

Schedule 6.1 - Lot 2

Implementation Plan

**Version 5.1**

**CHANGE HISTORY**

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<b>1</b>	<b>Key Document Metadata</b>	<b>100</b>
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## **1 Introduction**

1.1 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, Critical Milestones, Key Milestones, Payment Milestones, Deliverables, Duration, Authority Responsibilities and links to other ATP Milestones, CPP Milestones, Key Milestones and Payment Milestones to which they relate;
- (b) provides the process for the update, maintenance and implementation of the Implementation Plan and for reporting progress against such plans;
- (c) provides the process for the update, maintenance and implementation of the Level 4 Plan and Level 5 Plan by the Supplier and for the way in which the Supplier shall report its progress against such plans;
- (d) sets out templates and criteria for the Milestone Criteria Documents, Documentary Product Descriptions and Documentary Deliverables to be used by the Supplier; and
- (e) sets out the criteria for commencement of National Transition and Group Transition.

## **2 The Level 1 to 5 Plans**

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

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

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

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

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

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

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

- (a) product-level communication and reporting requirements;
- (b) product-level strategy, delivery and decision-making; and

- (c) to provide the details required to inform the Level 3 Plan; and
- (d) to inform the Level 5 Plan.

2.5 The Level 5 Plan shall be controlled by the Supplier, the functional purpose of which is:

- (a) Supplier-level communication and reporting requirements;
- (b) Supplier-level strategy, roll-out and decision-making; and
- (c) to support the Level 4 Plan.

### **3 Level 1 Plan**

3.1 The Level 1 Plan as at the CAN Effective Date is set out in Annex 1D.

3.2 Subject to clauses 27 (Rectification Plan Process) and 31 (Authority Cause), all Changes to the Level 1 Plan shall be performed via the Change Control Procedure and all such changes shall be deemed material and a Contract Change.

### **4 Level 2 Plan**

4.1 The Level 2 Plan, as at the CAN Effective Date, is set out in Annex 1E.

4.2 Subject to clauses 27 (Rectification Plan Process) and 31 (Authority Cause), all Changes to the Level 2 Plan shall be performed via the Change Control Procedure and all such changes shall be deemed material and a Contract Change.

4.3 When required by the Authority the Supplier shall, within five (5) 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).

### **5 Level 3 Plan**

5.1 The Level 3 Plan shall be provided by the Authority to the Supplier no later than 10 Working Days following the CAN Effective Date whereupon the Parties shall work together in good faith to align the Level 4 Plan (as agreed in accordance with Paragraph 6.1 of this Schedule 6.1) with the Level 3 Plan within 30 days of the CAN Effective Date. In achieving alignment of the Level 3 Plan and the Level 4 Plan each Party shall align its plan with the Level 1 Plan and the Level 2 Plan as well as the agreed provisions in this Schedule 6.1 including Annex 1B (Mobilisation Milestones), Annex 1F (Dependencies Log) and Annex 8 (SMART Dependencies). Upon alignment that Level 3 Plan shall constitute the first Level 3 Plan for the purposes of this Agreement.

5.2 Subject to clauses 27 (Rectification Plan Process) and 31 (Authority Cause), all Changes to the Level 3 Plan shall be performed via the Change Control Procedure and all such changes shall be deemed material and a Contract Change.

5.3 When required by the Authority the Supplier shall, within five (5) 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).

## **6 Level 4 Plan**

6.1 A draft Level 4 Plan shall be provided by the Supplier to the Authority no later than 30 days following the CAN Effective Date and 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 Milestone Dates set out in Annex 1B (Mobilisation Milestones) of this Schedule 6.1 (Implementation Plan);
- (b) the Level 1 Plan;
- (c) the Level 2 Plan (including the items referred to in Paragraph 6.5.1); and
- (d) the Level 3 Plan (including the Supplier's obligations in the same and the items referred to in Paragraph 6.5.2).

6.2 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 Paragraph 6.1) rejects the draft Level 4 Plan no later than 20 Working Days after the date on which the draft Level 4 Plan is first delivered to the Authority.

6.3 If, in accordance with Paragraph 6.2(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 20 Working Days of the date of the Authority's notice of rejection. The provisions of Paragraph 6.2 and this Paragraph 6.3 shall apply again to any resubmitted draft Level 4 Plan, provided that either Party may refer any disputed matters for resolution by the Dispute Resolution Procedure at any time.

6.4 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 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.

6.5 The Authority, acting reasonably, shall be entitled to request the Supplier to provide an updated Level 4 Plan at any time at the Supplier's sole cost by giving written notice to the Supplier and the Supplier shall submit such updated Level 4 Plan to the Authority within five (5) Working Days after receiving such request (or such longer period as the Parties may agree). The Supplier shall ensure that the Level 4 Plan provides, as a minimum, the following detail necessary to inform:

6.5.1 the Level 2 Plan:

- (a) Milestones;
- (b) Milestone Dates;
- (c) Phases;
- (d) Milestone Owners;
- (e) Key Milestones;
- (f) Critical Milestones;
- (g) Payment Milestones;
- (h) Deliverables;
- (i) Duration;
- (j) Authority Responsibilities; and
- (k) links to other ATP Milestones, CPP Milestones, Key Milestones, Critical Milestones and Payment Milestones.

6.5.2 the Level 3 Plan:

- (a) (as a minimum) the Supplier's proposed timescales in respect of the following for each of the Milestones:
  - (i) the completion of any Deliverable;
  - (ii) the completion of any configuration or build activity;
  - (iii) the completion of any testing to be undertaken in accordance with Schedule 6.2 (Testing and Assurance Procedures); and
  - (iv) following agreement of the Transition Plan in accordance with paragraph 9, the completion of any deployment or Transition activity;
- (b) clearly details all the steps required to implement the Milestones to be achieved up to and including the Milestone 32 - Prime Exit of Gate 5 (Mobilisation Complete); and following agreement of the Transition Plan in accordance with paragraph 9, a less detailed summary for the rest of the Term, in conformity with the Authority Requirements;
- (c) clearly details the required roles and responsibilities of the Parties, including resources;
- (d) clearly details identified dependencies the Supplier has on the Authority, the Other Suppliers and User Organisations for performance of its obligations;
- (e) is produced using Microsoft Projects in the format pre-approved in writing by the Authority;

- (f) the following:
- (i) a completed Documentary Deliverables Schedule in accordance with Paragraph 10;
  - (ii) a statement as to the purpose of the plan and a description of what is to be Implemented and how it will be organised;
  - (iii) 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;
  - (iv) 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);
  - (v) a Gantt chart;
  - (vi) a description of its structure and the major components essential to Implementation (including the Documentary Deliverables and Documentary Deliverables Schedule, Implementation Plan updates, 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 and Group Transition Commencement Criteria (if applicable following agreement of the Transition Plan), 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, then in such case, the Achievement of those amended Milestones by the relevant amended

Milestone Date should be included).

## **7 Level 5 Plan**

- 7.1 The Supplier shall be responsible for the contents of the Level 5 Plan and in keeping it up to date, complete and in full alignment with the Supplier's obligations in the Level 4 Plan.
- 7.2 If reasonably requested by the Authority in writing, the Supplier shall, within five (5) Working Days, provide the Authority with the detail from its Level 5 Plan in relation to any activity set out within its Level 4 Plan that the Authority has a reasonable requirement to understand in greater detail

## **8 Disclosure of Plans**

- 8.1 On written request by the Authority the Supplier shall promptly and in any event within five (5) 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 and/or Level 5 Plan.
- 8.2 On written request by the Supplier the Authority shall promptly and in any event within five (5) Working Days of the date of such request deliver to the Supplier the latest version and/or any earlier versions of the Level 1 Plan, Level 2 Plan and/or Level 3 Plan.
- 8.3 The Supplier acknowledges that the Authority may 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 solely to enable them to update the Level 2 Plan and Level 3 Plan, to report against progress of those activities and to support the identification of dependencies.

## **9 Mobilisation Milestones, Transition Milestones and Transition Plan**

### *Mobilisation Milestones*

- 9.1 With effect from the CAN Effective Date:
- (a) the Mobilisation Milestones and their corresponding Milestone Dates and Milestone Payments shall supersede:
    - (i) Milestones L2.18 to L2.30 (inclusive); and
    - (ii) M1 (Kodiak 8.4.1) to M15 (Direct 1.0 Capable of Exiting Gate 5) inclusive and M26 (Prime - Capable of exiting Gate 4).

### *Transition Milestones & Transition Plan*

- 9.1.2 Subject to paragraphs 9.2 and 9.2, the Parties acknowledge that the Transition Milestones will need to be updated to reflect the planned update to the Transition Plan once agreed in accordance with paragraph 9.3.
- 9.2 The Parties agree that with effect from the CAN Effective Date:
- 9.2.1 the Milestone Date for Milestone L2.69.1 - (Transition fully complete) shall be the Effective Date plus 84 months (9 December 2022);
  - 9.2.2 Milestone L2.69.1 - (Transition fully complete) shall be a Key Milestone;

- 9.2.3 the Milestone Date for Milestone L2.55.1 - (London Transition complete) shall be the Effective Date plus 84 months;
- 9.2.4 Milestone L2.55.1 - (London Transition complete) shall be a Key Milestone; and
- 9.2.5 Milestones L2.69.1 (Transition Fully Complete) and Milestone L2.55.1 (London Transition complete) shall be the only Transition Milestones that shall apply and have effect and all other Transition Milestones shall not apply and shall cease to have any effect until the Transition Plan is updated in accordance with paragraphs 9.3 and 9.4 when the Transition Milestones in that plan shall apply.
- 9.3 The Authority shall issue a draft of the updated Transition Plan on or before 1 November 2019. Upon the issue of the draft updated Transition Plan by the Authority, the Parties shall use their respective reasonable endeavours to agree the updated Transition Plan no later than 29 November 2019. Should the Parties fail to agree the updated Transition Plan within such timescales, they shall each continue to use their respective reasonable endeavours to agree the updated Transition Plan as soon as reasonably practicable afterwards.
- 9.4 Upon agreement of the updated Transition Plan in accordance with paragraph 9.3:
- (a) such updated Transition Plan shall be incorporated in the Level 2 Plan, Level 3 Plan and Level 4 Plan via the Change Control Procedure and MCDs in respect of Transition Milestones shall be agreed as part of the Technical Impact Assessment, each at no additional cost to the Authority, unless the Authority requires the Supplier to deliver additional Services;
  - (b) not used;
  - (c) any further updates to the updated Transition Plan shall be performed as an update to the Implementation Plan into which the Transition Plan is incorporated pursuant to paragraph 9.4(a) (and all subsequent updates to that Implementation Plan) in accordance with paragraphs 3, 4 and 5.
- 9.5 In respect of each Transition Milestone, the Supplier shall provide an EMCD no later than three months' prior to the Milestone Date of such Transition Milestone where such EMCD is necessary to reflect any updates and/or further detail required since agreement of the relevant MCD in accordance with paragraph 9.4(a). The Supplier shall:
- 9.5.1 submit such EMCD to the Authority in accordance with the Assurance Procedures for Documentary Deliverables in Part A of Schedule 6.2 (Testing and Assurance Procedures); or
  - 9.5.2 where it is agreed between the Parties that no update to the relevant MCD is required, the Supplier shall provide written confirmation to that effect to the Authority, and in such circumstances the MCD shall become the EMCD.

## **10 Documentary Deliverables Schedule, Documentary Products Descriptions and Artefacts**

- 10.1 A preliminary Documentary Deliverables schedule is set out in Annex 6.
- 10.2 Within thirty (30) Working Days after the CAN Effective Date, the Supplier shall in accordance with the document management process at paragraph 7.6 of Schedule 2.1 (Services Description) 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 and Assurance Procedures), a complete Documentary Deliverables schedule in accordance with the remainder of this Paragraph 10 (the "**Documentary Deliverables Schedule**").

- 10.3 The Documentary Deliverables Schedule shall list the Documentary Deliverables to be delivered by the Supplier to the Authority for approval, together with corresponding proposed Milestone Dates 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 agreed with the Authority, 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.
- 10.4 The Documentary Deliverables Schedule shall contain for each Documentary Deliverable to be provided, the proposed related Milestone and/or Gate and Milestone 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 shall in any event 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.
- 10.5 A preliminary Artefacts Schedule is set out in Annex 7.
- 10.6 The Supplier shall provide all reasonable assistance to the Authority to develop the Artefacts Schedule within thirty (30) Working Days after the CAN Effective Date in conjunction with development of the Documentary Deliverables Schedule in accordance with paragraph 10.2, in order to ensure alignment between such documents. The Authority shall share with the Supplier updated versions of the Artefacts Schedule as reasonably required using the Electronic Document Management System.
- 10.7 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 30 Working Days prior to the due date in respect of such Documentary Deliverable as set out in the Documentary Deliverables Schedule.

## **11 Level 2 Plan and Level 3 Plan - Reporting**

- 11.1 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 its 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.
- 11.2 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) Actual versus forecasted resources (man-hours), expenditure, invoicing, payment and costs and any other information required to be reported in accordance with the Financial Model;

- (b) Achievements against the planned Achievements specified in the current Level 3 Plan;
- (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 during such reporting period and whether these were met (and, where not, an explanation of the reason for not meeting);
- (e) dependencies the Supplier had on the Authority, the Other ESN Suppliers and User Organisations in the reporting period and whether these were met (and, where not, an explanation of the reason for not meeting);
- (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.

11.3 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.

11.4 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

## **12 Milestone Criteria Documents**

- 12.1 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.
- 12.2 The Authority Document Control Procedures shall govern the approval by the Authority of each Documentary Deliverable submitted by the Supplier. Milestone Criteria Documents shall not be subject to the Assurance Procedures for Documentary Deliverables.
- 12.3 Not Used

## **13 Evolution of ESN Products - PDDs, MCDs and PSMC and the Release Management Process**

- 13.1 For each ESN Product there shall be a PDD and a relevant section of the PSMC. Initial versions of those available as at the CAN Effective Date are set out in (respectively) Annex 5 and Annex 4.
- 13.2 The PDDs and the PSMC underpin the MCDs and for each ESN Product shall evolve as a result of the Parties' performance of the Release Management Process in accordance with paragraph 13.3 below.
- 13.3 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 13.6 ("**Release Management Process**") in respect of:
  - 13.3.1 an initial release of an ESN Product; and
  - 13.3.2 any updates to an ESN Product that the Authority may determine, at its discretion (acting reasonably) that:
    - (a) require substantial Testing; and/or
    - (b) may result in a significant amount of business change; and/or
    - (c) may impact on any other ESN Product(s); and/or
    - (d) may result in any substantial change to the Services or the ESN Services,and which in the case of both paragraph 13.3.1 and 13.3.2, shall each be a "**Major Release**".
- 13.4 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 Enterprise Release Assurance Group in accordance with paragraph 9.6 of Schedule 8.1 (Governance).

- 13.5 Subject to paragraph 13.3 of this Schedule 6.1 (Implementation Plan), any release of an ESN Product that is not a Major Release ("**Minor Release**"), shall, subject to paragraph 9 of Schedule 7.1 (Charges and Invoicing), be dealt with in accordance with the Change Control Procedure.
- 13.6 Subject to paragraph 13.7, 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 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, its delivery and suitability for customers;
    - (ii) the Enterprise Release Assurance Group shall determine whether the relevant Artefacts are sufficient to enable the Major Release to proceed to the subsequent Gates;
    - (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 and any opportunities for improvement:
    - (i) the PDD and PSMC (together with any other relevant documentation) shall be re-baselined. Paragraph 5 of Part B 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 detailing its solution for the relevant release in response to the Authority Requirements shall be Approved in accordance with the Assurance Procedures for Documentary Deliverables in Part A of Schedule 6.2;
    - (iii) not used;
    - (iv) appropriate security measures have been taken and evidenced to the Authority as required to achieve the appropriate security Accreditation;
    - (v) if necessary to reflect any re-baselining that is done pursuant to paragraph 13.6(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**");

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- (vi) as part of providing the EMCD or the written confirmation pursuant to paragraph 13.6(b)(v) the Supplier shall:
  - (aa) 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;
  - (bb) 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);
- (vii) the Enterprise Release Assurance Group shall approve, or approve with conditions, progress to the subsequent gate;
- (c) 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 and any opportunities for improvement:
  - (i) the Detailed Architecture Design Documentation for the ESN Product shall be Approved;
  - (ii) except in relation to the Kodiak Specification, the Parties shall agree any updates to existing Approved Design Documentation and/or any additional Approved Design Documentation;
  - (iii) in relation to ESN Prime, all Approved Design Documentation shall be consolidated into Schedule 4.1 (Supplier Solution);
  - (iv) appropriate security measures have been taken and evidenced to the Authority as required to achieve the appropriate security Accreditation;
  - (v) 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;
  - (vi) the Supplier shall be entitled to adjust the timescales within which the Authority Responsibilities referred to in paragraph 13.6(b)(vi)(bb) must be performed, provided that such timescales remain reasonable and compatible with the Level 2 Plan and Level 3 Plan;
  - (vii) 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**");
  - (viii) the Enterprise Release Assurance Group shall approve, or approve with conditions, progress to the subsequent Gate;
  - (ix) the Supplier shall:
    - (aa) notify the Authority of any new and/or material issues (including any potential adverse effects on Milestones and/or Milestone Dates that

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- relate to that ESN Product or any other ESN Product) which have arisen from the Gate 1 related activity;
- (bb) 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); and
  - (x) the ESN Product Test Strategy (amended to reflect any re-baselining that is done pursuant to paragraph 13.6(b)(b)(i)) shall be finalised by the Parties;
- (d) 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:
- (i) the Supplier shall submit for the Authority's review a revised EMCD;
  - (ii) 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 6.5.2 of this Schedule 6.1 and shall provide any additional inputs to the Level 3 Plan as reasonably requested by the Authority; and
  - (iii) the Enterprise Release Assurance Group shall approve, or approve with conditions, progress to the subsequent Gate;
  - (iv) as part of providing the EMCD pursuant to paragraph 13.6(d)(i) the Supplier shall:
    - (aa) 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;
    - (bb) 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);
- (e) 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 and that the relevant Major Release is ready to be deployed to the ESN Production System:
- (i) the components of the Supplier Solution in respect of the relevant ESN Product shall meet the Detailed Architecture Design Documentation and the Supplier shall Achieve the relevant Tests in accordance with Schedule 6.2 (Testing and Assurance Procedures);
  - (ii) the Supplier shall complete Testing against functional and non-functional requirements, and provide Approved Test Reports in respect of such Tests; and
  - (iii) the Enterprise Release Assurance Group shall approve, or approve with conditions, progress to the subsequent Gate;

- (f) prior to exit from Gate 5 (Service Ready), the purpose of which is to ensure that the Services may commence:
  - (i) 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;
  - (ii) the Supplier shall confirm that the items on the Acceptance into Service Checklist are complete and provide such items to the Authority;
  - (iii) the relevant release shall pass all necessary security Accreditation by the Accreditor;
  - (iv) 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
  - (v) the Enterprise Release Assurance Group shall approve, or approve with conditions, progress to the subsequent Gate and prepare for adoption following successful operational evaluation.
- (g) 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:
  - (i) 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 reperform and Achieve all relevant Tests; and
  - (ii) the Supplier shall provide the BAU live service reports.

13.7 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 and Assurance 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 are provided by no later than five (5) Working Days prior to the date on which such Artefacts are due to be completed as set out in the Artefacts Schedule; and
- (c) the Supplier has Achieved (as relevant) the criteria set out in any MCD or EMCD for the relevant ESN Product.

13.8 The Parties acknowledge and agree that 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) that are identified and/or requested by the Supplier following the exit of Gate 1 shall be subject to the Change Control Procedure.

## 14 Transition Commencement Criteria

14.1 The parties agree that all of the following criteria in this sub-paragraph 14.1 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 (Milestone 32 Prime Exit of Gate 5 (Mobilisation Complete)).
- (b) All test phases completed in accordance with Schedule 6.2 (Testing and Assurance Procedures) (System Test Complete, Integration and Performance Testing Complete, User Acceptance and Operational Testing Complete (M32 - Prime Exit of Gate 5 (Mobilisation Complete)).
- (c) Requirements traceability has been completed and approved in accordance with Schedule 6.2 (Testing and Assurance Procedures) (Milestone 32 - Prime Exit of Gate 5 (Mobilisation Complete)).
- (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 (as defined in the Test Approach) (System Test Complete, Integration and Performance Testing Complete, User Acceptance and Operational Testing Complete (M32 - Prime Exit of Gate 5 (Mobilisation Complete)).
- (e) Not used.
- (f) ESN is security accredited for operational use in accordance with the ISMS (Milestone 32 - Prime Exit of Gate 5 (Mobilisation Complete)).
- (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 (Milestone 32 - Prime Exit of Gate 5 (Mobilisation Complete)).
- (h) Service catalogue is available allowing users to request additional ESN services (Milestone 32 - Prime Exit of Gate 5 (Mobilisation Complete)).
- (i) Solutions for inter-working between Airwave and ESN are in place, to ensure national interoperability (Milestone 32 - Prime Exit of Gate 5 (Mobilisation Complete)).

14.2 The parties agree that all of the following criteria in this sub-paragraph 14.2 must be Achieved in respect of each group Transition prior to the commencement of such group Transition (the "**Group Transition Commencement Criteria**"):

- (a) Billing arrangements for each User Organisations in the Transition group have been set up and assured and approved by the Authority and each such User Organisation.

User accounts for each User Organisation in the Transition Group have been set up and assured and approved by the Authority and each such User Organisation.

**ANNEX 1:**

## ANNEX 1A: Outline Implementation Plan

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Duration (Working Days)	Milestone Date	Authority Responsibilities (if applicable)	Link to ATP/PPP/ Key/Payment
M2.01.01 <sup>1</sup> - Common Baseline of Requirements	Common Baseline of Requirements Approval	[... %< ...]	[... %< ...]	Procure that the Delivery Partner establishes and delivers a common Baseline of Requirements across all ESN Suppliers and Locally Contracted Suppliers and maintains this common set of requirements throughout the Term. Authority to approve or reject the common baseline of requirements by the Milestone Date in accordance with the principles and procedures described in Schedule 6.2.	<b>Failure to achieve milestone has potential knock-on affect on all future Milestones</b>
M2.01.02 - Lot 3 High-level Design delivered	Delivery of High-Level Design (Lot 3 Responsibility) Internet Access, LTE Public Telephony, SMS/MMS	[... %< ...]	[... %< ...]	Procure that the MS Supplier delivers a high level design, to compare and integrate with the Supplier's design. Authority to approve or reject the MS Supplier High Level Design by the Milestone Date	<b>Failure to achieve this Milestone will prevent the Achievement of L2.06 - Design Baselined, by</b>



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Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Duration (Working Days)	Milestone Date	Authority Responsibilities (if applicable)	Link to ATP/CPP/ Key/Payment
				in accordance with the principles and procedures described in Schedule 6.2	<b>the Milestone Date and has potential knock-on affect on all future Milestones.</b>
M2.01.03 - Initial Integrated RAID Log delivered	Delivery of the Initial Baselined Integrated RAID Log	[... * ...]	[... * ...]	Procure the establishment and agreement by the Delivery Partner of the Initial Baselined Integrated RAID Log. Authority to approve or reject the delivery of that Initial Baselined Integrated RAID log by the Milestone Date in accordance with the principles and procedures described in Schedule 6.2	<b>Failure to achieve Milestone has potential knock-on affect on all future Milestones</b>

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Duration (Working Days)	Milestone Date	Authority Responsibilities (if applicable)	Link to ATP/CPP/ Key/Payment
M2.01.04 - MS Service Management Requirements Specification delivered	Delivery of MS Provider Service Management Requirements specification	[.... %< ....]	[.... %< ....]	Procure that the MS Supplier delivers a specification of its Service Management Requirements.	<b>Failure to achieve this Milestone impacts the achievement of Milestone L2.03 - Service Management Framework and potentially impacts all subsequent Milestones</b>
M4.01.01 - Integrated All ESN Supplier Integration Test Plan delivered	Establishment of the integrated Integration Test Plan across all ESN Suppliers	[.... %< ....]	[.... %< ....]	Procure the establishment and agreement of the Integration Test Responsibilities across all ESN Suppliers, to be included in the Detailed Implementation Plan and Combined Project RASCI Approval or rejection of the Detailed Implementation Plan and Combined Project RASCI by the Milestone Date in accordance with the principles	<b>Failure to achieve milestone potentially impacts the achievement of Milestone L2.16 - Integration and Performance Testing Complete and consequent</b>

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Duration (Working Days)	Milestone Date	Authority Responsibilities (if applicable)	Link to ATP/CPP/ Key/Payment
				and procedures described in Schedule 6.2.	<b>potential knock-on affect on all future Milestones</b>
L2.01.5 - Initial Mobilisation	High-level design delivered and approved:	[... 3< ...]	[... 3< ...]		<b>Failure to achieve milestone has potential knock-on affect on all future Milestones</b>
	Supplier Test Strategy delivered and approved				
	Detailed Implementation Plan delivered and approved				
	Documentary Deliverables Schedule delivered and approved				
	Security Management Policy delivered and approved				
	Security Management Plan delivered and approved				
	Security Test Results Template delivered and approved				
	Draft User Device Detailed Specification delivered and approved				

Milestone Reference and Title	Criteria <i>((bulleted list showing all Deliverables (and associated tasks) required for each Milestone))</i>	Duration <i>(Working Days)</i>	Milestone Date	Authority Responsibilities <i>(if applicable)</i>	Link to ATP/CPP/ Key/Payment
	Integration Management Plan delivered and approved				
	Updated Interface Control Document for the Control Room Interface delivered and approved	[... %< ....]	[... %< ....]	Review of Initial Draft within 10 Working Days. Full approval or rejection within 10 Working Days of receipt of Final Draft, in accordance with the principles and procedures described in Schedule 6.2, incorporating (where agreed) the Authority's comments returned on Initial Draft	
	Template invoice delivered and approved	[... %< ....]	[... %< ....]	Review and approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2	
	Business Continuity and Disaster Recovery Plan delivered and approved	[... %< ....]	[... %< ....]	Procure that Other ESN Suppliers and Locally Contracted Providers provide relevant deliverables to allow documentation to be delivered within the applicable timescales.	

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Duration (Working Days)	Milestone Date	Authority Responsibilities (if applicable)	Link to ATP/CPP/ Key/Payment
				Review and approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2	
M3.01.03 - US-MS Reference system link delivered	Delivery of US-MS Link for Reference system according to specification	[... %< ...]	[... %< ...]	Procure that the MS Supplier delivers the interface in accordance with the agreed specification	<b>Failure to Achieve milestone has direct impact on Reference &amp; NAT Service Milestone L2.09</b>
M3.01.04 - Combined ESN-wide BCDR plan delivered	Delivery of Business Continuity and Disaster Recovery Plan	[... %< ...]	[... %< ...]	Procure that the Delivery Partner establishes a Cross ESN Supplier/Cross User Business Continuity Plan between all ESN Suppliers. Authority to approve or reject the Cross ESN Supplier/Cross User Business Continuity Plan by the Milestone Date in accordance with the principles and procedures described in Schedule 6.2	<b>Failure to achieve milestone will prevent the achievement of L2.03 - Service Management Framework and L2.06 - Design Baselined, by the Milestone date, and has potential knock-on affect</b>

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Duration (Working Days)	Milestone Date	Authority Responsibilities (if applicable)	Link to ATP/CPP/ Key/Payment
					<b>on all future Milestones</b>
L2.03 - Service Management Framework	Service Management Strategy delivered and approved	[... 3< ....]	[... 3< ....]	Procure provision of required information from Other ESN Suppliers and Locally Contracted Providers ( as above. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.	<b>Failure to achieve Milestone has potential impact on all future Milestones</b>
	Service Portfolio delivered and approved	[... 3< ....]	[... 3< ....]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.	
	Service Management Processes delivered and approved	[... 3< ....]	[... 3< ....]	Procure provision of applicable information from	

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Duration (Working Days)	Milestone Date	Authority Responsibilities (if applicable)	Link to ATP/CPP/ Key/Payment
				Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.	
	Service Management System Design delivered and approved	[... % ...]	[... % ...]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.	
	Service Management Organisation Plan delivered and approved	[... % ...]	[... % ...]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.	

Milestone Reference and Title	Criteria <i>((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)</i>	Duration <i>(Working Days)</i>	Milestone Date	Authority Responsibilities <i>(if applicable)</i>	Link to ATP/PPP/ Key/Payment
	Capacity Plan delivered and approved	[... 30 ...]	[... 30 ...]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.	
	Availability Plan delivered and approved	[... 30 ...]	[... 30 ...]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.	
	Maintenance Plan delivered and approved	[... 30 ...]	[... 30 ...]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and	

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Duration (Working Days)	Milestone Date	Authority Responsibilities (if applicable)	Link to ATP/PPP/ Key/Payment
				procedures described in Schedule 6.2.	
	Operational Change Management delivered and approved	[... * ...]	[... * ...]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.	
	Release Policy delivered and approved	[... * ...]	[... * ...]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.	
	Knowledge Management Strategy delivered and approved	[... * ...]	[... * ...]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers.	

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Duration (Working Days)	Milestone Date	Authority Responsibilities (if applicable)	Link to ATP/CPP/ Key/Payment
				Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.	
	Continuous Improvement Plan delivered and approved	[... %< ....]	[... %< ....]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.	
	Service Management Framework, including MS and ES dependencies delivered and approved	[... %< ....]	[... %< ....]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.	
L2.06 - Design Baselined	User Device Detailed Specification delivered and approved	[... %< ....]	[... %< ....]	Procure provision of applicable information from	<b>Key</b>

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Duration (Working Days)	Milestone Date	Authority Responsibilities (if applicable)	Link to ATP/PPP/ Key/Payment
				Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.	<b>Failure to Achieve Milestone has potential impact on all future Milestones</b>
	User Application developers guide and software developed kit delivered and approved	[... % ...]	[... % ...]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.	
	Interface Design and all Interface Control Documents delivered and approved	[... % ...]	[... % ...]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.	

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Duration (Working Days)	Milestone Date	Authority Responsibilities (if applicable)	Link to ATP/PPP/ Key/Payment
	Installation design delivered and approved	[... %< ....]	[... %< ....]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.	
	Detailed Design delivered and approved	[... %< ....]	[... %< ....]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.	
	Detailed roadmap for migration to open standards delivered and approved	[... %< ....]	[... %< ....]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and	

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Duration (Working Days)	Milestone Date	Authority Responsibilities (if applicable)	Link to ATP/CPP/ Key/Payment
				procedures described in Schedule 6.2.	
	Revised Detailed Implementation Plan Level 2 Plan and Level 3 Plan aligned to Integrated ESN Implementation Plan delivered and approved	[... %< ....]	[... %< ....]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.	
	Requirements Traceability Matrix delivered and approved	[... %< ....]	[... %< ....]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2	
	Service Portfolio delivered and approved	[... %< ....]	[... %< ....]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers.	

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Duration (Working Days)	Milestone Date	Authority Responsibilities (if applicable)	Link to ATP/PPP/ Key/Payment
				Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2	
	Code of Connection delivered and approved	[... %< ....]	[... %< ....]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2	
	Network Approval Testing process delivered and approved	[... %< ....]	[... %< ....]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2	
	End-to-End Design delivered and approved	[... %< ....]	[... %< ....]	Procure provision of applicable information from	

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Duration (Working Days)	Milestone Date	Authority Responsibilities (if applicable)	Link to ATP/CPP/ Key/Payment
				Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2	
	Configuration Management Database delivered and approved	[... % ...]	[... % ...]	Procure provision of applicable information from RS R&A within 10 day limit	
	Asset register delivered and approved	[... % ...]	[... % ...]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2	
	Draft Exit Plan delivered and approved	[... % ...]	[... % ...]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers.	



Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Duration (Working Days)	Milestone Date	Authority Responsibilities (if applicable)	Link to ATP/CPP/ Key/Payment
				Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2	
	Billing Operations Manual delivered and approved	[... %< ...]	[... %< ...]	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers. Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2	
M3.02.02 - Combined ESN-wide Technical Design Baseline delivered	Delivery of all elements of the Technical Design across all ESN Suppliers and	[... %< ...]	[... %< ...]	Procure the establishment and agreement of the Initial Baseline for all elements of the solutions design across all ESN Suppliers. Approve that Initial Baseline as Technical Assurance Authority by the Milestone Date Assume technical design assurance responsibility for	<b>Failure to Achieve Milestone and the assumption of the ongoing responsibility has direct impact on all future Milestones.</b>

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Duration (Working Days)	Milestone Date	Authority Responsibilities (if applicable)	Link to ATP/PPP/ Key/Payment
				solution design approval throughout the Term.	
M3.02.03 - US-MS Production system link delivered	Delivery of US-MS Link for Production Systems system according to specification	[... *c ...]	[... *c ...]	Procure that the MS Supplier provides the interface to the Supplier in accordance with the agreed specification	<b>Failure to Achieve Milestone has direct impact on all future Milestones</b>

Milestone Reference and Title	Criteria <i>(bulleted list showing all Deliverables (and associated tasks) required for each Milestone)</i>	Capability Description	Milestone Date	Authority Responsibilities <i>(if applicable)</i>	Link to ATP/CPP/Key/Payment
L2.09 - Reference Test System (ED+8)	<p><b>Documentary Deliverables:</b></p> <ul style="list-style-type: none"> <li>- Milestone Definition Document</li> <li>- Product description for Test Plan</li> <li>- Product description for Test Completion Report</li> <li>- Product for NATS Control Room Service – Reference A System Test Plan</li> <li>- Product for NATS Control Room Service – Reference A System Test Completion Report</li> <li>- Product for NATS Control Room Service – Service Acceptance Test Plan</li> <li>- Product for NATS Control Room Service – Service Acceptance Test Completion Report</li> </ul> <p><b>Physical build progress activities:</b></p> <ul style="list-style-type: none"> <li>- Reference Test System (Ref A) Feature Pack 2 (FP2) functionality build complete for NATS Control Room Service*</li> </ul> <p>*(See “Feature Pack 1 &amp; 2 - Summary statement of what this delivers” in the table entitled “Features Available on Reference System”)</p> <p><b>Integration progress activities:</b></p>	<p><b>System capabilities brief description following milestone acceptance:</b></p> <ul style="list-style-type: none"> <li>- Reference test system built, operational and NATS Control Room service available for use by Control Room Suppliers. Control Room network approval testing service delivered and approved – includes Service Management wrap.</li> <li>- Reference system A with Wi-Fi.</li> <li>- Initial interim Service Management service.</li> </ul> <p><b>Enablement of Related Projects:</b></p> <ul style="list-style-type: none"> <li>- Control Rooms – Control Room vendors can commence certification of products for ESN using the NATS Control Room Service</li> <li>- Airwave InterOp Production System FAT Complete</li> </ul>	[....] 34 [....]		

	<ul style="list-style-type: none"> <li>- Reference Test System (Ref A) - US-MS Environment Integration (Stage 1-4 – demonstration only)</li> </ul> <p><b>Test Activity progress activities:</b></p> <ul style="list-style-type: none"> <li>- Reference System Test build sufficient for NATS Control Room Service</li> <li>- NATS Control Room Service SAT (Service Acceptance Testing)</li> </ul> <p><b>Services available to the Authority:</b></p> <ul style="list-style-type: none"> <li>- Interim Network Approval Testing Service (NATS) for Control Rooms</li> <li>- Interim Service Management for NATS Control Rooms. Including provision of a trained Service Desk function and the required technical teams, systems and processes to maintain service availability. Providing Control Room vendors with testing and subject matter expert support if required</li> </ul>				
<p><b>L2.29 (A) ED+29 - MS Access Complete</b></p>	<p>MS Access complete (Evidenced by the submission of appropriate extracts from the Register which have been inspected on site by the Authority to its general satisfaction.</p>	<p>The Supplier has provided the Authority with extracts of the Register covering the assets that comprise the MS Access requirements and has afforded the Authority with access to the assets to verify their presence.</p>	<p>[.... *c ....]</p>		<p><b>Payment</b></p>



Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
<b>L2.12 / L2.09.10 – ED+10 REFERENCE SYSTEM BUILD</b>					
	<p><b>Documentary Deliverables delivered and approved:</b></p> <ul style="list-style-type: none"> <li>MOT000239 Personnel Security Risk Assessment</li> <li>MOT000247 System Test Plan for FP1/2 PSCS (Ref A)</li> <li>MOT000248 NATS Portal Test Plan</li> <li>MOT000418 NATS Portal Test Completion Report</li> </ul>	<p>Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.</p> <p>Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers.</p>	<p><b>System capability demonstration:</b></p> <p>A demonstration will be completed as part of the milestone to demonstrate progress. A briefing will be prepared one week before the demonstration. The section below was as presented for ED+10.</p> <p><b>Demonstration briefing for ED+10</b></p> <p>The purpose of the demonstration is to show progress on Integration and interoperability activities between MS and US systems.</p>	[... ✖ ...]	<b>Failure to Achieve Milestone has potential impact on all future Milestones</b>
	<p><b>Approved design document updates to be issued:</b></p> <ul style="list-style-type: none"> <li>MOT000181 Network Approval Testing Process</li> <li>MOT000204 Design Governance Process</li> </ul>	<p>Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.</p>	<p>The intention is to show that 2 end user devices have been manually provisioned and that these 2 devices successfully Authenticate and Attach to the network (EPS and 3G) providing the services detailed below. The devices used contain EE and ESN subscription provisioned</p>		
	<p><b>Physical build progress activities:</b></p>				

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
	<ul style="list-style-type: none"> <li>Reference Test System (Ref B) hardware installed and power connected</li> <li>Production South System hardware installation started</li> </ul>		<p>SIMs.</p> <p><b>2G/3G Services:</b></p> <ol style="list-style-type: none"> <li>Voice Call between ESN to ESN end users</li> <li>Voice Call between ESN to EE end users</li> <li>Voice Call between EE to ESN end users</li> <li>SMS MO/MT between ESN to ESN and from EE to ESN</li> <li>2G/3G Data session</li> </ol> <p><b>4G Services:</b></p> <ol style="list-style-type: none"> <li>Data Call using ESN Dedicated MME</li> <li>Data Call using EE Commercial MME</li> </ol> <p><b>Enablement of Related Projects:</b></p> <p>- None</p>		
	<p><b>Integration progress activities:</b></p> <ul style="list-style-type: none"> <li>US-MS Environment Integration started</li> </ul>				
	<p><b>Formal Test Activity progress activities:</b></p> <ul style="list-style-type: none"> <li>NATS Portal Test Completion for control rooms</li> </ul>	<p>Participation and Approval of reviews within 5 Working Days.</p>			
	<p><b>Service available to the Authority:</b></p> <ul style="list-style-type: none"> <li>NATS portal capability delivered for control room</li> <li>Service Management extended to include NATS portal</li> </ul>				

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
<b>L2.09.12 ED+12 PRODUCTION SOUTH BUILD</b>					
	<b>Documentary Deliverables delivered and approved:</b> <ul style="list-style-type: none"> <li>MOT000417 PSCS FP1&amp;2 System Test Completion Report</li> </ul>	Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.	<b>System capability demonstration:</b> A demonstration will be completed as part of the milestone to demonstrate progress. A briefing will be prepared one week before the demonstration. It is envisioned that these capabilities will be possible but will be limited by reference system maturity and the availability of devices to complete demonstration of a capability:	[... * ...]	<b>Key</b> <b>Failure to Achieve Milestone has impact on Reference Service provision, Network Approval Testing Service</b>
	<b>Approved design document updates to be issued:</b> <ul style="list-style-type: none"> <li>None</li> </ul>		Demonstration briefing for ED+12 may include:		<b>Failure to Achieve Milestone has potential impact on all future Milestones</b>
	<b>Physical build progress activities:</b> <ul style="list-style-type: none"> <li>Reference Test System Expansion (CR047) complete</li> <li>Production South hardware installed and power connected</li> </ul>	14th Nov 2016 – Huawei R12 upgrade of Reference System RAN required by 14th Nov 2016 commissioned and available for demonstration of capability in ED+14.	<ul style="list-style-type: none"> <li>Demonstration of advanced voice call – location services</li> <li>Demonstration of data call via MSUK infrastructure (PTT)</li> </ul>		
	<b>Integration progress activities:</b> <ul style="list-style-type: none"> <li>Reference Test System (Ref A) –</li> </ul>	Procure provision of applicable information from Other ESN Suppliers and Locally Contracted	<ul style="list-style-type: none"> <li>Demonstration of operational reports</li> </ul>		

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
	<p>US-MS Environment – Integration continues</p> <ul style="list-style-type: none"> <li>Reference Test System (Ref B) – US-MS Environment Integration started</li> <li>Reference System (Ref B) integration with R12 started</li> <li>FP3 Test harness available to allow manufacturers to test prior to NATS submission</li> </ul>	<p>Providers.</p>	<ul style="list-style-type: none"> <li>Demonstration of Ordering capability</li> <li>Demonstration of Billing capability</li> <li>US –MS Supplier auto ticket exchange (Remedy Incident Management)</li> </ul> <p><b>Enablement of Related Projects:</b></p> <p><b>Devices</b></p> <ul style="list-style-type: none"> <li>NATS portal available for booking by device and application providers</li> </ul> <p><b>Control Rooms</b></p> <ul style="list-style-type: none"> <li>None</li> </ul>		
	<p><b>Formal Test Activity:</b></p> <ul style="list-style-type: none"> <li>PSCS FP2 – Test Stage 1 (System) completion report</li> </ul>	<p>Participation and Approval of reviews within 5 Working Days.</p>			
	<p><b>Service available to the Authority:</b></p> <ul style="list-style-type: none"> <li>NATS Portal available for device and application vendor booking</li> </ul>				
	<p><b>Managed service progress:</b></p>				

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
	<ul style="list-style-type: none"> <li>None</li> </ul>				
<b>L2.14 ED+14 – REFERENCE SYSTEM UPGRADED TO FP3</b>					
	<b>Documentary Deliverables delivered and approved:</b> <ul style="list-style-type: none"> <li>None</li> </ul>		<b>System capability demonstration:</b> <ul style="list-style-type: none"> <li>None</li> </ul>	[... ✂ ...]	<b>Key Payment. Failure to Achieve Milestone has potential impact on all future Milestones</b>
	<b>Physical build progress activities:</b> <ul style="list-style-type: none"> <li>Reference Test System (Ref A, Ref B and NATS) FP3 installed</li> <li>Production North – hardware installed and power connected</li> </ul>	16th Dec 2016 – Nokia R12 upgrade of Reference System RAN required.	<b>Enablement of Related Projects:</b> <b>Control Rooms</b> <ul style="list-style-type: none"> <li>Control Room vendors can certify products for ESN via the NATS Portal (FP3)</li> </ul>		
	<b>Approved design document updates to be issued:</b> <ul style="list-style-type: none"> <li>MOT000195 Integrated Management Plan</li> <li>MOT000205 High Level Design.</li> </ul>	Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.  Participation and Approval of reviews within 5 Working Days.	<b>Trials enablement:</b> <ul style="list-style-type: none"> <li>PSCS and service management portal training materials begin preparation</li> </ul>		

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
	<ul style="list-style-type: none"> <li>MOT000211 End To End Design.</li> </ul>				
	<p><b>Integration progress activities:</b></p> <ul style="list-style-type: none"> <li>Network Interworking Phase 1 available in Reference Test System for ESN</li> </ul>	Procurement of Information from Other ESN Suppliers and Locally Contracted Providers.			
	<p><b>Formal Test Activity:</b></p> <ul style="list-style-type: none"> <li>None</li> </ul>				
	<p><b>Managed service progress:</b></p> <ul style="list-style-type: none"> <li>None</li> </ul>				
	<p><b>Service available to the Authority:</b></p> <ul style="list-style-type: none"> <li>ESN Service Desk can now allocate service tickets to MS Supplier in Bristol</li> </ul>	Authority procure that MS Supplier service management system and required connectivity is available for the acceptance of MS Supplier service tickets.			

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/PPP/ Key/Payment
<b>L2.16 ED+16 - NATS FOR APPS AND DEVICES</b>					
	<p><b>Documentary Deliverables delivered and approved:</b></p> <ul style="list-style-type: none"> <li>MOT000400 NATS [Android] Devices &amp; Applications - Service Acceptance Test Plan</li> <li>MOT000420 NATS [Android] Devices &amp; Applications - Service Acceptance Test Completion Report</li> <li>MOT000249 Vehicle Modem UDDS</li> </ul>	<p>Procurement of Information from Other ESN Suppliers and Locally Contracted Providers.</p> <p>Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.</p>	<p><b>System capability demonstration:</b></p> <p>A demonstration briefing will be prepared as part of the milestone. It is envisioned that these capabilities will be possible but will be limited by reference system maturity and the availability of devices to complete demonstration of a capability:</p> <p>Demonstration briefing for ED+16 may include:</p> <ul style="list-style-type: none"> <li>PSCS Applications</li> <li>OSS/BSS applications</li> <li>NATS service for Devices (Android) &amp; Apps (Android)</li> <li>Demonstration of mobility (4G &lt;-&gt; 3G) data and voice</li> <li>Demonstration of auto</li> </ul>	[... ❌ ...]	<p><b>Key Payment</b></p> <p><b>Failure to Achieve Milestone has potential impact on all future Milestones</b></p>
	<p><b>Physical build progress activities:</b></p> <ul style="list-style-type: none"> <li>FP4 Test Harness available to allow device manufacturers to test prior to NATS submission</li> </ul>				
	<p><b>Approved design document updates to be issued:</b></p> <ul style="list-style-type: none"> <li>MOT000199 Capacity Plan</li> </ul>	<p>Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers.</p>			

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
	<ul style="list-style-type: none"> <li>MOT000203 Availability Plan</li> <li>MOT000205 High Level Design (updated to include Group Management, REGA, Audio Cut-in, Control Room Access Tokens, ESN Mobile Mapping &amp; Video)</li> <li>MOT000211 End to End Design</li> <li>MOT000216 User Device Detailed Specification</li> <li>MOT000221 Application Developers Guide</li> </ul> <p>Service Management Documentation</p> <ul style="list-style-type: none"> <li>MOT000192 Service Management Framework (including updates to any relevant products described)</li> </ul>	<p>Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.</p> <p>Participation and Approval of reviews within 5 Working Days.</p>	<p>provisioning of a subscriber</p> <ul style="list-style-type: none"> <li>Billing capability</li> <li>Demonstration of failover capability between US-MS</li> <li>Support of Service Management Framework for NATS &amp; Reference System</li> </ul> <p><b>Enablement of Related Projects:</b></p> <p><b>Devices</b></p> <ul style="list-style-type: none"> <li>Android Application &amp; Device vendors can commence certification of products for ESN using QCI 12 and release 10 chipset on Feature Pack 3 (FP3) via the NATS Portal</li> </ul> <p><b>Control Rooms</b></p> <ul style="list-style-type: none"> <li>None</li> </ul>		
	<p><b>Integration progress activities:</b></p> <ul style="list-style-type: none"> <li>MS Interfaces Integration Complete on Reference Test System (MS-US) (with the except of agreed deferred VoWifi, Supplementary Services &amp;</li> </ul>	<p>Procure provision of applicable information from Other ESN Suppliers and Locally Contracted Providers.</p>			

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
	<p>SMS over IP tests)</p> <ul style="list-style-type: none"> <li>Reference System Failover testing (Public Telephony/Public Message/EE Internet/User Organisation Internet/CS Voice &amp; Data) started (HLPUM08, HLPUM09 &amp; HLPUM10)</li> </ul>				
	<p><b>Formal Test Activity:</b></p> <ul style="list-style-type: none"> <li>NATS for Applications and Devices</li> </ul>	<p>Procure that the MS Supplier shall maintain their equipment installed at the Reference System [RANs at Malvern and Basingstoke] including release levels (currently at 3GPP Release 12), ensure continued availability and shall provide and maintain configuration records. The MS Supplier shall agree any maintenance plans and/or activities with the Supplier. The Supplier shall provide the Authority with a minimum of one month advanced notice of any proposed outage and shall be subject to the prior agreement of</p>			

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/PPP/ Key/Payment
		the Supplier.			
	<p><b>Managed service progress:</b></p> <ul style="list-style-type: none"> <li>Service Management requirements met for; NATS portal, Control Room, Applications and Devices and MS Access (Reference Systems)</li> <li>Draft Service Management Framework Support for Production South</li> </ul>	Authority procures that the MS Reference System and required connectivity is available to support the NATS process			
	<p><b>Service available to the Authority:</b></p> <ul style="list-style-type: none"> <li>None</li> </ul>				
<b>L2.18 ED +18 – SYSTEM UPGRADED TO FP4</b>					
	<p><b>Documentary Deliverables delivered and approved:</b></p> <ul style="list-style-type: none"> <li>Stage 1 (OSS/BSS System) Test Plan</li> <li>Stage 1 (PSCS System) Test Plan</li> </ul>	Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.	<p><b>System capability demonstration:</b></p> <p>A demonstration briefing will be prepared as part of the milestone. It is envisioned that these capabilities</p>	[... ✕ ...]	<b>Failure to Achieve Milestone has potential impact on all future</b>

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
	for FP4 <ul style="list-style-type: none"> <li>MOT000442 Availability Design</li> </ul>		will be possible but will be limited by reference system maturity and the availability of devices to complete demonstration of a capability:		<b>Milestones</b>
	<b>Physical build progress activities:</b> <ul style="list-style-type: none"> <li>Feature Pack 4.5 delivered from the product group</li> <li>Reference Test Systems (Ref A, Ref B) upgraded to Feature Pack 4 (HLPUS06)</li> <li>Production North upgraded to Feature Pack 4 (HLPUS08)</li> </ul>		Demonstration briefing for ED+18 may include: <ul style="list-style-type: none"> <li>PSCS Applications</li> <li>OSS/BSS applications</li> <li>Demonstration of service management reports</li> </ul> <b>Enablement of Related Projects:</b>		
	<b>Approved design document updates to be issued:</b> <ul style="list-style-type: none"> <li>MOT000182 Supplier Test Strategy</li> <li>MOT000210 Roadmap To Standards</li> <li>MOT000224 Detailed Design (updated to include Group Management, REGA, Audio Cut-in, Control Room Access Tokens, ESN</li> </ul>	Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.	<b>Devices</b> <ul style="list-style-type: none"> <li>None</li> </ul> <b>Control Rooms</b> <ul style="list-style-type: none"> <li>None</li> </ul>		

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/PPP/ Key/Payment
	<p>Mobile Mapping, Security &amp; Video)</p> <ul style="list-style-type: none"> <li>• MOT000228 Billing Operations Manual</li> <li>• MOT000234 Operational Data Transfer Interface ICD</li> </ul>				
	<p><b>Integration progress activities:</b></p> <ul style="list-style-type: none"> <li>• Network Interworking Phase 1a available on Reference Test System</li> <li>• Reference System Failover testing (Public Telephony/Public Message/EE Internet/User Organisation Internet/CS Voice &amp; Data) completed (<i>HLPUM08, HLPUM09 &amp; HLPUM10</i>)</li> <li>• Production North &amp; South Live IP Layer build started (<i>HLPUM13</i>)</li> </ul>	<p>Procurement of Information from Other ESN Suppliers and Locally Contracted Providers</p>			
	<p><b>Formal Test Activity:</b></p> <ul style="list-style-type: none"> <li>• Test Stages 1 Formal Testing started (<i>HLPUS09</i>)</li> </ul>				

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/PPP/ Key/Payment
	<p><b>Managed service progress:</b></p> <ul style="list-style-type: none"> <li>None</li> </ul>				
	<p><b>Service available to the Authority:</b></p> <ul style="list-style-type: none"> <li>PSCS and service management training material relating to functionality related to Feature Pack 4</li> </ul>				
<b>L2.20 ED+20 – PRODUCTION NORTH &amp; SOUTH CONNECTED</b>					
	<p><b>Documentary Deliverables delivered and approved:</b></p> <ul style="list-style-type: none"> <li>Stage 2 (Integration) Test Plan</li> <li>Stage 3 (Performance) Test Plan</li> <li>Stage 1 (OSS/BSS System) Test Completion Report</li> <li>Stage 1 (PSCS System) Test Completion Report for FP4</li> </ul>	<p>Procurement of Information from Other ESN Suppliers and Locally Contracted Providers.</p> <p>Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.</p>	<p><b>System capability demonstration:</b></p> <p>None</p> <p><b>Enablement of Related Projects:</b></p> <p><b>Devices</b></p> <ul style="list-style-type: none"> <li>Android Application &amp; Device vendors can commence certification of products for ESN</li> </ul>	<p>[.... &amp; ....]</p>	<p><b>Key</b></p> <p><b>Failure to Achieve Milestone has potential impact on all future Milestones</b></p>

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
	<p><b>Physical build progress activities:</b></p> <ul style="list-style-type: none"> <li>• Production South &amp; NATS upgraded to FP4</li> <li>• Production North and Production South connected</li> </ul>		<p>on Feature Pack 4 (FP4) via the NATS Portal</p> <p><b>Control Rooms</b></p> <p>Control Room vendors can certify products for ESN via the NATS Portal (FP4)</p>		
	<p><b>Approved design document updates to be issued:</b></p> <p>Service Management Documentation</p> <ul style="list-style-type: none"> <li>• MOT000192 Service Management Framework (including updates to any relevant products described)</li> </ul>				
	<p><b>Integration progress activities:</b></p> <ul style="list-style-type: none"> <li>• Production North &amp; South Live IP Layer build complete (<i>HLPUM13</i>)</li> <li>• Production North &amp; South Build User Org Internet complete (<i>HLPUS07</i>)</li> </ul>	<p>Procurement of Information from Other ESN Suppliers and Locally Contracted Providers.</p>			
	<p><b>Formal Test Activity:</b></p>	<p>Participation and Approval of</p>			

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
	<ul style="list-style-type: none"> <li>Test Stage 1 (System Test) Complete Test Completion Review – Test Stage 1 (System) (HLPUS09)</li> </ul>	reviews within 5 Working Days.			
	<p><b>Managed service progress:</b></p> <ul style="list-style-type: none"> <li>Interim Service Management Dashboard</li> </ul>				
	<p><b>Service available to the Authority:</b></p> <ul style="list-style-type: none"> <li>None</li> </ul>				
<b>L2.22 ED+22 - SERVICE MANAGEMENT VERIFICATION</b>					
	<ul style="list-style-type: none"> <li>Approval of MOT000192 Service Management Framework (and associated documents)</li> <li>Approval of Interim Service Management Dashboard</li> </ul>			[.... % ....]	<b>Payment</b>

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
<b>L2.23 ED+23(A) - LIVE INTEGRATION READY</b>					
	<p>Approved design document updates to be issued:</p> <ul style="list-style-type: none"> <li>MOT000224 Detailed Design</li> </ul> <p>Other criteria:</p> <ul style="list-style-type: none"> <li>Production North &amp; South Critical Services started (HLPUM18)</li> <li>Implementation of a build assurance process, evidenced by the submission of the updated Build and Verification Completion Exit Reports associated with Milestone L2.23(A) and L2.23 (B)</li> <li>Production North &amp; South Live IP Layer build complete (Evidenced by the submission of MOT000492 Build and Verification Completion Exit Report) (HLPUM13).</li> <li>Production North &amp; South Build User Org ESN Dedicated Internet complete (Evidenced by the submission of MOT000491</li> </ul>		<p>The Supplier's internal build assurance process will enable the Supplier to ensure that the build associated with Milestone L2.23(A) and L2.23(B) have been carried out in line with the Detailed Design and any subsequent changes (i.e. test defects and design details). The build completion report issued to Authority will provide sufficient detail to confirm that the Suppliers build assurance process has been applied and where there are any deficiencies what the impact is and sufficient detail on the upgrade plan. The Supplier's internal build assurance process will be followed for future build activities .</p>	<p>[... 3€ ...]</p>	<p><b>Payment</b></p> <p><b>Payment</b></p>

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
	Production User Org Build & Verification Completion Exit Report for ESN Dedicated 4G (HLPUS07).				
<b>L2.23 ED+23(B) - LIVE INTEGRATION READY – User Org</b>					
	Production North & South Build User Org Commercial Internet complete (Evidenced by the submission of Build and Verification Completion Exit Report) (HLPUS07).			[... % ...]	<b>Payment</b>
<b>L2.23 ED+23(C) - LIVE INTEGRATION READY – Critical Services</b>					
	Production North & South Critical Services started (HLPUM18).			[... % ...]	<b>Payment</b>
<b>L2.24 ED+24 - US-MS INTEGRATION COMPLETE</b>					
	<b>Documentary Deliverables delivered and approved:</b> <ul style="list-style-type: none"> <li>• Test Stage 4 (User Acceptance Test)</li> </ul>	Procurement of Information from Other ESN Suppliers and Locally Contracted Providers.	<b>System capability demonstration:</b>	[... % ...]	<b>Key Failure to Achieve</b>

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
	<p>Plan</p> <ul style="list-style-type: none"> <li>• Test Stage 5 (Operational Acceptance Test) Plan</li> <li>• User Device and Application Catalogue</li> </ul>	<p>Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.</p>	<ul style="list-style-type: none"> <li>• None</li> </ul> <p><b>Enablement of Related Projects:</b></p> <p><b>Devices</b></p> <ul style="list-style-type: none"> <li>• None</li> </ul> <p><b>Control Rooms</b></p>		<p><b>Milestone has potential impact on all future Milestones</b></p>
	<p><b>Approved design document updates to be issued:</b></p> <ul style="list-style-type: none"> <li>• MOT000205 High Level Design (updated to reflect "as built")</li> <li>• MOT000211 End To End Design (updated to reflect "as built")</li> <li>• MOT000224 Detailed Design (updated to reflect "as built")</li> </ul> <p>Service Management Documentation</p> <ul style="list-style-type: none"> <li>• MOT000192 Service Management Framework (including updates to any relevant products described)</li> </ul>	<p>Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.</p>	<ul style="list-style-type: none"> <li>• None</li> </ul>		
	<p><b>Physical build progress activities:</b></p>				

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
	<ul style="list-style-type: none"> <li>Feature Pack 4.6 and Feature Pack 5 delivered from the product group</li> <li>Production System capacity increased to 313k users</li> </ul>				
	<p><b>Integration progress activities:</b></p> <ul style="list-style-type: none"> <li>Production North &amp; South Critical Services &amp; Live failover verification complete (<i>HLPUM18 &amp; HLPUM19</i>)</li> <li>Network Interworking Phase 1b available on Reference Test System</li> </ul>	Procurement of Information from Other ESN Suppliers and Locally Contracted Providers.			
	<p><b>Formal Test Activity:</b></p> <ul style="list-style-type: none"> <li>Test Stage 2 &amp; 3 (Integration/Performance) formal testing (<i>HLPUM01 &amp; HLPUM02</i>)</li> </ul>	Procurement of Information from Other ESN Suppliers and Locally Contracted Providers.			
	<p><b>Managed service progress:</b></p> <ul style="list-style-type: none"> <li>NOC phase 2 complete</li> <li>Service Management System</li> </ul>				

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
	Deployed ready for UAT				
	<b>Service available to the Authority:</b> <ul style="list-style-type: none"> <li>Interim ESN Service Desk &amp; Technical Support Office to support UAT/OAT</li> </ul>				
<b>T1.01 - PILOT TEST REQUIREMENTS DELIVERED</b>					
	<b>Documentary Deliverables delivered and approved:</b> <ul style="list-style-type: none"> <li>Notification of Pilot Test requirements for Pilot for Nominated Transition Group to take place before Mobilisation Complete at Milestone L2.24</li> </ul>	Procure provision (working with the Delivery Partner) of details to Supplier of the Pilot Plan, including timescales and numbers of Users in scope.		[... ✗ ...]	
<b>M4.01.02 – SERVICE ACCEPTANCE TEST PLAN DELIVERED</b>					
	<b>Documentary Deliverables:</b>	Procure that the Delivery Partner takes responsibility for establishing the Service		[... ✗ ...]	<b>Failure to achieve this milestone has</b>

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
	<ul style="list-style-type: none"> <li>Service Acceptance Test Plan delivered.</li> </ul>	<p>Acceptance Test Plan (in conjunction with the User Organisations) in consultation with both the US Supplier and the MS Supplier</p> <p>Approval of the Service Acceptance Test Plan by the Milestone Date in accordance with the principles and procedures described in Schedule 6.2</p>			<p><b>a direct impact on the achievement of Milestone L2.28 - Mobilisation Complete/Service Ready</b></p>
<b>L2.28 - MOBILISATION COMPLETE/SERVICE READY</b>					
	<p><b>Documentary Deliverables delivered and approved:</b></p> <ul style="list-style-type: none"> <li>Test stage 4 User Acceptance Testing completion report</li> <li>Test stage 5 Operational Acceptance Test completion report</li> <li>Stage 2 (Integration) Test Completion Report</li> <li>Stage 3 (Performance) Test</li> </ul>	<p>Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.</p>	<p><b>System capability demonstration:</b></p> <ul style="list-style-type: none"> <li>None</li> </ul> <p><b>Enablement of Related Projects:</b></p> <ul style="list-style-type: none"> <li>None</li> </ul> <p><b>Trials enablement</b></p> <ul style="list-style-type: none"> <li>Full Service Management capabilities to support Major</li> </ul>	<p>[.... &amp; ....]</p>	<p><b>ATP, Key, Payment</b></p> <p><b>Failure to Achieve Milestone has direct impact on all future Milestones</b></p>

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/PPP/ Key/Payment
	Completion Report		Operational Trials		
	<b>Physical build progress activities:</b> <ul style="list-style-type: none"> <li>None</li> </ul>		•		
	<b>Approved design document updates to be issued:</b> <ul style="list-style-type: none"> <li>MOT000226 Configuration Management Database</li> <li>MOT000227 Asset Register</li> <li>MOT000414 User Detailed Design Specification (UDDS) – Windows OS, Data only (C3) Active Connection</li> <li>MOT000238 User Detailed Design Specification (UDDS) – Windows OS</li> </ul> Service Management Documentation <ul style="list-style-type: none"> <li>MOT000192 Service Management Framework (including updates to any</li> </ul>	Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.			

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
	relevant products described)				
	<p><b>Integration progress activities:</b></p> <ul style="list-style-type: none"> <li>• Network Interworking Phase 1b Functionality Available on Production System</li> <li>• EE BIS process complete – US-MS integration complete.</li> </ul>	Procurement of Information from Other ESN Suppliers and Locally Contracted Providers.			
	<p><b>Formal Test Activity:</b></p> <ul style="list-style-type: none"> <li>• Test Stages 2-3 (Integration/Performance) Complete (<i>HLPUM01, HLPUM02, HLMUM15 &amp; HLPUM16</i>)</li> <li>• Test Completion Review – Test Stage 2-3 (Integration, Performance)</li> <li>• Test Stages 4-5 (UAT/OAT) Complete (<i>HLPUM21 &amp; HLPUM22</i>)</li> <li>• Test Completion Review – Test Stage 4-5 (UAT &amp; OAT)</li> </ul>	<p>Participation and Approval of reviews within 5 Working Days.</p> <p>The Authority to procure that the additional requirements as agreed in CR0157 Audio Cut in and incorporated into Schedule 2.1 receive stakeholder agreement ahead of Ready for Service milestone ED28. This should be marked for delivery 4 weeks prior to ED28 milestone.</p>			

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
	<p><b>Managed service progress:</b></p> <ul style="list-style-type: none"> <li>• Full Service Management Dashboard</li> <li>• Service Management System Deployed ready for Live Operation</li> </ul>				
	<p><b>Service delivered to the Authority:</b></p> <ul style="list-style-type: none"> <li>• 24x7x365 ESN Service Desk &amp; Technical Support Office</li> </ul>				
<b>ED+28 – ADDITIONAL CRITERIA</b>					
	<p>Service management requirements met and all service management systems operational fulfilled with acceptance of Service Acceptance Test Readiness review</p>			[.... % ....]	<p><b>ATP, Key, Payment</b></p> <p><b>Failure to Achieve Milestone has direct impact on all future Milestones</b></p>

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
	ESN Service Catalogue delivered approved and available to users			[... * ...]	
	Known Error Database delivered and Approved			[... * ...]	
	ISO27001 Certified Information Security Management System	Approval within 5 working days		[... * ...]	
	ESN Security Accredited	Approval based upon ISO Certification		[... * ...]	
	Business Continuity Management System in place	Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2		[... * ...]	
	All Documentary Deliverables which relate to ESN design are completed and approved by the Authority  Milestone L2.06 – Design Baselined			[... * ...]	



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Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/PPP/ Key/Payment
	<p>All test phases completed in accordance with Schedule 6.2 (Testing Procedures)</p> <p>Milestone 2.12 System Test Complete L2.16 Integration and Performance Testing Complete, L2.19 User Acceptance and Operational Testing Complete)</p>			[... ✗ ...]	
	<p>Requirements Traceability has been completed and approved in accordance with Schedule 6.2 (Testing Procedures)</p> <p>Milestone L2.06 – Design Baselined</p>			[... ✗ ...]	
	<p>All test issues are documented with associated owners, remedial actions and resolution target dates with no issues of Severity 1 or 2</p> <p>(As defined in the Test Approach) (Milestone 2.12 System Test Complete, L2.16 Integration and Performance Testing Complete, L2.19 User Acceptance and Operational Testing Complete)</p>			[... ✗ ...]	

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
	Solutions for inter-working between Airwave and ESN are in place to ensure National Interoperability			[... * ...]	
<b>L2.30 ED+30 –AUTHORITY VERICATION COMPLETE</b>					
	<b>Documentary Deliverables delivered and approved:</b> <ul style="list-style-type: none"> <li>None</li> </ul>		<b>System capability demonstration:</b> <ul style="list-style-type: none"> <li>None</li> </ul> <b>Enablement of Related Projects:</b> <ul style="list-style-type: none"> <li>None</li> </ul> <b>Trials enablement</b> <ul style="list-style-type: none"> <li>Trials will be complete by this milestone.</li> </ul> <b>Transition enablement</b> <ul style="list-style-type: none"> <li>Transition can commence</li> </ul>	[... * ...]	<b>ATP, Key, Payment</b>  <b>Failure to Achieve Milestone has direct impact on all future Milestones</b>
	<b>Physical build progress activities:</b> <ul style="list-style-type: none"> <li>None</li> </ul>				
	<b>Integration progress activities:</b> <ul style="list-style-type: none"> <li>None</li> </ul>				
	<b>Test Activity:</b> <ul style="list-style-type: none"> <li>None</li> </ul>				

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
	<b>Managed service progress:</b> <ul style="list-style-type: none"> <li>None</li> </ul>				
	<b>Service delivered to the Authority:</b> <ul style="list-style-type: none"> <li>None</li> </ul>				
	<b>Service Acceptance Test Completion Review successfully completed</b>	Participation and Approval of reviews within 5 Working Days.		[.... % ....]	
	<b>Service Acceptance Testing successfully complete</b>	Fulfilled with acceptance of Service Acceptance Test Completion review		[.... % ....]	
	<b>Pilot Test Readiness Review Successfully Completed for nominated Transition Group</b>	Participation and Approval of reviews within 5 Working Days.		[.... % ....]	
	<b>Pilot Test Report delivered and approved for nominated Transition Group</b>	Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2		[.... % ....]	<b>Failure to Achieve has direct impact on L2.55.1</b>

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
	<b>Pilot Test completion review successfully completed for nominated Transition Group</b>	Participation and Approval of reviews within 5 Working Days.		[... % ...]	
L2.24 - NW Transition commencement	<b>Group Transition Commencement Criteria met</b>	Participation in Review and Approval within 10 Working Days		[... % ...]	
L2.21.1 - East Mids Transition commencement	<b>Group Transition Commencement Criteria met</b>	Participation in Review and Approval within 10 Working Days		[... % ...]	
L2.31 - NE Transition commencement	<b>Group Transition Commencement Criteria met</b>	Participation in Review and Approval within 10 Working Days		[... % ...]	
L2.39 - London Transition commencement	<b>Group Transition Commencement Criteria met</b>	Participate in Review and Approval within 10 Working Days		[... % ...]	
L2.31 - NE Transition commencement	<b>Group Transition Commencement Criteria met</b>	Participate in Review and Approval within 10 Working Days		[... % ...]	



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<b>Milestone Reference and Title</b>	<b>Criteria</b> ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	<b>Authority Responsibilities</b> (if applicable)	<b>Capability Description</b>	<b>Milestone Date</b>	<b>Link to ATP/CPP/ Key/Payment</b>
L2.52 - SC Transition commencement	<b>Group Transition Commencement Criteria met</b>	Participate in Review and Approval within 10 Working Days		[... % ...]	
L2.28 - East Transition commencement	<b>Group Transition Commencement Criteria met</b>	Participate in Review and Approval within 10 Working Days		[... % ...]	
L2.34 - Yorkshire Transition commencement	<b>Group Transition Commencement Criteria met</b>	Participate in Review and Approval within 10 Working Days		[... % ...]	<b>Key Linked to L2.55.1</b>
L2.35 - West Mids Transition commencement	<b>Group Transition Commencement Criteria met</b>	Participate in Review and Approval within 10 Working Days		[... % ...]	
L2.49 - SE Transition commencement	<b>Group Transition Commencement Criteria met</b>	Participate in Review and Approval within 10 Working Days		[... % ...]	<b>Key Linked to L2.69.1</b>
L2.45 - Wales Transition commencement	<b>Group Transition Commencement Criteria met</b>	Participate in Review and Approval within 10 Working Days		[... % ...]	<b>Linked to L2.70 Payment</b>

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
L2.57 - Scotland Transition commencement	<b>Group Transition Commencement Criteria met</b>	Participate in Review and Approval within 10 Working Days		[.... % ....]	<b>Linked to L2.71 Payment</b>
L2.55 - SW Transition commencement	<b>Group Transition Commencement Criteria met</b>	Participate in in Review and Approval within 10 Working Days		[.... % ....]	
L2.55.1 - London Transition complete	<b>Mid-Transition Service Status report delivered and approved</b>	Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2		[.... % ....]	
	<b>No outstanding rectification issues</b>	Participate in review and approve within 10 Working Days		[.... % ....]	
L2.69.1 - Transition fully complete	<b>Transition Completion Service Status report delivered and approved</b>	Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2		[.... % ....]	

Milestone Reference and Title	Criteria ((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)	Authority Responsibilities (if applicable)	Capability Description	Milestone Date	Link to ATP/CPP/ Key/Payment
L2.70 - Exit Plan	<b>Exit Plan delivered and approved</b>	Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2		[... ✗ ...]	
L2.71 - Exit Management	<b>Expiry of the initial terms</b>			[... ✗ ...]	

Schedule 6.1, Annex 1, Table 1: Outline Implementation Plan



Microsoft Excel  
97-2003 Worksheet

## ANNEX 1B: Mobilisation Milestones

Milestone	Product / Deliverable	Milestone Description	Milestone Date	Critical	Key	ATP
1	Kodiak 8.4.1	Kodiak Software Release	[... &lt; ...]			
2	Assure 1.0	Capable of entering Gate 4	[... &lt; ...]			
3	Assure 1.0	Capable of exiting Gate 4	[... &lt; ...]			
4	Assure 1.0	Capable of exiting Gate 5	[... &lt; ...]			
5	Not used		[... &lt; ...]			
6	Kodiak 9.0	Kodiak 9.0	[... &lt; ...]	Y		
7	Test and Reference System	Test and Reference System equipment delivered	[... &lt; ...]			
8	Test and Reference System	Test and Reference System equipment delivered	[... &lt; ...]			
9	ESN Connect	Proof of Concept Capable of exiting Gate 5	[... &lt; ...]			
10	Direct 1.0	Capable of entering Gate 4	[... &lt; ...]			
11	Direct 1.0	Equipment delivered	[... &lt; ...]			
12	Security	Firewall equipment delivered	[... &lt; ...]			
13	RAN Loading Tool	RAN Load tool equipment delivered, Lot 1	[... &lt; ...]			
14	Direct 1.0	Milestone 14	[... &lt; ...]			
15	Direct 1.0	Exiting Gate 5	[... &lt; ...]			



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16	RAN Loading Tool	RAN Load tool Hardware received, Lot 2	[... % ...]			
17	Connect	Capable of Exit of Gate 4	[... % ...]		Y	
17A	Common Network Services	Common Network Services Hardware received	[... % ...]			
18	Connect +	Capable of Exit of Gate 4	[... % ...]			
19	Connect	Exit of Gate 5	[... % ...]			
20	Connect +	Exit of Gate 5	[... % ...]		Y	
21	Direct 2.0	Capable of Exit of Gate 4	[... % ...]	Y		
22	Direct 2.0	Milestone 22	[... % ...]			
23	Kodiak 9.1	Kodiak 9.1	[... % ...]			
24	Direct 2.0	Exit of Gate 5	[... % ...]			
25	CR0340	Test and Reference System Ready	[... % ...]	-	-	-
25a	CR340	Test and Reference System Hardware	[... % ...]			
25b	CR340	Test and Reference System in operation	[... % ...]			
26	Direct 3.0	Capable of Exit of Gate 4	[... % ...]		Y	
27	Kodiak 10.0	Kodiak 10.0	[... % ...]			
28	Direct 3.0	Milestone 28	[... % ...]			
29	Direct 3.0	Exit of Gate 5	[... % ...]			
30	Prime	Installed in Production	[... % ...]			
31	Prime	Capable of Exit of Gate 4	[... % ...]	Y		
32	Prime	Exit of Gate 5 (Mobilisation Complete)**	[... % ...]		Y	Y
33	Mikey-Sakke & Geo Redundancy	Mikey-Sakke & BSS Geo Redundancy, Installed in Production	[... % ...]		Y	

\* Notwithstanding any references in the Implementation Plan to the Connect+ ESN Product the dates and / or scope and / or activities applicable to that ESN Products shall have no contractual effect until such time as the same is agreed in accordance with the Change Control Procedure.



\*\* User Acceptance Testing will take place concurrently with other testing post MS 30 and conclude by MS 32.

**ANNEX 1C: Milestone Criteria Documents**

Milestone Number	Title	Milestone Description	Supplier Responsibilities	Milestone Dates	Payment / Key / Critical / ATP
14.	Milestone 14	All Supplier components, systems, tools, processes and people that support the Supplier Solution required for Direct 1.0 have been tested and evidence has been provided that the Suppliers Solution is capable of supporting User Acceptance Testing and Operational Evaluation	<p>The Supplier has:</p> <ul style="list-style-type: none"> <li>• complied with its obligations in paragraphs 13.6(f) (i), (iv); of Schedule 6.1 (Implementation Plan);</li> <li>• confirmed that the Supplier's items on the Acceptance into Service Checklist are complete and provide such items to the Authority; and</li> <li>• The Supplier has exited Gate 4.</li> </ul>	[... * <sup>3</sup> ...]	Payment
15.	ESN Direct 1 exit Gate 5	<p>All Supplier components, systems, tools, processes and people that support the Supplier Solution required for Direct 1.0 have been tested and evidence has been provided that the ESN product is capable of exiting Gate 5 in accordance with the Release Management Process.</p> <p>The following documents contain the underpinning detail of this milestone which may be developed further through the release gate process:</p>	<p>The Supplier has:</p> <ul style="list-style-type: none"> <li>• complied with its obligations in paragraph 13.6(f) of Schedule 6.1 (Implementation Plan).</li> </ul>	[... * <sup>3</sup> ...]	Payment

Milestone Number	Title	Milestone Description	Supplier Responsibilities	Milestone Dates	Payment / Key / Critical / ATP
		<ul style="list-style-type: none"> <li>Product Definition Document Version 1.1</li> <li>Products and Services Master Catalogue Version 1.0</li> </ul>			
16.	RAN Load Tool hardware received for Lot 2	Equipment in respect of the RAN Loading tool for Lot 2 has been received by the Supplier.	<p>The Supplier has provided:</p> <ul style="list-style-type: none"> <li>Its High level design for the RAN Loading Tool which has been approved by the Authority;</li> <li>a detailed bill of materials for the RAN Loading Tool for Lot 2;</li> <li>all related checked goods receipt notes; and</li> <li>an update to the Asset Register to reflect to payment for the equipment or a letter confirming that such update will be included in the next iteration of the Asset Register.</li> </ul>	[....<sup>*</sup>....]	Payment

Milestone Number	Title	Milestone Description	Supplier Responsibilities	Milestone Dates	Payment / Key / Critical / ATP
17.	ESN Connect Capable of Exiting Gate 4	All Supplier components, systems, tools, processes and people that support the Supplier Solution required for Connect have been tested and evidence has been provided that the ESN product is capable of exiting Gate 4 in accordance with the Release Management Process.	The Supplier has: <ul style="list-style-type: none"> <li>complied with its obligations in paragraph 13.6(e) of Schedule 6.1 (Implementation Plan).</li> </ul>	[... <sup>34</sup> ...]	Payment / Key
18.	ESN Connect exit Gate 5	All Supplier components, systems, tools, processes and people that support the Supplier Solution required for Connect have been tested and evidence has been provided that the ESN product is capable of exiting Gate 5 in accordance with the Release Management Process.	The Supplier has: <ul style="list-style-type: none"> <li>complied with its obligations in paragraph 13.6(f) of Schedule 6.1 (Implementation Plan).</li> </ul>	[... <sup>34</sup> ...]	Payment
19.	ESN Connect+ Capable of Exiting Gate 4	All Supplier components, systems, tools, processes and people that support the Supplier Solution required for Connect+ have been tested and evidence has been provided that the ESN product is capable of exiting Gate 4 in accordance with the Release Management Process.	The Supplier has: <ul style="list-style-type: none"> <li>complied with its obligations in paragraph 13.6(e) of Schedule 6.1 (Implementation Plan).</li> </ul>	[... <sup>34</sup> ...]	Payment

Milestone Number	Title	Milestone Description	Supplier Responsibilities	Milestone Dates	Payment / Key / Critical / ATP
20.	ESN Connect+ Exit Gate 5	All Supplier components, systems, tools, processes and people that support the Supplier Solution required for Connect+ have been tested and evidence has been provided that the ESN product is capable of exiting Gate 5 in accordance with the Release Management Process.	The Supplier has: <ul style="list-style-type: none"> <li>complied with its obligations in paragraph 13.6(f) of Schedule 6.1 (Implementation Plan).</li> </ul>	[... <sup>34</sup> ...]	Payment / Key
21.	ESN Direct 2.0 Capable of Exiting Gate 4	All Supplier components, systems, tools, processes and people that support the Supplier Solution required for Direct 2.0 have been tested and evidence has been provided that the ESN product is capable of exiting Gate 4 in accordance with the Release Management Process.	The Supplier has: <ul style="list-style-type: none"> <li>complied with its obligations in paragraphs 13.6(e) of Schedule 6.1 (Implementation Plan)</li> </ul>	[... <sup>34</sup> ...]	Payment / Critical
22.	Milestone 22	All Supplier components, systems, tools, processes and people that support the Supplier Solution required for Direct 2.0 have been tested and that the Suppliers Solution is capable of supporting User Acceptance Testing and Operational Evaluation	The Supplier has: <ul style="list-style-type: none"> <li>complied with its obligations in paragraphs 13.6(f) (i), (iv); of Schedule 6.1 (Implementation Plan);</li> <li>confirmed that the Supplier's items on the Acceptance into Service Checklist are complete and provide such items to the Authority; and</li> <li>The Supplier has exited Gate 4.</li> </ul>	[... <sup>34</sup> ...]	Payment

Milestone Number	Title	Milestone Description	Supplier Responsibilities	Milestone Dates	Payment / Key / Critical / ATP
23.	ESN Direct 2.0 Exit Gate 5	All Supplier components, systems, tools, processes and people that support the Supplier Solution required for Direct 2.0 have been tested and evidence has been provided that the ESN product is capable of exiting Gate 5 in accordance with the Release Management Process.	The Supplier has: <ul style="list-style-type: none"> <li>complied with its obligations in paragraph 13.6(f) of Schedule 6.1 (Implementation Plan).</li> </ul>	[... * <sup>3</sup> ...]	Payment
24.	Kodiak 9.1	Kodiak 9.1 delivery complete	The Supplier has: <ul style="list-style-type: none"> <li>Provided Release 9.1 of the Supplier Application to the Authority and all documents which comprise the Kodiak Specification have been uploaded by the Supplier to the Electronic Document Management System</li> <li>Provided the release note which forms part of the Kodiak Specification for release 9.1</li> <li>Loaded Release 9.1 of the Supplier Application onto an ESN Test and Reference System.</li> <li>Smoke Testing of Release 9.1 of the Supplier Application has successfully Achieved for all functional capabilities evidenced by the Supplier's Smoke Testing Test Completion Report.</li> </ul>	[... * <sup>3</sup> ...]	Payment

Milestone Number	Title	Milestone Description	Supplier Responsibilities	Milestone Dates	Payment / Key / Critical / ATP
			<ul style="list-style-type: none"> <li>Provided the Release Pack set of documents (as listed in Schedule 4.1 Part D)</li> </ul>		
25.	Test and Reference System Ready	Additional Test and Reference System has been delivered, tested and is capable of deployment for operational use.	<p>The Supplier has:</p> <ul style="list-style-type: none"> <li>Delivered it's Test and Reference System design which has been Approved by the Authority;</li> <li>Achieved all Tests set out in the Test Plan in accordance with the Testing and Assurance Process in Schedule 6.2 (Testing and Assurance Procedures); and</li> <li>the Asset Register has been updated to reflect to payment for the equipment.</li> </ul>	[... <sup>34</sup> ...]	Payment
25a	Test and Reference System Hardware	Additional Test and Reference System Hardware has been delivered.	<p>The Supplier has provided:</p> <ul style="list-style-type: none"> <li>a detailed bill of materials for Production Mirror;</li> <li>all related checked goods receipt notes; and</li> </ul> <p>update to the Asset Register to reflect to payment for the equipment or a letter confirming that such update will be included in the next iteration of the Asset Register.</p>	[... <sup>34</sup> ...]	Payment

Milestone Number	Title	Milestone Description	Supplier Responsibilities	Milestone Dates	Payment / Key / Critical / ATP
25b	Test and Reference System in operation	Additional Test and Reference System Hardware is in operation	<p>The Supplier has:</p> <ul style="list-style-type: none"> <li>Achieved all Tests set out in the Test Plan in accordance with the Testing and Assurance Process in Schedule 6.2 (Testing and Assurance Procedures); and</li> </ul> <p>has released the Additional Test and Reference System into the production environment so that it is available for operational use.</p>	[...]	<b>Payment</b>
26.	ESN Direct 3.0 Capable of Exiting Gate 4	All Supplier components, systems, tools, processes and people that support the Supplier Solution required for Direct 3.0 have been tested and evidence has been provided that the ESN product is capable of exiting Gate 4 in accordance with the Release Management Process.	<p>The Supplier has:</p> <ul style="list-style-type: none"> <li>complied with its obligations in paragraphs 13.6(e) of Schedule 6.1 (Implementation Plan)</li> </ul>	[...]	Payment / Key

Milestone Number	Title	Milestone Description	Supplier Responsibilities	Milestone Dates	Payment / Key / Critical / ATP
27.	Kodiak 10.0	Kodiak 10.0 delivery complete	<p>The Supplier has:</p> <ul style="list-style-type: none"> <li>• Provided Release 10.0 of the Supplier Application to the Authority and all documents which comprise the Kodiak Specification have been uploaded by the Supplier to the Electronic Document Management System</li> <li>• Provided the release note which forms part of the Kodiak Specification for release 10.0</li> <li>• Loaded Release 10.0 of the Supplier Application onto an ESN Test and Reference System.</li> <li>• Smoke Testing of Release 10.0 of the Supplier Application has successfully Achieved for all functional capabilities evidenced by the Supplier's Smoke Testing Test Completion Report.</li> <li>• Provided the Release Pack set of documents (as listed in Schedule 4.1 Part D)</li> </ul>	[....<sup>3</sup>....]	Payment

Milestone Number	Title	Milestone Description	Supplier Responsibilities	Milestone Dates	Payment / Key / Critical / ATP
28.	Milestone 28	All Supplier components, systems, tools, processes and people that support the Supplier Solution required for Direct 3.0 have been tested and that the Suppliers Solution is capable of supporting User Acceptance Testing and Operational Evaluation	The Supplier has: <ul style="list-style-type: none"> <li>• complied with its obligations in paragraphs 13.6(f) (i), (iv); of Schedule 6.1 (Implementation Plan);</li> <li>• confirmed that the Supplier's items on the Acceptance into Service Checklist are complete and provide such items to the Authority; and</li> <li>• The Supplier has exited Gate 4.</li> </ul>	[... * ...]	Payment
29.	ESN Direct 3.0 Exit Gate 5	All Supplier components, systems, tools, processes and people that support the Supplier Solution required for Direct 3.0 have been tested and evidence has been provided that the ESN product is capable of exiting Gate 5 in accordance with the Release Management Process.	The Supplier has: <ul style="list-style-type: none"> <li>• complied with its obligations in paragraph 13.6(f) of Schedule 6.1 (Implementation Plan).</li> </ul>	[... * ...]	Payment
30.	Kodiak 10.0 Installed in production	Kodiak 10.0 has been loaded onto to the Suppliers Production System.	The Supplier has upgraded its Production environment from Kodiak 9.1 to Kodiak 10.0 and achieved all Tests set out in the applicable Test Plan in accordance with the Testing and Assurance Process in Schedule 6.2 (Testing and Assurance Procedures).	[... * ...]	Payment



Milestone Number	Title	Milestone Description	Supplier Responsibilities	Milestone Dates	Payment / Key / Critical / ATP
31.	ESN Prime Capable of Exiting Gate 4	All Supplier components, systems, tools, processes and people that support the Supplier Solution required for Prime have been tested and evidence has been provided that the ESN product is capable of exiting Gate 4 in accordance with the Release Management Process.	<p>The Supplier has:</p> <ul style="list-style-type: none"> <li>complied with its obligations in paragraphs 13.6(e) of Schedule 6.1 (Implementation Plan)</li> </ul>	[... ..]	Payment / Critical
32.	ESN Prime Exit Gate 5 (Mobilisation Complete)	All Supplier components, systems, tools, processes and people that support the Supplier Solution required for Prime have been tested and evidence has been provided that the product is capable of exiting Gate 5.	<p>The National Transition Commencement Criteria has been Achieved</p> <p>The Supplier has complied with its obligations in paragraphs [13.6(a) - (f)] inclusive of Schedule 6.1 (Implementation Plan) in respect of ESN Prime including paragraph [13.5(c)(iii)]</p> <p>Documentary Deliverables Approved, and appended to Schedule 4.1.</p> <p>The Supplier's Detailed Architecture Design Documentation shall demonstrate that all relevant Authority Requirements for ESN Prime to be capable of exiting Gate 5, as identified in the Requirements Traceability Matrix, have been met and all Test Achieved or Achieved with conditions in accordance with the Testing and</p>	[... ..]	Payment / Key / ATP

Milestone Number	Title	Milestone Description	Supplier Responsibilities	Milestone Dates	Payment / Key / Critical / ATP
			Assurance Procedures in Schedule 6.2 (Testing and Assurance Procedures).		
33.	Kodiak Mikey-Sakke & BSS 2B Redundancy installed in production	Kodiak Mikey-Sakke and phase 2B of BSS Uplift has been loaded onto to the Suppliers Production System.	<ul style="list-style-type: none"> <li>The Supplier has upgraded its Production environment with Kodiak Mikey-Sakke and achieved all Tests set out in the applicable Test Plan in accordance with the Testing and Assurance Process in Schedule 6.2 (Testing and Assurance Procedures).</li> <li>The Supplier has delivered BSS design which has been Approved by the Authority and achieved all Tests set out in the Test Plan in accordance with the Testing and Assurance Process in Schedule 6.2 (Testing and Assurance Procedures)</li> </ul>	[... ..]	Key

The Parties acknowledge that the delivery of the Implementation Plan is dependent upon the following dependencies being met:

- (i) Lease line connectivity in place between the MS Supplier's Bristol facility and the Supplier's Rugby facility;
- (ii) The MS Supplier's RF Chamber and EnodeBs are installed and commissioned in the Supplier's Rugby facility; and
- (iii) Enhancements to EE Reference System capable of interfacing to the Supplier's Reference and Production Mirror systems.

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The Parties also acknowledge that, as at the CAN Effective Date:

- (a) there has been and remains on-going dialogue between the Parties and the MS Supplier in relation to these dependencies; and
- (b) the Supplier is not in receipt of confirmed delivery timeframes for the dependencies.

None of the foregoing dependencies shall be Authority Responsibilities and without prejudice to either Party's rights or remedies under this Agreement, the Parties agree to work together (including, as required, in accordance with the Change Control Procedure) to further assess the timeframe by when each dependency must be met and to address any adverse impact to the Implementation Plan. The Parties agree that they will work together in good faith to explore alternatives if required.



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ANNEX 1D: ESN Level 1 Milestones v1.0



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**ANNEX 1F: Dependencies Log**



ANNEX 2: Elaborated Milestone Criteria Document Template

# Emergency Services Mobile Communications Programme Elaborated Milestone Criteria Document



Home Office

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



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# Document Control

## METADATA

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



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# 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

# APPROVALS

Name	Job Title	Version Approved	Date Approved	e-Signature

# REFERENCES

Version	Date	Author	Title
			<<Insert Hyperlink also>>



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## 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>	



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### 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



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# Emergency Services Mobile Communications Programme

## Documentary Product Description



**Product:**

Enterprise  Air  Assure  Connect  Connect +  Direct  Innovate  Prime  Prime +

**Product Component:**

BSS Release

OSS Elements

Security Management

DNSP

Service Management and Help Desk

PSCS (Kodiak release)

SIMS

**Product Element:**

Billing  Provisioning  Self Service Interface

Service Management Tools  Mobile Device Management  SIM OTA  
 Reporting and Event Management

Protective Monitoring  ISMS  Technical Security Architecture  
 Security Risk Assessment  Operational Secure Access

Built and Ready to Test with User Organisation

SMF Maturity at Launch  SMF Artefacts  Services Enabled

<b>DPD Title:</b>	<Documentary Product Description Title>	<b>Revision</b>	<Rev>
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<b>Authority Document Number:</b>	< Authority Document Number>		
<b>Supplier Document Number:</b>	< Supplier Document Number>		
<b>Author:</b>	<Author Name>		
<b>Status:</b>	DRAFT   APPROVED		

**Security Classification:** OFFICIAL | OFFICIAL - SENSITIVE

<b>REVISION HISTORY</b>			
Revision	Revision Date	Revised By	Description
XXX	YYYY-MM-DD	Name	First revision or summary of changes, including any specific release information

<b>Approval History</b>			
Revision	Approval Comments	Date Approved	Approved By
XXX		YYYY-MM-DD	YYYY-MM-DD

<b>Distribution List</b>				
Date Issued	Revision	Name	Job Title	Role
YYYY-MM-DD	x.x	Name	Title Name	R / I / A



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## 1 Key Document Metadata

<b>Document Abstract</b>	<<enter short description of content and purpose of document, mention elements such as who will use it. Is it a means to an end or an end in itself? It is helpful in understanding the product's functions, size, quality, complexity, robustness etc >>
<b>Target Start Date</b>	<<enter date document will be initiated: >> YYYY-MM-DD
<b>Target End Date</b>	<<enter date document will be issued for formal review: >> YYYY-MM-DD
<b>Contributing Author(s)</b>	<<enter names responsible for contributing to document's creation
<b>Originating Unit</b>	<<enter name of work stream/team/department responsible for document>>
<b>Format/Presentation</b>	<<describe the characteristics of the product – for example, if the product were a report, this would specify whether the report should be a document, presentation slides or an email>>
<b>Cross Reference</b>	<<enter the programme milestone this product relates to>>
<b>Input Dependencies</b>	<< name any related products that impact or link to this product. Or name the source products from which this product is derived? Examples are: <ul style="list-style-type: none"> <li>▪ A design is derived from a specification</li> <li>▪ A product is bought in from a supplier</li> <li>▪ A statement of the expected benefits are obtained from the user</li> <li>▪ A product is obtained from another department or team&gt;&gt;</li> </ul>

## 2 Document Composition

<<outline a list of the parts of the product. For example, if the product were a report, this would be a list of the expected chapters or sections>>

- **Heading 1**

Brief description of the content of this section

- **Heading 2**

Brief description of the content of this section



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■ **Heading 3**

Brief description of the content of this section

**3 Indicative Production Plan**

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

Issue Revision	Target Date
Product Description	YYYY-MM-DD
First Draft 01A Issue	YYYY-MM-DD
Comments required by	YYYY-MM-DD
Final Issue – baselined	YYYY-MM-DD
Target Date of Approval	YYYY-MM-DD

**4 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.

4.1 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>>	



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<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>>	

**ANNEX 4: ESN Products and Services Master Catalogue**

The document that can be found at the following location on Huddle, a copy of which is inserted below:

<https://my.huddle.net/workspace/38743010/files/#/folder/46726607/list>

02 – Products → 05 – ESN Direct → 00 - Governance04 → 04 - Product Lifecycle Work in Progress → 01 Direct 1.0 GatesGate → 1 - Business Features Ready → GE\_SRV\_01\_008062 Products and Services Master Catalogue



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**ANNEX 5: Product Definition Documents**



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## ANNEX 6: Documentary Deliverables Schedule

The document that can be found at the following location on Huddle, a copy of which is inserted below:

08 – Controlled Documents (Documentary Deliverables)\Motorola Documents\MOT0000180. Huddle link: <http://my.hdle.it/66049843>



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## ANNEX 7: Artefacts Schedule



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## ANNEX 8: Supplier SMART dependencies on Other Suppliers

No.	RESPONSIBLE PARTY	ESN PRODUCT (WHERE PRODUCT RELATED)	LEVEL 4 PLAN REF.	DESCRIPTION OF DEPENDENCY	TIMESCALE BY WHEN THE DEPENDENCY IS TO BE PERFORMED	EARLY INDICATORS OF POTENTIAL FAILURE OR DELAY IN PERFORMING THE DEPENDENCY	DELAY / IMPACT ON PROJECT TIMESCALES, MILESTONES, CRITICAL PATH ETC.	FINANCIAL IMPACT	SUGGESTED MITIGATION FOR THE FAILURE AND DELAY IN PERFORMING THE DEPENDENCY.
1.	Authority	Documentary Deliverables	Various	Approve or reject within 10 Working Days in accordance with the principles and procedures described in Schedule 6.2.	[... *c ...]	All Documentary Deliverable will be tracked in the Suppliers Level 4 Plan and as part of the Authorities Release Management Process.	Delay in the provision of information that is required for the development of Documentary Deliverables and then a failure to Approve documents within the timescales agreed within Schedule 6.2 has the potential to impact upon the achievement of Gates and / or	[... *c ...]	Work collaboratively with the Authority, Other ESN Suppliers and Locally Contracted Providers.



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No.	RESPONSIBLE PARTY	ESN PRODUCT (WHERE PRODUCT RELATED)	LEVEL 4 PLAN REF.	DESCRIPTION OF DEPENDENCY	TIMESCALE BY WHEN THE DEPENDENCY IS TO BE PERFORMED	EARLY INDICATORS OF POTENTIAL FAILURE OR DELAY IN PERFORMING THE DEPENDENCY	DELAY / IMPACT ON PROJECT TIMESCALES, MILESTONES, CRITICAL PATH ETC.	FINANCIAL IMPACT	SUGGESTED MITIGATION FOR THE FAILURE AND DELAY IN PERFORMING THE DEPENDENCY.
							Milestones set out in the Implementation Plan.		
2.	Authority	All	Various	The Authority shall procure from the MS Supplier and the EAS suppliers information for site that are supported by Satellite Backhaul links .	[.... %< ....]		Failure to provide this information shall mean that the KPIs (USP1 to 5) cannot be accurately measured and recorded.	[.... %< ....]	The absence of this information shall mean that the KPI information is provided for information only with no contractual or financial remedies.
3.	Authority	BSS Uplift Release 1	18052	The Authority to procure that its Devices provider (Samsung) will	[.... %< ....]		Delay in Achievement of Gate 4 ESN Direct 3 due to delay in	[.... %< ....]	



No.	RESPONSIBLE PARTY	ESN PRODUCT (WHERE PRODUCT RELATED)	LEVEL 4 PLAN REF.	DESCRIPTION OF DEPENDENCY	TIMESCALE BY WHEN THE DEPENDENCY IS TO BE PERFORMED	EARLY INDICATORS OF POTENTIAL FAILURE OR DELAY IN PERFORMING THE DEPENDENCY	DELAY / IMPACT ON PROJECT TIMESCALES, MILESTONES, CRITICAL PATH ETC.	FINANCIAL IMPACT	SUGGESTED MITIGATION FOR THE FAILURE AND DELAY IN PERFORMING THE DEPENDENCY.
				provide / sell User Devices for testing BSS Uplift Release 1 and Release 2 – currently envisioned to be Samsung S7's.			completion of Testing cannot progress without this, which will impact delivery dates		
4.	Authority	BSS Uplift Release 1	12759	Authority to provide BSS Uplift Release 1 : Sample Business Configurations	[... &lt; ...]	Weekly meeting status update on Authority progress against dependency	Delay in Achievement of Gate 4 ESN Direct 3 due to delay in completion of Testing against incorrect data in reference	[... &lt; ...]	
5.	Authority	BSS Uplift Release 1	12760	Authority to provide BSS Uplift Release 1 :	[... &lt; ...]	Weekly meeting status update on Authority	Delay in Achievement of Gate 5 ESN Direct	[... &lt; ...]	



No.	RESPONSIBLE PARTY	ESN PRODUCT (WHERE PRODUCT RELATED)	LEVEL 4 PLAN REF.	DESCRIPTION OF DEPENDENCY	TIMESCALE BY WHEN THE DEPENDENCY IS TO BE PERFORMED	EARLY INDICATORS OF POTENTIAL FAILURE OR DELAY IN PERFORMING THE DEPENDENCY	DELAY / IMPACT ON PROJECT TIMESCALES. MILESTONES, CRITICAL PATH ETC.	FINANCIAL IMPACT	SUGGESTED MITIGATION FOR THE FAILURE AND DELAY IN PERFORMING THE DEPENDENCY.
				Final Business Configurations		progress against dependency	3 due to delay in completion of incorrect data loaded in production that will not work with LIVE users.		
6.	Authority	BSS Uplift Release 2a	12753	Authority to provide BSS Uplift Release 2A : Sample Business Configurations	[....<math>\leq</math>....]	Weekly meeting status update on Authority progress against dependency	Delay in Achievement of Gate 4 of Early Kodiak 10.0 due to delay in completion of Testing against incorrect data in reference	[....<math>\leq</math>....]	
7.	Authority	BSS Uplift Release 2a	12756	Authority to provide BSS Uplift Release 2A : Final	[....<math>\leq</math>....]	Weekly meeting status update on Authority	Delay in Achievement of Gate 5 of Early Kodiak 10.0 due to	[....<math>\leq</math>....]	



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No.	RESPONSIBLE PARTY	ESN PRODUCT (WHERE PRODUCT RELATED)	LEVEL 4 PLAN REF.	DESCRIPTION OF DEPENDENCY	TIMESCALE BY WHEN THE DEPENDENCY IS TO BE PERFORMED	EARLY INDICATORS OF POTENTIAL FAILURE OR DELAY IN PERFORMING THE DEPENDENCY	DELAY / IMPACT ON PROJECT TIMESCALES, MILESTONES, CRITICAL PATH ETC.	FINANCIAL IMPACT	SUGGESTED MITIGATION FOR THE FAILURE AND DELAY IN PERFORMING THE DEPENDENCY.
				Business Configurations		progress against dependency	delay in completion of incorrect data loaded in production that will not work with LIVE users		
8.	Authority	Connect	18238	Authority to ensure Code of Connection (CoCo) is available and agreed with User Organisations for DNSP to enable On-board Testing	[... %< ...]	A delay in achieving CoCo to enable UO DNSP Test UO connection will lead to a delay in the OAT.	Will impact upon Milestone and the ability to achieve Gate 5.	[... %< ...]	
9.	Authority	Connect	18239	Authority to ensure integration of	[... %< ...]	A delay in the integration of the DNSP Test UO	Will impact upon Milestone and the	[... %< ...]	



No.	RESPONSIBLE PARTY	ESN PRODUCT (WHERE PRODUCT RELATED)	LEVEL 4 PLAN REF.	DESCRIPTION OF DEPENDENCY	TIMESCALE BY WHEN THE DEPENDENCY IS TO BE PERFORMED	EARLY INDICATORS OF POTENTIAL FAILURE OR DELAY IN PERFORMING THE DEPENDENCY	DELAY / IMPACT ON PROJECT TIMESCALES, MILESTONES, CRITICAL PATH ETC.	FINANCIAL IMPACT	SUGGESTED MITIGATION FOR THE FAILURE AND DELAY IN PERFORMING THE DEPENDENCY.
				DNSP services to enable User Organisation On-board Testing		connection will lead to a delay in the OAT.	ability to achieve Gate 5.		
10.	Authority	Connect	18240	Authority to ensure availability of DNSP Connected User Organisations for Production Testing	[... % ...]	A delay in the availability of the DNSP Test UO connection will lead to a delay in the Connect OAT	Will impact upon Milestone and the ability to achieve Gate 5.	[... % ...]	
11.	Authority	Connect	19155	Authority to agree DNSP on-boarding process.	[... % ...]	Delay in agreeing this process will slow any on boarding.	No delay to specific product this on ongoing dependency - in life	[... % ...]	None. The Authority will take the order and assess the readiness.
12.	Authority	Connect Connect +	18243 TBA	Authority to Approve or reject	[... % ...]	A delay in agreeing the	Will impact upon Milestone and the	[... % ...]	



No.	RESPONSIBLE PARTY	ESN PRODUCT (WHERE PRODUCT RELATED)	LEVEL 4 PLAN REF.	DESCRIPTION OF DEPENDENCY	TIMESCALE BY WHEN THE DEPENDENCY IS TO BE PERFORMED	EARLY INDICATORS OF POTENTIAL FAILURE OR DELAY IN PERFORMING THE DEPENDENCY	DELAY / IMPACT ON PROJECT TIMESCALES, MILESTONES, CRITICAL PATH ETC.	FINANCIAL IMPACT	SUGGESTED MITIGATION FOR THE FAILURE AND DELAY IN PERFORMING THE DEPENDENCY.
		Direct 2.0 Direct 3.0 Prime	18254 18278 18300	User Testing arrangements	[...%...]	responsibility, scope, location and resource for User Testing will lead to a delay in the testing on Production.	ability to achieve Gate 5.		
13.	Authority	Direct 2.0	18622	Authority to Approve or reject within 10 Working Days of it being provided by the Supplier the SIMs Profile for Reference Testing including the BAP Test Run prior to full production run.	[...%...]	A delay in obtaining SIMs Approval will lead to a delay in the testing on Production.	Will impact upon Milestone and the ability to achieve Gate 5.	[...%...]	Proceed at risk with SIM C profile ahead of REF Direct SIM test completion  Remove SIM OTA linkage to ESN Product and place on SIM availability



No.	RESPONSIBLE PARTY	ESN PRODUCT (WHERE PRODUCT RELATED)	LEVEL 4 PLAN REF.	DESCRIPTION OF DEPENDENCY	TIMESCALE BY WHEN THE DEPENDENCY IS TO BE PERFORMED	EARLY INDICATORS OF POTENTIAL FAILURE OR DELAY IN PERFORMING THE DEPENDENCY	DELAY / IMPACT ON PROJECT TIMESCALES, MILESTONES, CRITICAL PATH ETC.	FINANCIAL IMPACT	SUGGESTED MITIGATION FOR THE FAILURE AND DELAY IN PERFORMING THE DEPENDENCY.
				Note SIMC profile is a dependency for all ESN Products except for Assure.					
14.	Authority	Direct 2.0 Direct 3.0	640 18623	Authority to Approve or reject within 10 Working Days of it being provided by the Supplier the SIMs Profile for Production Testing including the BAP Test Run prior to full production run. Note SIMC	[...< ...]	A delay in obtaining SIMs Approval will lead to a delay in the testing on Production.	Will impact upon Milestone and the ability to achieve Gate 5.	[...< ...]	Proceed at risk with SIM C profile ahead of REF Direct SIM test completion  Remove SIM OTA linkage to ESN Product and place on SIM availability



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				profile is a dependency for all ESN Products except for Assure.					
15.	Authority	Direct 1 Direct 3 Prime	920 638 639	The Authority to procure that Samsung deliver the final Binary version of its software and / or firmware applicable to the Samsung User Devices (i.e. the production version) for all ESN Direct Products (ass	[... * ...]	If the Samsung S7 Device with final Binary does not exit EE Pre Prod device testing (UDTAS2) on time then Kodiak 9.0 Live Verification will be delayed	Impact to the Direct 1.0 Gate 5[a] Milestone	[... * ...]	Pre-testing with pre-file version of software to reduce testing timeframes (short regression test applied)



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				appropriate) and for such production version having completed acceptance testing in the MS Supplier's UDTAS2 process and supporting all applicable Kodiak r9.0 features.					
16.	Authority	Direct 2.0	7466	The Authority to procure that Samsung submits its User Devices to the	[.... &#x2013; ....]	If the Samsung User Device does not exit EE Pre Prod device testing	Impact to the Direct 1.0, Direct 3.0 and Prime Gate 5[a] Milestone	[.... &#x2013; ....]	Pre-testing with pre-file version of software to reduce testing timeframes (short



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				MS Suppliers UDTAS process in accordance with and in time for completion with the Implementation Plan i		(UDTAS2) on time then Live Verification Testing of the Supplier Application will be delayed. Applies to the Samsung S7 and S9 and Release 9.0, 9.1 and 10.0 of the Supplier Application			regression test applied)
17.	Authority	Direct 2	19157	Authority to agree DNSP on-boarding process.	[.... * ....]	Delay in agreeing this process will slow any on boarding.	No delay to specific product this on ongoing dependency - in life	[.... * ....]	None. The Authority will take the order and assess the readiness.



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18.	Authority	Direct 2	5233	The Authority to procure that Samsung will sell the Supplier 330 Test Devices for use with the RAN Loading Tool.	[.... * <sup>c</sup> ....]	We require the Authority to facilitate the procurement of devices from Samsung that are ESN compliant under the same arrangement and price provided by Samsung to the Authority under cover of the devices Framework.	RAN Loading Tool will not meet all requirements and has the potential to delay Gate 5 Direct 2	[.... * <sup>c</sup> ....]	None available.



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19.	Authority	Direct 2	6438 13397	Authority to procure that the MS Supplier and the EAS suppliers provide the data requirements to support the Supplier Operational Reporting obligations. Data scope set out in ICDs (Radio Site Location) (Coverage Information Retrieval)	[.... <math>\leq</math> ....]	Failure of this information to be provided will mean that the Supplier will not be able to comply with its operational reporting obligations.	Delay to achievement of Gate 4 and Gate 5.	[.... <math>\leq</math> ....]	



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20.	Samsung	Direct 2 Direct 3 Prime	7465 947 639	Authority to procure that Samsung will provide the Galaxy ESN Device (S9) Pre Verified Release to the Supplier to enable commencement of 10 weeks of new devices Port testing	[.... * <sup>c</sup> ....]	Delay in starting Kodiak Port Testing will impact NATs and UDTAS2 - and then delay device for EE ESN S9 Live Verification	Delay to the achievement of Gate 5	[.... * <sup>c</sup> ....]	This is already late and impacting D2.0 dates subject of Exception Report from Samsung
21.	Authority	All	11447	Authority to Approve or reject the Production SIM Artwork within 10 Working Days of	[.... * <sup>c</sup> ....]	A delay to Production SIM C manufacture until Artwork approval is received.	Delay to Authority receiving Production SIMS for Direct 2.0 Go Live.	[.... * <sup>c</sup> ....]	Ongoing preparation work with both AU and SIM Supplier to achieve Artwork agreement



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				it being provided by the Supplier.					ahead of the required approval date.
22.	Authority	Direct 2	18625	Authority to witness new key load on Production	[... % ...]	A delay to starting the BAP test for Production SIM C, which will delay the availability of the new Production SIM C being available for Direct 2.	Impacting the ability to use SIMOTA and services affected by CR334 (SIMOTA/Airwatch) as SIM C requires the new Security Keys.	[... % ...]	Continue to use SIM A until the key load can be witnessed and the SIM C plan can be resumed.
23.	Authority	Direct 2.0	18248	Authority to procure availability of DNSP Connected User	[... % ...]	A delay in the availability of the DNSP Test UO connection will lead to a delay	Will impact upon Milestone and the ability to achieve Gate 5.	[... % ...]	



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				Organisations for Production Testing		in the Connect OAT			
24.	Authority	Direct 2.0	18249	Authority to procure integration services for DNSP Connected User Organisation On-board Testing	[... * ...]	A delay in the integration of the DNSP Test UO connection will lead to a delay in the OAT.	Will impact upon Milestone and the ability to achieve Gate 5.	[... * ...]	
25.	Authority	Direct 2.0	18250	Authority to agree with relevant Users the Code of Connection (CoCo) for DNSP Connected Us1r	[... * ...]	A delay in achieving CoCo to enable UO DNSP Test UO connection will lead to a delay in the OAT.	Will impact upon Milestone and the ability to achieve Gate 5.	[... * ...]	



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				Organisation On-board Testing					
26.	Samsung	Direct 3	11932	Authority to procure the provision by Samsung of version 2 of its Harman App to the Supplier	[...< ...]	Delay in commencement of Kodiak Port Testing and production of Kodiak 9.1 client for Ref Functional Testing	Direct 3.0 Gate 4	[...< ...]	
27.	Authority	Direct 3.0	18272	Authority to procure availability of DNSP Connected User Organisations for Production Testing	[...< ...]	A delay in the availability of the DNSP Test UO connection will lead to a delay in the Connect OAT	Will impact upon Milestone and the ability to achieve Gate 5.	[...< ...]	



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28.	Authority	Direct 3.0	18273	Authority to procure Integration Services for DNSP Connected User Organisation Onboard Testing	[.... %< ....]	A delay in the integration of the DNSP Test UO connection will lead to a delay in the OAT.	Will impact upon Milestone and the ability to achieve Gate 5.	[.... %< ....]	
29.	Authority	Direct 3.0	18274	Authority to agree with relevant Users the CoCo for DNSP Connected User Organisation Onboard Testing	[.... %< ....]	A delay in achieving CoCo to enable UO DNSP Test UO connection will lead to a delay in the OAT.	Will impact upon Milestone and the ability to achieve Gate 5.	[.... %< ....]	
30.	Authority	Test and Reference System	6418	Authority to Approve or reject	[.... %< ....]	A delay in the Prod Mirror design	Impact on SIMs being available for Prod Mirror	[.... %< ....]	Proceed at risk with Prod Mirror SIM profile



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		(Production Mirror)		SIM BAP Profile (Prod Mirror ) within 10 Working Days of it being provided by the Supplier.		documents being available, will delay the creation and review of the SIM profile to be agreed. A delay in completing BAP 1 test cycle on Prod Mirror.	build/testing. Impact on the start of SIM OTA build activity resulting in delay of SIM OTA being available for BSS Uplift Rel 2.		ahead of required design documents being completed and available Proceed at risk with Prod Mirror SIM profile.
31.	Authority	Test and Reference System (Production Mirror)	18624	Authority to Approve or reject SIM for Manufacture (Prod Mirror ) within 10 Working Days of	[... % ...]	A delay in receiving approval for SIM manufacture, will delay the availability of a SIM being available for the	Impact to activities on Prod Mirror which require a SIM.	[... % ...]	Continue to use the limited quantity of BAP cards



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				it being provided by the Supplier.		Production Mirror system.			
32.	Authority	Prime	18294	Authority to procure availability of DNSP Connected User Organisations for Production Testing	[... % ...]	A delay in the availability of the DNSP Test UO connection will lead to a delay in the Connect OAT	Will impact upon Milestone and the ability to achieve Gate 5.	[... % ...]	
33.	Authority	Prime	18295	Authority to ensure integration services for DNSP Connected User Organisation On-board Testing	[... % ...]	A delay in the integration of the DNSP Test UO connection will lead to a delay in the OAT.	Will impact upon Milestone and the ability to achieve Gate 5.	[... % ...]	



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34.	Authority	Prime	18296	Authority to Approve CoCo for DNSP Connected User Organisation On-board Testing	[.... <math>\leq</math> ....]	A delay in achieving CoCo to enable UO DNSP Test UO connection will lead to a delay in the OAT.	Will impact upon Milestone and the ability to achieve Gate 5.	[.... <math>\leq</math> ....]	

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