

# Technology Asset Management Transformation Programme

## Work Stream 1: Programme Delivery Management

---

### 1. Delivery

#### 1.1. Scope Definitions

The Department for Work & Pensions (DWP) is establishing its new Technology Asset Management (TAM) function through a transformation programme that has been underway for approximately six months. Work is currently being performed by internal resources, as well as by a number of supplier teams, to address some of the priority areas, or hotspots, including tooling, benefits management, process development and asset data gathering. The incumbent suppliers are also leading an exercise to scope and plan what remains to be delivered by the programme.

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

There is a requirement for independent programme delivery management services to oversee, drive and co-ordinate the work of the internal and external supplier teams. These delivery management services are to be provided across the seven work-streams comprising the programme.

Each of the work-streams is to be led by an assigned manager from DWP or the relevant supplier. Accordingly, the delivery management and Programme Management Office (PMO) services have been scoped on the basis that the work-stream leaders will operate fully and effectively within the planning, reporting, risk management and governance processes operated by the programme. A programme planner will also be available to support the delivery management team.

The delivery management services will be provided directly to DWP's TAM Deputy Programme Director and are to be focused in four main areas which map onto the seven work-streams identified in the requirements document, namely:

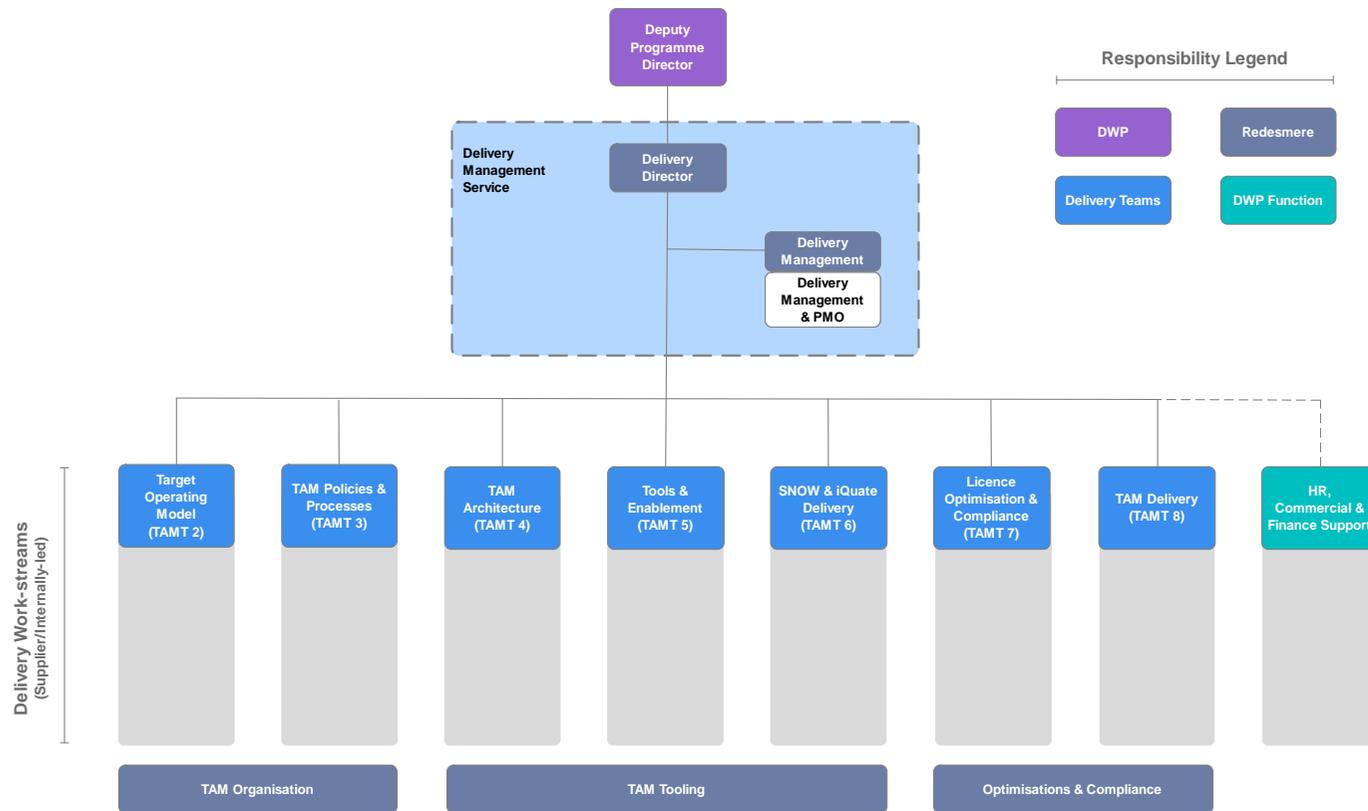
- TAM Organisation: Target Operating Model, TAM Policies & Processes
- TAM Tooling: Architecture, TAM Tools & Enablement, SNOW & iQuate Delivery
- Optimisation & Compliance: Licence Optimisation & Compliance
- TAM Delivery or business as usual, although responsibility for leading and managing the business as usual TAM team will remain with the TAM Deputy Programme Director

# Technology Asset Management Transformation Programme

## Work Stream 1: Programme Delivery Management

The work-stream leaders will be responsible for producing the plans and deliverables in their respective work-streams. Similarly, support will continue to be provided to the programme by the commercial, financial and human resource functions in respect of activities including benefits measurement, supplier negotiations and recruitment.

**Figure 1.1: Service Delivery Model**



## Technology Asset Management Transformation Programme

### Work Stream 1: Programme Delivery Management

---

It is acknowledged that these services will need to be performed independently from the main delivery teams, irrespective of whether they are internal or external supplier teams.

The principal role of delivery management is to:

- Drive the programme and the implementation of DWP's TAM strategy through the suppliers and delivery work-streams
- Drive suppliers towards the achievement of their key milestones and deliverables
- Manage the review and acceptance of deliverables from TAM delivery suppliers
- Provide a central PMO function to drive programme governance across the work-streams
- Provide independence from the main delivery internal and external supplier teams to oversee and assure their work
- Identify, elaborate, validate and commission additional requirements and changes to requirements from TAM suppliers
- Work with commercial colleagues to identify alternative suppliers to address new and changed requirements as required
- Develop a resourcing approach for the programme (including this delivery management service) and create a plan to demonstrate the recruitment plan, upskilling, TSU (Technology Services University) etc. and how this structure will support the TAM domain model and Commercial Directorate alignment.

The required service outcomes and associated epics for the delivery management services are:

- Develop and drive planning processes to meet the programme's requirements (Planning Epic)
- Develop and drive progress reporting processes to meet the programme's requirements (Reporting Epic)
- Drive issue escalation and resolution processes (Issue Resolution Epic)
- Develop and execute a delivery assurance plan across the work streams comprising the programme (Delivery Assurance Epic)
- Develop and operate benefit measurements processes in conjunction with the Finance and Commercial teams to enable the benefits delivered through the TAM transformation programme to be measured and made visible (Benefits Measurement Epic)

## Technology Asset Management Transformation Programme Work Stream 1: Programme Delivery Management

---

- Implement and execute a supplier management plan for the TAM Transformation Programme suppliers, to include deliverable acceptance and sourcing new suppliers (Supplier Management Epic)
- On occasion, deputise for the TAM Deputy Programme Director at key stakeholder meetings from time to time.

It is acknowledged that the Department is seeking to build its own delivery management capabilities and intends to take over responsibility for performing the services described within this Statement of Work during the course of this engagement. Accordingly, the approach to performing the Delivery Management services has been designed with this requirement in mind.

Specifically:

- Increment 1: Delivery – will be used to establish and embed the repeatable core programme delivery and supplier management structures, plans and processes that are needed to deliver the programme effectively
- Increment 2: Transition – will be used to drive the programme, to strengthen the programme and supplier management processes, and to complete an orderly transition of the residual programme delivery activities to Departmental resources

The assumptions on which the approach set out in this Statement of Work is based are that:

- The Redesmere team will comprise REDACTED - FOI SECTION 43 resources
- The transition of the Delivery Management services to Departmental resources will be performed during Increment 2
- Should the Department be in a position to take on responsibility for the Delivery Management services earlier within Increment 2 than this timetable implies, then the transition activities would be performed in accordance with an agreed transition plan, the engagement would be curtailed and the fees adjusted accordingly to take account of any sprints that are not performed

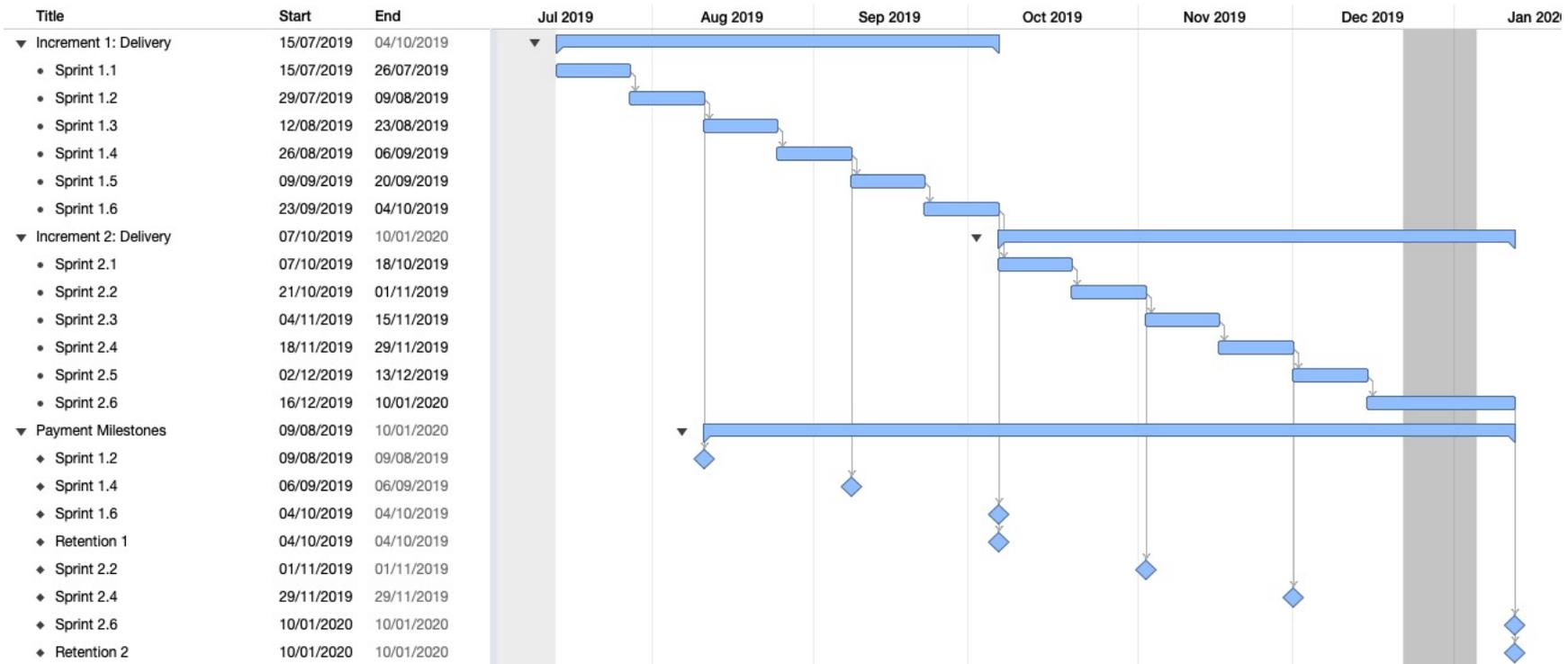
# Technology Asset Management Transformation Programme

## Work Stream 1: Programme Delivery Management

### 1.2. Scope Delivery

Work will be performed through two increments, each of which will comprise six two-week long sprints that are aligned to the current cadence of the programme, as illustrated in the figure below.

**Figure 1.2: Delivery Management Timetable and Payment Milestones**



## Technology Asset Management Transformation Programme Work Stream 1: Programme Delivery Management

---

Given the nature of this engagement and the level of change currently being experienced within the programme as the reshaping and procurements progress, the requirement for the services to be scalable and flexible is acknowledged. Accordingly, the priority activities that need to be performed during each increment within selected epics (as listed on page three) will be agreed with the TAM Deputy Programme Director for each increment. These plans will be reviewed and revised on a sprint-by-sprint basis throughout the conduct of each increment so that their alignment with programme priorities, any issues that arise and with what is feasible at the time may be maintained.

The Department is adopting an agile approach to delivering the TAM transformation programme so that delivery activities may be planned, sequenced and re-prioritised quickly and easily when, for example, the inevitable blockers occur, external dependencies slip or resources are not available. The expectation is that the Delivery Management services will need to be highly responsive when unplanned issues such as these arise across the programme. In these circumstances, taking steps to mitigate the adverse impact of escalated issues will invariably take priority over some of the Delivery Management activities that are included within an increment plan (or its constituent sprint plans) for Delivery Management.

To accommodate this requirement for flexibility:

- Increment and sprint plans for Delivery Management will be scoped using story points (derived from the scale, complexity and ambiguity of each scope item) relative to of the capacity of the Delivery Management service that is being provided
- It is acknowledged that a proportion of the available service capacity within each increment or sprint will be needed to respond to unplanned activities or escalated issues that require urgent resolution
- Accordingly, the expectation is that planned Delivery Management activities will, with agreement of DWP, need to be moved between sprints or increments or to be descoped on a regular basis as each increment is progressed

As indicated by Figure 1.2 above:

- The service will commence on 15 July 2019
- Increment 1 will comprise six sprints and will be conducted between 15 July and 4 October 2019
- Increment 2 will comprise six sprints and will be conducted between 7 October 2019 and 10 January 2020

## Technology Asset Management Transformation Programme Work Stream 1: Programme Delivery Management

### 1.3. Governance

Governance of the Delivery Management service will be aligned with governance across the programme, with the key governance meetings taking place as set out in Table 1.3 below.

The Governance meetings below are in addition to the programme governance meetings that Redesmere will lead and/or participate in as part of the provision of the Delivery Management service.

**Table 1.3: Governance Meetings**

Timing	Governance Group	Description	Supplier Reporting	Key Members
Every 12-week increment	TAM Programme Delivery Management Increment Planning	Quarterly review and planning of epics, stories and artefacts to be included within the scope of the relevant 12-week programme increment	Proposed scope and plans for Delivery Management which are reviewed, refined and agreed	TAM Deputy Programme Director DWP Commercial Lead Redesmere Lead
Every two weeks	Delivery Management sprint Retrospective and sprint planning	Review of progress, re-prioritisation and re-planning of the Delivery Management activities	Sprint report in a format to be agreed with DWP	TAM Deputy Programme Director DWP Commercial Lead Redesmere Lead
Every four weeks	Delivery Management milestone review	Review of outcomes from previous sprint, escalation of any risks or issues, re-prioritisation and re-planning of Delivery Management activities  Approval of milestone and retention payments	Delivery report in a format to be agreed with DWP	TAM Deputy Director of IT Operations TAM Deputy Programme Director DWP Commercial Lead Redesmere Lead

## Technology Asset Management Transformation Programme

### Work Stream 1: Programme Delivery Management

---

In addition:

- Increment plans in respect of the selected epics for each increment will be produced and agreed with the TAM Deputy Programme Director at the start of increment
- The increment plans will be used to document the required outcomes for each increment, as well as the success criteria by which the extent to which the outcomes have been met
- These success criteria will be focused on driving the performance of the internal and supplier delivery teams, and on mitigating the adverse effects when delivery problems arise.
- Where there is underperformance by a workstream or DWP functional support area, the supplier will be able to escalate the issues to the TAM Deputy Programme Director. During any associated remediation activity, the parties will jointly re-plan and re-prioritise delivery activity

In accordance with the governance processes set out above:

- Release of the supplier's retention payments will be linked to the outcomes of the Delivery Management milestone reviews
- The plans for each increment will be agreed with the TAM Deputy Programme Director at the commencement of each increment

To accommodate the flexibility DWP requires in relation to the delivery management services, the sprints comprising each increment will follow the structure set out in Table 1.2.2 below.

## Technology Asset Management Transformation Programme Work Stream 1: Programme Delivery Management

**Table 1.2.2 Delivery Management Increment Plan**

Please refer to Figure 1.2 for the relevant milestone dates in the table below.

<b>Milestones</b>	<b>Deliverables</b>	<b>Epics</b>	<b>Acceptance Criteria</b>	<b>Milestone Dates</b>
<b>Increment 1 Plan</b> <b>Increment 2 Plan</b>	Epic plan for the increment	Planned outcomes and success criteria to be targeted during the increment	Epic plan documenting the required outcomes and success criteria for the increment produced and agreed with the TAM Deputy Programme Director.  <i>Note: Outcomes and success criteria will be focused on driving the performance of the internal and supplier delivery teams, and on mitigating the adverse effects when supplier delivery problems arise.</i>	During Sprints 1.1 and 2.1
<b>Sprint Reports</b>	Sprint Report and achievement of key deliverable(s) due in the Sprint	Progress in agreed priorities in the epics identified on Page 3	Sprint report reviewed with TAM Deputy Programme Director to confirm satisfactory progress has been made towards achievement of the required outcomes and during the Sprint, with work being re-prioritised and re-planned as necessary	At the end of every Sprint
<b>Delivery Reports</b>	Delivery Report and achievement of key deliverable(s) due in the Sprint	Progress in agreed priorities in the epics identified on Page 3	Delivery report reviewed with TAM Deputy Programme Director to confirm satisfactory progress has been made towards achievement of the required outcomes, with work being re-prioritised and re-planned as necessary. Certification to be provided by Deputy Director of IT Operations.	At the end of Sprints 1.2, 1.4, 1.6, 2.2, 2.4 and 2.6

## Technology Asset Management Transformation Programme Work Stream 1: Programme Delivery Management

---

### 2. Critical Path Delivery

Work will start on 15 July 2019 with the commencement of the first sprint for Increment 1 and will conclude on 10 January 2020 with the completion of the sixth sprint for Increment 2.

A reduced Delivery Management service will be provided during Sprint 1.3 to account for the summer holiday period, and the Delivery Management service will not be provided during the weeks commencing 23 December 2019 and 30 December 2019 on account of the festive period during which time work across the programme will be suspended.

#### 2.1. Charges Summary

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

1. Total value of contract is **£218,346 exclusive of VAT and expenses (other than the base location(s))**
2. An allowance for travel, accommodation and subsistence to and from DWP locations (other than the base location(s) as set out below) of 3% (**£6,550 exclusive of VAT**) of the contract value has been provisioned by DWP.
3. Payment fees that are REDACTED - FOI SECTION 43 and are released at key stages of the engagement total **£21,834 exclusive of VAT**
4. The price per Increment less the withheld payments for Increments 1 and 2 is **£98,256 exclusive of VAT**
5. The withheld payments will be reviewed and released as follows:
  - 5.1. **£10,917 exclusive of VAT** at the end of Increment 1
  - 5.2. **£10,917 exclusive of VAT** at the end of Increment 2
6. The base location for the Redesmere team members will be as follows:
  - 6.1. REDACTED - FOI SECTION 43: Caxton House and Manchester hub – expenses incurred travelling between these locations will not be recharged
  - 6.2. REDACTED - FOI SECTION 43: Caxton House
  - 6.3. Expenses relating to working in other locations will be reimbursed at cost in accordance with DWP's expense policy and will be invoiced in arrears at the end of sprints 1.2, 1.4, 1.6, 2.2, 2.4 and 2.6.

## Technology Asset Management Transformation Programme Work Stream 1: Programme Delivery Management

### 2.2. Milestone Payment Schedule

Table 2.1 lists the payment milestones for this engagement. Further information is provided in Figure 1.2 above. Sprint Payment Milestones exclude the Value at Risk that the Supplier is entitled to invoice upon DWP approval that the applicable increment and any agreed work off items have been delivered satisfactorily. These Retention Payment Milestones have been calculated based on the Supplier's margin of 10%.

**Table 2.1 Milestone Payment Schedule**

Increment	Milestone	Deliverables	Milestone Payment (excluding VAT)
1	Sprint 1.2	Increment 1 Sprint 1 and Sprint 2 Reports Achievement of key deliverable(s) due in Increment 1 Sprint 1 and Sprint 2	£32,752
1	Sprint 1.4	Increment 1 Sprint 3 and Sprint 4 Reports Achievement of key deliverable(s) due in Increment 1 Sprint 3 and Sprint 4	£32,752
1	Sprint 1.6	Increment 1 Sprint 5 and Sprint 6 Reports Achievement of key deliverable(s) due in Increment 1 Sprint 5 and Sprint 6	£32,752
1	Retention 1	Closure of any agreed work off items in respect of Increment 1	£10,917
2	Sprint 2.2	Increment 2 Sprint 1 and Sprint 2 Reports Achievement of key deliverable(s) due in Increment 2 Sprint 1 and Sprint 2	£32,752
2	Sprint 2.4	Increment 2 Sprint 3 and Sprint 4 Reports Achievement of key deliverable(s) due in Increment 2 Sprint 3 and Sprint 4	£32,752
2	Sprint 2.6	Increment 2 Sprint 5 and Sprint 6 Reports Achievement of key deliverable(s) due in Increment 2 Sprint 5 and Sprint 6	£32,752
2	Retention 2	Closure of any agreed work off items in respect of Increment 2	£10,917

## **Technology Asset Management Transformation Programme Work Stream 1: Programme Delivery Management**

---

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

At the conclusion of each sprint within each iteration, a short sprint report will be issued to the TAM Deputy Programme Director which evidences the progress that has been made towards each required outcome during the relevant sprint and identifies the associated deliverables that have been produced.

In addition, a short delivery report will be produced at the end of Sprints 1.2, 1.4, 1.6, 2.2, 2.4, 2.6 and 3.2 to support the approval of payments to the supplier. Each such report and/or deliverable associated with a milestone payment will be subject to formal certification by DWP for both delivery and acceptance and accordingly shall require a recommendation for approval by the TAM Deputy Programme Director with formal certification provided by the Deputy Director of Operations (or nominated deputy) via the Delivery Management milestone review.

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

- i. The deliverables which have been progressed satisfactorily
- ii. The deliverables which are to be modified, re-planned or rescheduled for future Sprints or cancelled altogether
- iii. The deliverables which require further work before the Retention payment for the relevant Increment will be released but which do not affect payment of the Milestone payment
- iv. The deliverables which require further work before the Milestone payment for the relevant Sprints will be released

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

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

### **4. Redesmere Team Structure**

The team is to comprise REDACTED - FOI SECTION 43 are BPSS cleared.

## Technology Asset Management Transformation Programme Work Stream 1: Programme Delivery Management

### 5. DWP Obligations

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

#	DWP Responsibility	Date
AR1	Suitable hot desks and access to the relevant information, facilities, infrastructure and tools for up to two people will be provided in Caxton House	15-Jul-2019
AR2	<p>Each of the seven work-streams identified in the programme delivery organisation will be led by an allocated delivery lead from the relevant supplier or DWP. The allocated delivery lead's responsibilities include (but are not limited to) the following:</p> <ul style="list-style-type: none"> <li>• Producing and maintaining a detailed project plan for the relevant work-stream</li> <li>• Managing the day-to-day delivery of the work-stream relative to the project plan</li> <li>• Developing and managing a quality plan for the main deliverables within their work-stream</li> <li>• Reporting progress to the Redesmere delivery management team and participating actively in delivery management processes and meetings in accordance with the programme's governance requirements</li> <li>• Managing the RAID (Risk, Assumption, Issue, Dependency) processes for their work-stream</li> </ul>	ongoing
AR3	DWP will endeavour to provide its acceptance or rejection with comments of each sprint report in writing within three working days following the completion of each sprint.	ongoing
AR4	DWP will take on responsibility for any continuing Delivery Management requirement in respect of the TAM Transformation Programme before the end of Increment 2	10 January 2020

## Technology Asset Management Transformation Programme Work Stream 1: Programme Delivery Management

### 6. Declared Risks

#	Description	Mitigation Action	Date
R1	Incumbent suppliers do not collaborate with the delivery management team which prevents satisfactory progress being made in respect of the key outcomes identified above.	DWP will take the relevant actions to ensure that incumbent suppliers collaborate.  Where incumbent suppliers do not collaborate, escalations will be made promptly by Redesmere in the event that the risk materialises and the parties will re-plan the delivery services as required.	ongoing
R2	Suppliers and DWP staff to resource the supplier and internal delivery teams are not mobilised in timescales that meet the achievement of the delivery management milestones.	Issues will be escalated promptly to the TAM Deputy Programme Director so that the scope of each sprint may be adjusted to balance priorities with resource availability.	ongoing
R3	The suppliers that are appointed during the current procurements do not possess the requisite skills or are unable to deliver the required services to the requisite standards.	Redesmere will introduce a robust supplier performance management process and escalate issues promptly when exceptions occur so that the necessary remedial action can be taken. Where this impacts timescales and deliverables, the delivery milestones and deliverables will be re-planned by the parties.	ongoing
R4	Delivery work-stream leaders do not meet the requisite standards in respect of planning, reporting, risk management, escalation, collaboration, dependency management or tool adoption which places additional demand on the delivery management PMO which exceeds the available capacity.	The Department will assign a planner to support the programme.  Redesmere will set clear quality expectations with work-stream leaders and escalate when these expectations are not met in order that the necessary remedial action can be taken. Where this impacts timescales, the delivery milestones and deliverables will be re-planned by the parties.	ongoing

**Technology Asset Management Transformation Programme  
Work Stream 1: Programme Delivery Management**

---