

Technology Asset Management Transformation Programme

Work Stream 1: Programme Delivery Management (Interim)

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 six months. Work is currently being performed by internal resources, as well as by a number of supplier teams, to address some of the priority areas, or hotspots, including tooling, benefits management, process development and asset data gathering. The incumbent suppliers are also leading an exercise to scope and plan what will remain to be delivered by the programme following the end of May when the current suppliers' contracts draw to a conclusion.

In parallel with the above, the structure of the programme is being revised into the eight work streams identified in the requirements document, of which the programme delivery management work stream is one. Similarly, a number of long-term procurements are underway to source the external subject matter expertise and services that are needed to help drive the programme forward from June 2019 onwards.

However, the expectation is that these longer-term procurements will take a number of weeks to complete so there is a requirement for independent client-side programme delivery management services to be procured on an interim basis to cover the period between 6 May 2019 and 12 July 2019 when the long-term arrangements, which may include a mixture of internal and external resources, is in place.

The client-side programme delivery management services need to lead the programme through the existing delivery work streams and new work streams as they are commissioned. It is acknowledged that these services will need to be performed independently from the main delivery teams, irrespective of whether they are internal or external supplier teams.

Two additional requirements will also be addressed. The first concerns developing a resourcing approach for the programme which supports the TAM domain model in such a way as to maintain alignment with the Commercial Directorate; the second is to deputise for the TAM Deputy Director at key stakeholder meetings from time to time.

The service outcomes that are required during the interim period, as set out in the requirements document, are summarised below. Please note that an additional outcome has been added to reflect the requirement for a TAM resourcing approach that is identified in the text concerning the role of client-side delivery management, although progress towards the achievement of this outcome will require further validation and elaboration through the Target Operating Model work stream (Work Stream 2) once that work has been commissioned and mobilised.

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Table 1.1 Programme Delivery Management (Interim)

Epic	Epic description	Required Outcome(s)	Key deliverable(s)	Sprint in which key deliverable(s) are due
Planning	Develop and drive planning processes to meet the programme's requirements	Effective programme planning.	Programme plans in place, agreed with key stakeholders and maintained	Sprint 4
Progress Reporting	Develop and drive progress reporting processes to meet the programme's requirements	Progress reports are delivered that meet the programme's requirements	Progress reporting process agreed with key stakeholders and implemented	Sprint 3
Issue Escalation & Resolution	Drive issue escalation and resolution processes	Programme issues are promptly escalated and managed to a resolution	Documented in Sprint reports 1 to 5 inclusive	Sprints 1 - 5
Delivery Assurance	Develop and execute a delivery management assurance plan across the work streams comprising the programme	Programme delivery is effectively managed across the workstreams	Delivery management assurance plan agreed with key stakeholders and implemented	Sprint 4
Supplier Management	Implement and execute a supplier management plan for the TAM Transformation Programme suppliers, to include deliverable acceptance and sourcing new suppliers	The delivery of suppliers (internal and external) to the programme is effectively managed.	Supplier management plan (to include deliverable acceptance and sourcing new suppliers) is agreed with	Sprint 3

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			key stakeholders and implemented	
Resourcing Approach	Develop a resourcing approach for the programme and create a resource plan that supports the TAM domain model and is aligned to the Commercial Directorate (Alpha)	A resource plan is created that supports the TAM domain model and is aligned to the Commercial Directorate (Alpha)	Resource plan that supports the TAM domain model and is aligned to the Commercial Directorate (Alpha) and is agreed by key stakeholders	Sprint 4

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1.2. Scope Delivery

Work will be performed through a series of sprints, each of which will be two weeks in duration, so as to align with the cadence of the incumbent team and will run from Monday to the Friday of the subsequent week.

Given the nature of this engagement and the level of change currently being experienced within the programme as the reshaping and procurements progress, the requirement for the services to be scalable and flexible is acknowledged. Accordingly, it is proposed that the priority activities that need to be performed during each sprint within selected epics are agreed with the TAM Deputy Programme Director prior to or shortly after the commencement of each sprint so as to maintain the appropriate focus on the most important outcomes at the time.

At the conclusion of Sprints 1 - 4, a short report will be issued to the TAM Deputy Director which summarises the progress that has been made towards each outcome during the relevant sprint and which identifies the associated deliverables that have been produced.

At the conclusion of Sprint 5, a review will be held with the TAM Deputy Director and Commercial Directorate at which achievement of the required outcomes will be assessed. Release of the Sprint 5 payment will be linked to the results of this review.

Table 1.2.1 Milestone Delivery

Milestone	Deliverables	Epics	Acceptance Criteria	Milestone Date
Sprint 1	Sprint 1 Report and achievement of key deliverable(s) due in Sprint 1	Progress in agreed epics	Sprint report reviewed with TAM Deputy Director to confirm (a) satisfactory progress has been made towards achievement of the required outcomes and (b) the key deliverable(s) due in Sprint 1 have been delivered and accepted	17-May-2019
Sprint 2	Sprint 2 Report and achievement of key	Progress in agreed epics	Sprint report reviewed with TAM Deputy Director to confirm (a) satisfactory progress has been made towards achievement of the required outcomes and	31-May-2019

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Milestone	Deliverables	Epics	Acceptance Criteria	Milestone Date
	deliverable(s) due in Sprint 2		(b) the key deliverable(s) due in Sprint 2 have been delivered and accepted	
Sprint 3	Sprint 3 Report and achievement of key deliverable(s) due in Sprint 3	Progress in agreed epics	Sprint report reviewed with TAM Deputy Director to confirm (a) satisfactory progress has been made towards achievement of the required outcomes and (b) the key deliverable(s) due in Sprint 3 have been delivered and accepted	14-Jun-2019
Sprint 4	Sprint 4 Report and achievement of key deliverable(s) due in Sprint 4	Progress in agreed epics	Sprint report reviewed with TAM Deputy Director to confirm (a) satisfactory progress has been made towards achievement of the required outcomes and (b) the key deliverable(s) due in Sprint 4 have been delivered and accepted	28-Jun-2019
Sprint 5	Sprint 5 Report and achievement of key deliverable(s) due in Sprint 5	Delivery of agreed epics	Sprint report reviewed with TAM Deputy Director to confirm (a) achievement of the required outcomes and (b) the key deliverable(s) due in Sprint 5 have been delivered and accepted	12-Jul-2019

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2. Critical Path Delivery

Work will start on 7 May 2019 with the commencement of the first sprint and will conclude on 12 July 2019.

In the event that DWP completes its procurement of a long-term client-side delivery management supplier before 12 July 2019, then it is agreed that the transition of these interim services to the new arrangements may be completed over an agreed handover period, which (subject to the incoming supplier) should be feasible during the course of a full sprint.

2.1. Charges Summary

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

In summary:

1. Total value of contract is **£81,400 plus VAT** (£97,680)
2. Final Payment fee payment withheld REDACTED – FOI SECTION 43 is **£14,489.20 plus VAT** (17,387.04)
3. The price per Sprint is listed in the table, the total of which less the withheld final payment is **£66,910.80 plus VAT** (£80,292.96)
4. The Charges are inclusive of expenses incurred by Redesmere in performing the Services

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2.2. Milestone Payment Schedule

The Sprint 5 Payment Milestone includes the Value at Risk that will be paid to the Supplier as a final payment fee withheld REDACTED – FOI SECTION 43.

Table 2.2.1 Milestone Payment Schedule

Milestone	Deliverables	Epics	Milestone Payment (excluding VAT)
Sprint 1	Sprint 1 Report and achievement of key deliverable(s) due in Sprint 1	Progress in agreed epics	£13,382.16
Sprint 2	Sprint 2 Report and achievement of key deliverable(s) due in Sprint 2	Progress in agreed epics	£13,382.16
Sprint 3	Sprint 3 Report and achievement of key deliverable(s) due in Sprint 3	Progress in agreed epics	£13,382.16
Sprint 4	Sprint 4 Report and achievement of key deliverable(s) due in Sprint 4	Progress in agreed epics	£13,382.16
Sprint 5 (Includes Final Withheld Payment)	Sprint 5 Report	Delivery of agreed epics and achievement of key deliverable(s) due in Sprint 5	£27,871.36

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3. Milestone Evaluation / Acceptance / Approvals process

At the conclusion of each sprint, a short report will be issued to the TAM Deputy Director which, for sprints 1 to 4, evidences the progress that has been made towards each required outcome during the relevant sprint and identifies the associated deliverables that have been produced in each sprint. For sprint 5, the short report will evidence achievement of the required outcomes and will identify the associated deliverables that have been produced.

Invoices will be raised for the milestone payment that is due at the conclusion of each sprint and these will be paid in accordance with the G-Cloud Call Off Contract once the corresponding sprint report has been approved by the TAM Deputy Director as having met the associated acceptance criteria.

4. Redesmere Team Structure

The team is to comprise REDACTED - FOI SECTION 43 during the course of this engagement.

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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 accommodation and access to the relevant information, facilities, infrastructure and tools for REDACTED - FOI SECTION 43 will be provided in both Manchester and Caxton House.	06-May-2019
AR2	Incumbent suppliers will be advised of the need to collaborate fully with the client-side delivery management team.	06-May-2019
AR3	DWP will provide technical resources with the appropriate subject matter expertise that is needed to contribute to scoping and planning the programme in accordance with the sprint targets identified above. This includes and is not limited to subject matter experts in DWP's TAM architecture and tools, TAM operating models, software and hardware.	20-May-2019
AR4	DWP will ensure that resources are available to perform PMO services (the same or similar to those that are current performed by REDACTED - FOI SECTION 43) throughout the duration of this engagement.	31 May 2019

6. Declared Risks

#	Description	Mitigation Action	Date
R1	Incumbent suppliers do not collaborate with the client-side delivery management team which prevents satisfactory progress being made in respect of the key outcomes identified above.	DWP responsibility AR2 above should reduce the likelihood of this risk materialising. Suitable escalations will be made promptly by Redesmere in the event that the risk materialises.	6-May-2019 & ongoing

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#	Description	Mitigation Action	Date
R2	The late mobilisation of resources to elaborate the target operating model limits progress in respect of the outcome concerning the development of a resourcing approach for TAM.	Hypotheses will be developed and tested (where possible) for subsequent validation by the TOM team once it is mobilised.	20-May-2019
R3	Details of the new TOM for the Commercial Directorate are not aligned to the timescales envisaged for the equivalent work in TAM.	Same as for R2 above.	20-May-2019
R4	The procurement of subject matter expert resources does not complete in time for specialists to be mobilised from 20 May 2019, to support the planning and scoping activities, which would potentially impact progress adversely in respect of the Planning, Delivery Assurance and Resourcing Approach epics.	Manage REDACTED - FOI SECTION 43 work (in progress) so as to maximise the value that work produces in respect of the initial version of the end-to-end plan; and realign the detailed planning activities to the availability of SMEs.	20-May-2019
R5	The PMO services performed currently by REDACTED - FOI SECTION 43 do not continue beyond 31 May 2019 and no alternative source of PMO support is available.	Explore the availability of internal resources to perform the PMO services or procure replacement PMO support.	31 May 2019