3 Prior to the submission of the draft Detailed Implementation Plan to the Authority in accordance with Paragraph 3.1, the Authority shall have the right:

  3.3.1 to review any documentation produced by the Supplier in relation to the development of the Detailed Implementation Plan, including:

  (a) details of the Supplier's intended approach to the Detailed Implementation Plan and its development;

  (b) copies of any drafts of the Detailed Implementation Plan produced by the Supplier; and

  (c) any other work in progress in relation to the Detailed Implementation Plan; and

  3.3.2 to require the Supplier to include any reasonable changes or provisions in the Detailed Implementation Plan.

3.4 Following receipt of the draft Detailed Implementation Plan from the Supplier, the Authority shall:

  3.4.1 review and comment on the draft Detailed Implementation Plan as soon as reasonably practicable; and

  3.4.2 notify the Supplier in writing that it approves or rejects the draft Detailed Implementation Plan no later than 20 Working Days after the date on which the draft Detailed Implementation Plan is first delivered to the Authority.

3.5 If the Authority rejects the draft Detailed Implementation Plan:

  3.5.1 the Authority shall inform the Supplier in writing of its reasons for its rejection; and

  3.5.2 the Supplier shall then revise the draft Detailed Implementation Plan (taking reasonable account of the Authority's comments) and shall re-submit a revised draft Detailed Implementation Plan to the Authority for the Authority's approval within 20 Working Days of the date of the Authority's notice of rejection. The provisions of Paragraph 3.4 and this Paragraph 3.5 shall apply again to any resubmitted draft Detailed Implementation Plan, provided that either Party may refer any disputed matters for resolution by the Dispute Resolution Procedure at any time.

3.6 If the Authority approves the draft Detailed Implementation Plan, it shall replace the Outline Implementation Plan from the date of the Authority's notice of approval.

4. Updates to And Maintenance of the Detailed Implementation Plan

4.1 Following the approval of the Detailed Implementation Plan by the Authority:

  4.1.1 the Supplier shall submit a revised Detailed Implementation Plan to the Authority every 3 months starting 4 months from the Effective Date;

  4.1.2 without prejudice to Paragraph 4.1.1, the Authority shall be entitled to request a revised Detailed Implementation Plan at any time by giving written notice to the Supplier and the Supplier shall submit a draft revised Detailed Implementation

Plan to the Authority within 20 Working Days of receiving such a request from the Authority (or such longer period as the Parties may agree provided that any failure to agree such longer period shall be referred to the Dispute Resolution Procedure);

4.1.3 any revised Detailed Implementation Plan shall (subject to Paragraph 4.2) be submitted by the Supplier for approval in accordance with the procedure set out in Paragraph 3; and

4.1.4 the Supplier's performance against the Implementation Plan shall be monitored at meetings of the Service Review Board (as defined in Schedule 21 (*Governance*). In preparation for such meetings, the current Detailed Implementation Plan shall be provided by the Supplier to the Authority not less than 5 Working Days in advance of each meeting of the Service Management Board.

4.2 Save for any amendments which are of a type identified and notified by the Authority (at the Authority's discretion) to the Supplier in writing as not requiring approval, any material amendments to the Detailed Implementation Plan shall be subject to the Change Control Procedure provided that:

4.2.1 any amendments to elements of the Detailed Implementation Plan which are based on the contents of the Outline Implementation Plan shall be deemed to be material amendments; and

4.2.2 in no circumstances shall the Supplier be entitled to alter or request an alteration to any Milestone Date except in accordance with Clause 29 (*Authority Cause*).

4.3 Any proposed amendments to the Detailed Implementation Plan shall not come into force until they have been approved in writing by the Authority.

5. Government Reviews

5.1 The Supplier acknowledges that the Services may be subject to Government review at key stages of the project. The Supplier shall cooperate with any bodies undertaking such review and shall allow for such reasonable assistance as may be required for this purpose within the Charges.

Annex A: Outline Implementation Plan

[Redacted Under FOIA Section 43, Commercial Interests]

Phase	Ref.	Milestone and Deliverables	Duration	Milestone Date	Authority Responsibilities	Key / ATP / CPP/ Critical

DD	DDM1	**Discovery**
		• Set up team / define roles, responsibilities and governance
		• Review of the pre-discovery artefacts provided by the Authority
		    ○ NGCC Organisational Structure
		    ○ NGCC Architectural Designs
		    ○ NGCC System/Application Specifications inc. hierarchy
		    ○ NGCC Interface and Integration specifications
		    ○ NGCC Refreshed Volumetrics
		    ○ NGCC Call Flows
		• Review requirements captured in Schedule 2 and identify any gaps.
		• Following above gap analysis work with the Authority to detail any further requirements (subject to the Operational Change Process and/or Schedule 22 *(Change Control Procedure)*, as applicable).
		• Produce:
		    ○ End to End Implementation and Transition Strategy and Detailed Implementation Plan
		    ○ Risks and Issues Management Plan
			[REDACTED]	[REDACTED]	To provide or make available then-current versions of the following Authority documentation/information/ access to the Supplier, each in accordance with a scope and timescale agreed by the Authority:
					
					NGCC Hierarchy and Organisational Structure
					
					NGCC Architectural Designs
					
					NGCC System/Application Specifications inc. hierarchy
					
					NGCC Interface and Integration Specifications
					
					NGCC Refreshed Volumetrics
					
					Existing MI reporting templates and captured metrics
					
					Call Flows
						Key

Phase	Ref.	Milestone and Deliverables	Duration	Milestone Date	Authority Responsibilities	Key / ATP / CPP/ Critical
		- o Change Management Plan - o Project Schedule - o Service Management Plan (to apply during and post Transition)			Access to the relevant teams to support training, testing and transition, subject to reasonable and specific proposals from the Supplier that are acceptable to the Authority.	

DD	DDM2	**Design**
		• Architectural design/s in accordance with the Authority's standards and demonstrate the solution will meet the Authority's objectives and Authority Requirements including all Performance Indicators and including:
		   o High Level Designs (HLD)
		   o Low Level Designs (LLD)
		• The designs must meet the Performance Indicators, operational level agreements and Authority Requirements, including disaster recovery, business continuity and security requirements.
		• The end-to-end solution must be accreditable and compliant with proven documentation in accordance with the Authority Requirements.
		• Provide Detailed Functional Specifications
		• Document any solution specific standards and processes, including security.
		• Create and maintain detailed plans for the full delivery lifecycle taking account of and managing
			[REDACTED]	[REDACTED]	To provide CCMP Project & DDA Approval (Digital Design Authority) for HLD's, in accordance with a timescale agreed with the Authority and subject to the Authority's relevant approval processes/requirements being met by the Supplier.	Key & CPP

Phase	Ref.	Milestone and Deliverables	Duration	Milestone Date	Authority Responsibilities	Key / ATP / CPP/ Critical
		any conflicts between the Authority's other suppliers' plans. • Designs for development/testing & staging environments (in accordance with Authority Requirements) as a functional replica of the ongoing live production environment to support the isolation of test from live operations. • Create solution operation/management design artefacts to describe how the service will be managed in the live environment. • Data import design inc. historical call recordings. • Detailed design for end-to-end integrations. • Security designs including the evaluation of security risks and proposed solution to ensure compliance with the Authority's Standards and Authority Requirements. • Document high level Test Strategy. • Obtain the Authority's approval to move through its internal gates and IT delivery checkpoints.				

1	P1M1	**Build & Configuration**
		• Build and configure functional solution to accommodate approximately
		    ○ 5,000 Agents
		    ○ 200,000 answered inbound calls per month
		    ○ 5,000 consult calls per month
		    ○ 75,000 outbound calls per month
			[REDACTED]	[REDACTED]	To provide or make available the following Authority documentation/information/ access to the Supplier, each in accordance with a scope and timescale agreed by the the Authority:	Key

Phase	Ref.	Milestone and Deliverables	Duration	Milestone Date	Authority Responsibilities	Key / ATP / CPP/ Critical

		• Build & configuration within this period must contain the components described in the Authority Requirements as detailed in column I of the Requirement Validation Tracker (RVT) and further outlined below:
		   o SIP Trunking & SBC's
		   o Dial Plan and Number Management
		   o Network Connectivity
		   o Cloud Platform
		   o Single Sign On
		   o Monitor, Alarm Feeds
		   o Integrate and configure into DWP Place
		   o Integrate and configure to enable self-administer via DWP Place
		   o Citrix Integration (remote worker support)
		   o Disaster Recovery, Back Up & Restore
		   o Inbound Voice
		   o Outbound Voice
		   o Softphone
		   o IVR for call steering, interaction
		   o Contact routing
		   o Voice recording and playback
		   o Migrate historical call recordings
		   o Historical voice recording playback (Verint)
		   o Quality Management Service
		   o Call Transcription
		   o Contact Centre Management Information
		   o Multi-media outbound and omnichannel support
					Authority Numbering Plan that defines the NGN to DDI mapping for the call delivery plans and Authority DN numbering block allocations.
					
					Access to Authority reps to configure Network connectivity between Authority and the Supplier system, alarming, alerting and SPLUNK feeds
					
					Authority to provide Authority specific info to configure platform e.g. agent names, groups, schedules, logins, skills, etc
					
					Access to Authority automated test platform and reporting tool to perform system testing (if appropriate)
					
					Access to Authority desktop reps for supplier system application desktop packaging
					
					Business group specific requirements	

Phase	Ref.	Milestone and Deliverables	Duration	Milestone Date	Authority Responsibilities	Key / ATP / CPP/ Critical
		○ Central Configuration and Control ○ Agent Desktop Client ○ Scripting Service ○ Textphone Replacement Service ○ Administrator Services ○ Conferencing, call transfer capability ○ Set call retention periods ○ Password reset ○ Application Packaging ○ WFM ○ Card Payment Integration ○ Outsourcers including remote access solution ○ Accessibility Support - Build and configure test/dev/staging environment/s. - Configure integrations - Interactive Voice Response (IVR) integration to Conversational Platform solution (Omilia) - Service Management and Support - Configure business functionality - Data import. E.g. historic MI - Risk and Issues Management - Identify any changes to Project Schedule - Updated Service Management Plan if applicable - Document detailed Test Plan for this phase			Integrations / access to Authority and 3rd party systems. Access to incumbent supplier to plan and agree the traffic cut over plan between existing and new platforms	
1	P1M2	**System Testing**	[REDACTED]	[REDACTED]	N/A	Key

Phase	Ref.	Milestone and Deliverables	Duration	Milestone Date	Authority Responsibilities	Key / ATP / CPP/ Critical
		Complete/provide all the following activities/ Deliverables, as further described in the Authority Requirements: - System Test Report - System Integration Testing - Load & Performance Testing - IT health check, and remediation - Backup & Restore Testing - Security Testing - Disaster Recovery, Failover/Resilience Testing - User Acceptance Testing - Accessibility Testing to include but not limited to JAWS (Job Access with Speech), Dragon and MAGic to WCAG 2.1AA standard. - Updated Risk and Issues Management Plan - Updated Project Schedule - Updated Service Management Plan - Test Issue Management Log - Test Issue Resolution - Final Inspection and Testing Report/s - Integration into DWP Test Platform				
1	P1M3	**User Readiness for Service** Complete/provide all the following activities/ Deliverables, as further described in the Authority Requirements: - Load & Performance Testing - Disaster Recovery, Failover/resilience Testing - Field Acceptance Testing - Accessibility Testing	[REDACTED]	[REDACTED]	N/A	Key & ATP & Critical

Phase	Ref.	Milestone and Deliverables	Duration	Milestone Date	Authority Responsibilities	Key / ATP / CPP/ Critical
		- Training Plan - Risk and Issues Log - Updated Transition Plan - Operations Plan - Data Conversion & Cutover Plan - Updated Project Schedule as applicable - Updated Service Management Plan as applicable - Operational Documentation Review to include but not limited to completion and handover of appropriate Knowledge Articles and materials. - Exercise run books as appropriate				
1	P1M4	**Transition** Complete/provide all the following activities/ Deliverables, as further described in the Authority Requirements: - Transition Plan & status reporting – Phase 1 - Public Beta/Pilot - Training scripts and completion of agreed training plans. - Transition as per the agreed plan. - Capacity reporting - Test Issue Management Log - Test Issue Resolution	[REDACTED]	[REDACTED]	N/A	Key
1	P1M5	**Service Support** Complete/provide all the following activities/ Deliverables, as further described in the Authority Requirements: Early Life Support	[REDACTED]	[REDACTED]	N/A	Key & CPP & Critical

Phase	Ref.	Milestone and Deliverables	Duration	Milestone Date	Authority Responsibilities	Key / ATP / CPP/ Critical
		• Formal Acceptance into Service, handover to business-as-usual service teams • Post Implementation and Transition report • Service delivery reports • Risk and Issues Log • Test Issue Management Log • Test Issue Resolution				

2	P2M1	**Build & Configuration**
		• In addition to Deliverables in Phase 1; build and configure functional solution to accommodate an additional approximate
		   o 10,000 Agents
		   o 1.25million answered inbound calls per month
		   o 55,000 consult calls per month
		   o 180,000 outbound calls per month
		• Build & configuration within this period must contain all the components delivered in the Build & Configuration Milestone for Phase 1 with these additional components in line with the Authority Requirements as detailed in column I of the Requirement Validation Tracker (RVT) and further outlined below:
		   o Post call Surveys
		   o IVR integration for Identity and Verification Processes
		• Build and configure test/dev/staging environment/s.
			[REDACTED]	[REDACTED]	Access to incumbent supplier to plan and agree the Transition plan traffic cut over plan between existing and new platforms, in accordance with a scope and timescale agreed with the Authority	Key

Phase	Ref.	Milestone and Deliverables	Duration	Milestone Date	Authority Responsibilities	Key / ATP / CPP/ Critical
		• Configure integrations • Configure business functionality • Data import. E.g. historic MI • Risk and Issues Management • Project Schedule • Service Management Plan • Document detailed Test Plan				
2	P2M2	**System Testing** Complete/provide all the following activities/ Deliverables, as further described in the Authority Requirements: • System Test Report • System Integration Testing • Load & Performance Testing • IT health check, and remediation • Backup & Restore Testing • Security Testing • Disaster Recovery, Failover/resilience Testing • User Acceptance Testing • Accessibility Testing to include but not limited to JAWS (Job Access with Speech), Dragon and MAGic to WCAG 2.1AA standard. • Updated Risk and Issues Management Plan • Updated Project Schedule • Updated Service Management Plan • Test Issue Management Log • Test Issue Resolution • Final Inspection and Testing Report/s	[REDACTED]	[REDACTED]	N/A	Key

Phase	Ref.	Milestone and Deliverables	Duration	Milestone Date	Authority Responsibilities	Key / ATP / CPP/ Critical
2	P2M3	**User Readiness for Service** Complete/provide all the following activities/ Deliverables, as further described in the Authority Requirements: • Load & Performance Testing • Disaster Recovery, Failover/resilience Testing • Field Acceptance Testing • Accessibility Testing • Training Plan • Risk and Issues Log • Updated Transition Plan • Operations Plan • Data Conversion & Cutover Plan • Updated Project Schedule • Updated Service Management Plan • Operational Documentation Review to include but not limited to completion and handover of appropriate Knowledge Articles and materials	[REDACTED]	[REDACTED]	N/A	Key & ATP
2	P2M4	**Transition** Complete/provide all the following activities/ Deliverables, as further described in the Authority Requirements: • Transition Plan & status reporting – Phase 2 • Public Beta/Pilot • Training Scripts • Transition • Capacity reporting • Test Issue Management Log	[REDACTED]	[REDACTED]	N/A	Key

Phase	Ref.	Milestone and Deliverables	Duration	Milestone Date	Authority Responsibilities	Key / ATP / CPP/ Critical
		• Test Issue Resolution				
2	P2M5	**Service Support** Complete/provide all the following activities/ Deliverables, as further described in the Authority Requirements: • Early Life Support • Formal Acceptance into Service, handover to business-as-usual service teams • Post Implementation and Transition report • Service Delivery Reports • Risk and Issues Log • Test Issue Management Log • Test Issue Resolution	[REDACTED]	[REDACTED]	N/A	Key & CPP & Critical

3	P3M1	**Build & Configuration**
		• In addition to Deliverables in Phases 1 & 2; build and configure functional solution to accommodate an additional
		    o 8,000 Agents
		    o 750,000 answered inbound calls per month
		    o 30,000 consult calls per month
		    o 175,000 outbound calls per month
		• Build & configuration within this period must contain all the components delivered in the Build & Configuration Milestones for Phases 1 & 2 with these additional components in line with the Authority Requirements as detailed in column I of
			[REDACTED]	[REDACTED]	Access to incumbent supplier to plan and agree the Transition plan traffic cut over plan between existing and new platforms, in accordance with a scope and timescale agreed by the Authority	Key

Phase	Ref.	Milestone and Deliverables	Duration	Milestone Date	Authority Responsibilities	Key / ATP / CPP/ Critical

		the Requirement Validation Tracker (RVT) and further outlined below:
		    o CMG Case Manager Routing
		    o Webchat
		    o Outbound Dialler
		    o Integration for Debt Manager 6 & 11
		    o Experian Integration
		• Build and configure test/dev/staging environment/s.
		• Configure integrations
		• Configure business functionality
		• Data import. E.g. historic MI
		• Risk and Issues Management
		• Project Schedule
		• Service Management Plan
		• Document detailed Test Plan				

3	P3M2	**System Testing** Complete/provide all the following activities/ Deliverables, as further described in the Authority Requirements: • System Test Report • System Integration Testing • Load & Performance Testing • IT health check, and remediation • Backup & Restore Testing • Security Testing • Disaster Recovery, Failover/resilience Testing • User Acceptance Testing	[REDACTED]	[REDACTED]	N/A	Key

Phase	Ref.	Milestone and Deliverables	Duration	Milestone Date	Authority Responsibilities	Key / ATP / CPP/ Critical
		• Accessibility Testing to include but not limited to JAWS (Job Access with Speech), Dragon and MAGic to WCAG 2.1AA standard. • Updated Risk and Issues Management Plan • Updated Project Schedule • Updated Service Management Plan • Test Issue Management Log • Test Issue Resolution Final Inspection and Testing Report/s				
3	P3M3	**User Readiness for Service** Complete/provide all the following activities/ Deliverables, as further described in the Authority Requirements: • Load & Performance Testing • Disaster Recovery, Failover/resilience Testing • Field Acceptance Testing • Accessibility Testing • Training Plan • Risk and Issues Log • Updated Transition Plan • Operations Plan • Data Conversion & Cutover Plan • Updated Project Schedule • Updated Service Management Plan • Operational Documentation Review to include but not limited to completion and handover of appropriate Knowledge Articles and materials	[REDACTED]	[REDACTED]	N/A	Key & ATP
3	P3M4	**Transition**	[REDACTED]	[REDACTED]	N/A	Key

Phase	Ref.	Milestone and Deliverables	Duration	Milestone Date	Authority Responsibilities	Key / ATP / CPP/ Critical
		Complete/provide all the following activities/ Deliverables, as further described in the Authority Requirements: • Transition Plan & status reporting – Phase 3 • Public Beta/Pilot • Training Scripts • Transition • Capacity reporting • Test Issue Management Log • Test Issue Resolution				
3	P3M5	**Service Support** Complete/provide all the following activities/ Deliverables, as further described in the Authority Requirements: • Early Life Support • Formal Acceptance into Service, handover to business-as-usual service teams • Post Implementation and Transition report • Service Delivery Reports • Risk and Issues Log • Test Issue Management Log • Test Issue Resolution	[REDACTED]	[REDACTED]	N/A	Key &CPP & Critical
4	P4M1	**Build & Configuration** • In addition to Deliverables in Phases 1, 2 & 3; build and configure functional solution to accommodate an additional o 13,000 Agents	[REDACTED]	[REDACTED]	N/A	Key

Phase	Ref.	Milestone and Deliverables	Duration	Milestone Date	Authority Responsibilities	Key / ATP / CPP/ Critical
		○ 1.5million answered inbound calls per month ○ 45,000 consult calls per month ○ 225,000 outbound calls per month - Build & configuration within this period must contain all of the components delivered in Build & Configuration Milestone for Phases 1, 2 & 3 with these additional components in line with the Authority Requirements as detailed in column I of the Requirement Validation Tracker (RVT) and further outlined below: ○ Universal Credit Case Manager Routing - Build and configure test/dev/staging environment/s. - Configure integrations - Configure business functionality - Data import, e.g. historic MI - Risk and Issues Management - Project Schedule - Service Management Plan - Document detailed Test Plan				
4	P4M2	**System Testing** Complete/provide all the following activities/ Deliverables, as further described in the Authority Requirements: - System Test Report - System Integration Testing - Load & Performance Testing - IT health check, and remediation	[REDACTED]	[REDACTED]	N/A	Key

Phase	Ref.	Milestone and Deliverables	Duration	Milestone Date	Authority Responsibilities	Key / ATP / CPP/ Critical
		• Backup & Restore Testing • Security Testing • Disaster Recovery, Failover/resilience Testing • User Acceptance Testing • Accessibility Testing to include but not limited to JAWS (Job Access with Speech), Dragon and MAGic to WCAG 2.1AA standard. • Updated Risk and Issues Management Plan • Updated Project Schedule • Updated Service Management Plan • Test Issue Management Log • Test Issue Resolution Final Inspection and Testing Report/s				
4	P4M3	**User Readiness for Service** Complete/provide all the following activities/ Deliverables, as further described in the Authority Requirements: • Load & Performance Testing • Disaster Recovery, Failover/resilience Testing • Field Acceptance Testing • Accessibility Testing • Training Plan • Risk and Issues Log • Updated Transition Plan • Operations Plan • Data Conversion & Cutover Plan • Updated Project Schedule • Updated Service Management Plan	[REDACTED]	[REDACTED]	Access to incumbent supplier to plan and agree the implementation plan traffic cut over plan between existing and new platforms, in accordance with a scope and timescale agreed with the Authority	Key & ATP

Phase	Ref.	Milestone and Deliverables	Duration	Milestone Date	Authority Responsibilities	Key / ATP / CPP/ Critical
		• Operational Documentation Review to include but not limited to completion and handover of appropriate Knowledge Articles and materials				
4	P4M4	**Transition** Complete/provide all the following activities/ Deliverables, as further described in the Authority Requirements: • Transition Plan & status reporting – Phase 4 • Public Beta/Pilot • Training Scripts • Transition • Capacity reporting • Test Issue Management Log • Test Issue Resolution	[REDACTED]	[REDACTED]	N/A	Key & Critical
4	P4M5	**Service Support** Complete/provide all the following activities/ Deliverables, as further described in the Authority Requirements: • Early Life Support • Formal Acceptance into Service, handover to business-as-usual service teams • Post Implementation and Transition Report • Service Delivery Reports • Risk and Issues Log • Test Issue Management Log • Test Issue Resolution	[REDACTED]	[REDACTED]	N/A	Key & CPP