

CALL OFF SCHEDULE 19 (PROJECTS)

1 Introduction

- 1.1 In this Schedule, the following words have the following meanings and they shall supplement Call Off Schedule 1 (Definitions).

"CEDS Process"	means the Buyer's CEDS (Commercial Engagement and Delivery with new Suppliers) process as provided to the Supplier and updated by the Buyer from time to time;
"Large Project"	means the categorisation of a Project as defined by Paragraph 1.3;
"Medium Project"	means the categorisation of a Project as defined by Paragraph 1.3;
"Project Approval Note"	means the note completed by the Authority in the format set out at Appendix D of this Schedule (as may be updated by the Buyer from time to time);
"Project Breakage Costs"	means the amounts payable by the Supplier to third parties for terminating all relevant contracts entered into by the Supplier exclusively for the purpose of delivering a Project as a direct result of the early termination of a Project;
"Project Change"	means a change to a Project;
"Project Change Control Procedure"	means the procedure set out at Paragraph 10 of this Schedule;
"Project Change Note" or "PCN"	means the note completed under the Project Variation Procedure, in the format set out at Appendix E (Project Change Note) of this Schedule (as may be updated by the Buyer from time to time);
"Project Charges"	means the charges payable for a particular Project, as specified in the relevant Work Order;
"Project Initiation Request"	means the document completed and submitted by the Buyer in order to initiate a Project, as set out at Appendix A of this Schedule (as may be updated by the Buyer from time to time);
"Project Launch Pack"	means the set of documents described at Appendix C of this Schedule (as may be updated by the Buyer from time to time);

"Project Scorecard"	means the document prepared under Paragraph 12 of this Schedule in the format set out in Appendix F (as may be updated by the Buyer from time to time);
"Project Status Report"	means the report defined within Paragraph 13.2;
"Project Variation Procedure"	means the procedure set out in Paragraph 14;
"Small Project"	means the categorisation of a Project as defined by Paragraph 1.3;
"Unrecovered Project Costs"	means the Costs incurred by the Supplier and as described in the Work Order in the performance of a Project to the extent that the same remain at the date of termination of the Project to be recovered through the Project Charges that but for the termination of the Project would have been payable by the Buyer after the date of termination of the Project in accordance with the provisions of the Work Order; and
"Work Order"	means the description of a Project agreed by the Parties in writing using the form set out at Appendix B of this Schedule (as may be updated by the Buyer from time to time).

1.2 This Schedule sets out the processes which will apply for the initiation, ongoing management and acceptance of Projects which may be initiated by the Buyer during the Contract Period.

1.3 Projects shall be categorised as follows:

- (a) Large Project – any additional work that requires more than twenty-five (25) Work Days' effort;
- (b) Medium Project – any additional work that requires between ten (10) and twenty-five (25) Work Days' effort; and
- (c) Small Project – any additional work that requires less than ten (10) Work Days' effort.

2 Project Pipeline

2.1 The Buyer shall maintain a pipeline of future requirements to enable the Supplier to forecast potential demand for resources. The Buyer shall provide a monthly update to the Supplier of its future requirements identifying the likely timeline and probability of future demand. The pipeline shall be updated Monthly and reviewed as described in Call Off Schedule 7 (Governance).

2.2 At any time, the Buyer may request the Supplier to provide an estimate of the time, effort and cost involved in completing a Project or proposed Project (known as a '**Rough Order of Magnitude**' or '**ROM**') in accordance with, and using the relevant template(s) set out in, the Buyer's CEDS Process. The costs of preparing each ROM shall be borne by the Supplier. For the avoidance of doubt, following provision of a ROM by the Supplier, the Buyer is not obliged

to commission the Project or proposed Project that was the subject of the ROM. If the Buyer does decide to go ahead with the relevant Project or proposed Project then the processes as set out in this Schedule shall apply.

3 Project Request

- 3.1 A Project may be requested by the Buyer at any time during the Contract Period by completing and submitting a Project Initiation Request in the form described in Appendix A to this Schedule to the Supplier (as may be updated by the Buyer from time to time).
- 3.2 Urgent requests (as determined by the Buyer) for Small Projects may be agreed at any time between the Buyer Representative and the Supplier Representative or their delegated representatives. For the avoidance of doubt, urgent requests shall require the same documentation as a request processed normally.
- 3.3 The content of the Project Initiation Request shall be proportionate to the Project being requested and shall include the following minimum requirements:
 - (a) an outline description of the requirements;
 - (b) the proposed timescales for the Project;
 - (c) the governance model that the Supplier shall adhere to;
 - (d) an outline costs/benefits case including initial budget/resource estimates;
 - (e) the proposed charging mechanism, milestones (if any) and payment profiling;
 - (f) outline acceptance criteria;
 - (g) the role, impact on and any interdependencies on all impacted Core Defra Group Suppliers;
 - (h) a Buyer sponsor and Buyer project owner; and
 - (i) an indication of the Project priority and timescales.
- 3.4 The Buyer shall be entitled to cancel any Project Initiation Request at any time prior to signature of the associated Work Order by both Parties in accordance with Paragraph 10 below, subject to payment of any applicable costs in accordance with Paragraph 8.
- 3.5 Following receipt of a Project Initiation Request, if:
 - (a) the Supplier reasonably believes that any proposed Project which is requested by the Buyer would:
 - (i) materially and adversely affect the risks to the health and safety of any person; and/or
 - (ii) require the Project and/or Services to be performed in a way that infringes any Law; and/or

- (b) the Supplier demonstrates to the Buyer's reasonable satisfaction that the proposed Project is not technically feasible to implement (and there is nothing in the Services Specification that states that the Supplier does have the technical capability required to implement the proposed Project),

then either: (i) the Supplier shall notify the Buyer of any amendments that could be made to the proposed Project that would address the relevant issues under (a) and/or (b) above and enable the Supplier to deliver that Project (subject to the Buyer's approval of such amendments); or (ii) if no alternative options are available, the Supplier shall be entitled to reject the proposed Project and shall notify the Buyer of its reasons for doing so on or before the date on which it would otherwise be obliged to deliver the Work Order pursuant to Paragraph 7.4. This Paragraph 3.5 represents the only circumstances in which the Supplier may be permitted to reject a Project Initiation Request.

- 3.6 If the Buyer does not accept the Supplier's reasons for rejecting a Project Initiation Request in accordance with Paragraph 3.5, then it may refer the matter to the Dispute Resolution Procedure.

4 Option Requests

The Buyer may request the Supplier to provide a set of Project options (with estimated costs or not) as part of a business case or viability assessment. Option requests shall be treated in the same way as a Project request and the Supplier activities to provide the options shall constitute a Project and follow the processes in this Schedule. Subsequently should the Buyer accept one of the options and initiate a Project with the Supplier then any charges associated with the provision of the options shall be deducted from the Project Charges.

5 Call Off Projects

- 5.1 The Buyer may request call-off Projects whereby the Supplier provides resources against a future indeterminate but bound requirement. The initiation of call-off Projects shall follow the processes in this Schedule.
- 5.2 The Supplier shall develop and agree with the Buyer a Work Order for an agreed commitment over an agreed period. The call-off Work Order shall additionally contain details of how and when it should be renewed.
- 5.3 Subsequently the Buyer shall be entitled to call-off against the Work Order by raising a purchase order on the Supplier.

6 Project Logs

- 6.1 The Buyer shall maintain a log of all Project Initiation Requests submitted including the date of submission the outcome of the Work Order approval process and the agreed Buyer and Supplier owners.
- 6.2 The Supplier shall maintain a log of all Projects showing the current status.

7 Work Order Production

- 7.1 For each Project Initiation Request the Supplier shall produce a Work Order describing the:

- (a) scope of the Project and the responsibilities of the Parties;
- (b) implementation plan, including milestones (if any), committed periods, warranty periods;
- (c) deliverables and acceptance criteria;
- (d) impact on the Services (including a confirmation or otherwise that the Variation Procedure shall be invoked), Charges and sustainability;
- (e) governance mechanisms;
- (f) detailed resource plan in support of and consistent with the Project Charges, incorporating day rates as defined in Paragraph 3 of Part B of Call Off Schedule 2 (Charges and Invoicing). The resource plan shall be entirely consistent with the Implementation Plan;
- (g) Costs to a level of transparency consistent with the principles set out in Part F of Call Off Schedule 2 (Charges and Invoicing);
- (h) Project Charges (as more fully described in Paragraph 9.9), incentive payments, early termination impact and payments,

by completing the template in Appendix B to this Schedule (as may be updated by the Buyer from time to time) and submitting it to the Buyer within the relevant timeframe specified in Paragraph 7.4.

7.2 For Small and Medium Projects a short form Work Order shall be produced consisting of:

- (a) summary, Project description, Project implementation plan, and Project Charges; and
- (b) any other sections agreed between the Parties on a case by case basis.

7.3 Where the performance of a Project will have an impact on the Contract (excluding the relevant Work Order) or the Services, the Parties shall agree any appropriate change to the Contract or Services in accordance with the Variation Procedure prior to the approval of the Work Order.

7.4 The timetable for the production of a Work Order shall be either:

- (a) five (5) Working Days from the date the relevant Project Initiation Request was submitted by the Buyer for a Small Project;
- (b) ten (10) Working Days for a Medium Project;
- (c) fifteen (15) Working Days for a Large Project; or
- (d) any other date as agreed between the Parties.

8 Costs

8.1 The costs of preparing each Project Initiation Request shall be borne by the Buyer.

- 8.2 Subject to Paragraph 8.3, the costs incurred by the Supplier in preparing each Work Order shall be borne by the Buyer provided that the Buyer shall not be required to pay any such costs if:
- (a) such costs are below £25,000; or
 - (b) the Supplier is able to prepare the Work Order by using resources already deployed in the provision of the Services.
- 8.3 Where the Buyer is required to pay costs in accordance with Paragraph 8.2, the Buyer shall only be required to pay the delta between the amount of costs incurred by the Supplier in preparing a Work Order and the amount set out in Paragraph 8.2(a).

9 Charges

- 9.1 Project Charges shall be calculated in accordance with Call Off Schedule 2 (Charges and Invoicing), including any applicable discounts as calculated and applied in accordance with Paragraph 5 of Part C and Annex 1 of that Schedule.
- 9.2 The Supplier will aim to submit a fixed price for all Projects where it is appropriate to do so. Considerations allowing the Supplier to fix the price may include:
- (a) the requirements are defined to a suitable level of detail;
 - (b) the Project is initiated by the Supplier and the Supplier is responsible for defining the requirements and deliverables;
 - (c) the Project is of a standard nature; and
 - (d) the Project can be divided into phases and the price can be fixed on a phase by phase approach.
- 9.3 For fixed price Projects:
- (a) the Work Order shall include fixed price milestone payments consistent with both the implementation plan and resource plan; and
 - (b) the fixed price shall be calculated using the lowest band resources, unless otherwise agreed with the Buyer.
- 9.4 Where appropriate, the Parties shall agree appropriate financial remedies (for example liquidated damages regimes, retention payment mechanisms) which shall be documented in the Work Order.
- 9.5 Unless otherwise specified in the Work Order, all Project Charges payable pursuant to Work Order shall be subject to a retention of 20% of the Project Charges which shall only become payable upon the Achievement of all the Deliverables relating to the Work Order in accordance with Call Off Schedule 12 (Testing Procedures).
- 9.6 In all cases, the Supplier will share its estimating model with the Buyer so that the parties can both clearly understand the risks and contingencies involved and, if appropriate, agree ways of managing them. These Project charging principles are for guidance only and the Parties will, in practice, agree a charging basis for a Project that is appropriate. The Supplier is able

to agree various methods of charging for Projects (including shared risk/reward and gain share models as per Paragraph 9.7 below) and these will be agreed and clearly documented in the Work Order for each Project.

9.7 The Buyer may request, or the Supplier may propose, that any Work Order include a proposal for a profit (gain) and/or loss sharing mechanism to be included and agreed as part of the proposed Project, such proposal to include details of the following (as a minimum):

- (a) the basis on which any profit and/or losses will be shared between the Parties;
- (b) the frequency at which any profit/loss sharing will be calculated and distributed; and
- (c) how the profit/losses will be tracked, documented and reconciled over the applicable period,

provided that any such mechanism for sharing profit/gain shall only be available in respect of Projects for which the associated costs have been shared between the Parties and not solely borne by the Buyer.

9.8 Unless otherwise agreed in the Work Order, the Supplier shall invoice the Buyer monthly for Project Charges (subject to the Work Order having been approved and signed by the Authority in accordance with Paragraph 10 below). The provisions of Part D of Call Off Schedule 2 (Charges and Invoicing) shall apply.

9.9 The Work Order shall describe:

- (a) the charges for the Project and the type of charges (for example fixed price, T&M, risk reward);
- (b) the phasing of the payments including any retentions, warranty period payments or liquidated damages regimes agreed in accordance with Paragraph 9.4;
- (c) any payment options; and
- (d) any financial incentives payable.

10 Work Order completion and approval

10.1 Each Work Order shall be submitted to the Buyer for Approval. For individual Work Orders with a value of less than £25,000, such Approval shall follow the process for 'Minor Works' as set out in the Buyer's CEDS Process.

10.2 On Approval of the Work Order by the Buyer, then both Parties shall sign the Work Order as approved and a copy of the Work Order lodged in the Project documentation. The Supplier shall update the status on the Project log. Once signed by both Parties, the Work Order shall be binding on the Parties, subject to any variation in accordance with Paragraph 14 or early termination in accordance with Paragraph 15 below.

10.3 If the Work Order is not approved by the Buyer, then the Buyer shall use best endeavours to document its reasons for non-approval within ten (10) Working Days of receipt of the draft Work Order. Within five (5) Working Days the Supplier shall resubmit the Work Order or agree a timetable for re-submission.

- 10.4 If the Parties still cannot agree the Work Order then it shall be referred to the Dispute Resolution Procedure.

11 Project Launch

Each Project shall be formally launched following approval of the Work Order and the production of a Project Launch Pack. The Deliverables constituting the Project Launch Pack shall be documented in the relevant Work Order. The contents and minimum required set for a Project Launch Pack are described in Appendix C to this Schedule (as may be updated by the Buyer from time to time).

12 Project Scorecard

- 12.1 The Project Scorecard shall take the form of the template in Appendix F to this Schedule (as may be updated by the Buyer from time to time) and shall be attached to the relevant Work Order.
- 12.2 Project Scorecard elements and measurements shall be agreed between the Parties prior to Project launch and included within the Project Launch Pack.
- 12.3 Marking of the Project Scorecard is at the sole discretion of the Buyer.
- 12.4 A Project Scorecard shall be completed for Large Projects. A Project Scorecard shall be completed for Medium Projects and Small Projects where agreed between the Parties.

13 Project governance and reporting requirements

- 13.1 All Projects delivered by the Supplier shall be overseen by the Buyer via its internal project board.
- 13.2 For each Project, the Supplier shall submit a status report to the Buyer no less than two (2) Working Days prior to the Buyer's next scheduled internal project checkpoint meeting (as notified to the Supplier from time to time), including as a minimum, an overall status including progress against milestones (if any), risks and issues, and the current status of any Project Change Notes ("**Project Status Report**"). The Project Status Report shall be produced by the Supplier in the form of a dashboard to be Approved by the Buyer unless agreed otherwise between the Parties.
- 13.3 For each Project, the Parties will also comply with any additional governance mechanisms set out in the relevant Work Order.
- 13.4 The Supplier shall maintain a risk and issues log for the duration of each Project, in a form to be specified by the Buyer.
- 13.5 The Supplier shall provide any other ad-hoc reports as are requested by the Buyer in relation to a Project.
- 13.6 The Parties may agree at any time to consolidate multiple Project Status Reports into a single consolidated Project Status Report in summary form.

14 Project Variation Procedure

- 14.1 Either Party may raise a Project Change by submitting a Project Change Note (PCN) to the other Party and shall follow the process below.
- 14.2 Depending on the impact of the change on the Project and the Services, the Project Change may be escalated for approval to the Supplier Management Board as described in Call Off Schedule 7 (Governance).
- 14.3 The originator of the Project Change shall complete Part A of the PCN and shall categorise the PCN in the first instance as being:
- (a) a normal PCN, which shall be subject to the procedure described in Paragraphs 14.5 and 14.6; or
 - (b) an urgent PCN, which shall be subject to the procedure described in Paragraph 14.7 below,
- and in default of any such categorisation, all PCNs shall be dealt with as normal PCNs. The Buyer may, at its sole discretion, change the category of a PCN at any time during the Project Variation Procedure.
- 14.4 In the interests of efficiency, the Parties shall be entitled to consolidate multiple Project Change Notes into a single PCN.

Normal PCNs

- 14.5 Within two (2) Working Days of receipt of the PCN, the recipient Party shall acknowledge receipt and shall countersign Part A of the PCN.
- 14.6 Irrespective of which Party has originated the PCN, the Supplier shall, subject to Paragraph 14.11 below, complete Part B (Evaluation) of the PCN, within ten (10) Working Days of the acknowledgment of receipt and countersignature of Part A of the PCN, which, as a minimum, shall include the following:
- (a) a description of the Project Change;
 - (b) the Supplier's impact assessment on the Project including:
 - (i) the impact on the Project scope, timetable and Deliverables;
 - (ii) any resultant changes to the Project Charges;
 - (iii) the risks and issues;
 - (iv) the impact on any dependent Services, Charges and Performance Indicators;
 - (v) any variation to the acceptance and testing procedures; and
 - (vi) any other changes to the Work Order.

- (vii) where the Project Change originated with the Supplier, a statement of the benefits that will accrue to the Buyer if the Project Change were implemented.

Urgent PCNs

- 14.7 Within one (1) Working Day of receipt of an urgent PCN, the recipient Party shall acknowledge receipt and shall countersign Part A of the PCN. Thereafter the Parties shall agree an accelerated timetable for the steps described in Paragraphs 14.5 and 14.6 so as to ensure that urgent PCNs are dealt with as quickly as possible.

Approval of Project Change Notes

- 14.8 On approval of the Project Change Note (including Parts A and B of the PCN) by the Buyer, the PCN shall be signed by both Parties and the Supplier shall update the Work Order and (if appropriate) the Project Scorecard. The new version of the Work Order and any associated Project Scorecard shall be signed off by the Parties as defined in Paragraph 10.
- 14.9 If the Project Change Note (including Parts A and B of the PCN) is not approved by the Buyer then the Buyer shall use best endeavours to document its reasons for non-approval within ten (10) Working Days of receipt of Part B of the PCN. Within five (5) Working Days the Supplier shall resubmit the Project Change Note (including Parts A and B of the PCN) or agree a timetable for re-submission.

Project Change Costs

- 14.10 The costs of preparing each PCN shall be borne by the Party making the PCN request.
- 14.11 Subject to Paragraph 14.12, the costs incurred by the Supplier in completing Part B (Evaluation) of the PCN shall be borne by the Party making the PCN request provided that the Buyer shall not be required to pay any such costs if:
- (a) such costs are below £25,000; or
 - (b) the Supplier is able to complete Part B (Evaluation) of the PCN by using resources already deployed in the provision of the Services.
- 14.12 Where the Buyer is required to pay costs in accordance with Paragraph 14.11, the Buyer shall only be required to pay the delta between the amount of costs incurred by the Supplier in completing Part B (Evaluation) of the PCN and the amount set out in Paragraph 14.11(a).

15 Early Termination

- 15.1 The Buyer may require the early termination of a Project by notifying the Supplier in writing.
- 15.2 The Supplier shall use reasonable endeavours to reallocate resources used on the Project.
- 15.3 In the event of early termination of a Project, the Buyer may request, and the Supplier shall provide, Termination Assistance as required under (and in accordance with) Call Off Schedule 10 (Exit Management) in order to effect a seamless transfer of responsibility for the terminated Project from the Supplier to the Buyer and/or a Replacement Supplier. The nature, period and extent of Termination Assistance to be provided by the Supplier will vary depending upon the circumstances of the relevant Project being terminated.

- 15.4 Unless otherwise set out in the Work Order, and subject to Paragraph 15.2, in the event of early termination of the Project by the Buyer other than for a Default by the Supplier, the Supplier shall be entitled to the termination payment calculated as follows:
- (a) all undisputed Project Charges up to the date of termination;
 - (b) Unrecovered Project Costs that relate to the Project; and
 - (c) Project Breakage Costs as detailed within Paragraph 15.5.
- 15.5 The Supplier may recover only those Project Breakage Costs incurred by the Supplier that relate to a Project directly as a result of the termination of a Project which:
- (a) would not have been incurred had the Project been completed;
 - (b) are unavoidable, proven, reasonable, and not capable of recovery (including under any payment made in accordance with Clause 36.2.1);
 - (c) are incurred under arrangements or agreements that are directly associated with this Project;
 - (d) are not costs that relate to contracts or Sub-Contracts with Affiliates of the Supplier; and
 - (e) relate directly to the termination of the Project.

16 Testing/Project Acceptance

- 16.1 Unless expressly dis-applied in the Work Order, testing of any Project shall be carried out in accordance with the provisions of Call Off Schedule 12 (Testing Procedures).
- 16.2 For the purposes of this Schedule, the following terms (as applied in Call Off Schedule 12 (Testing Procedures)) shall be construed as follows:
- (a) any reference to a Milestone shall be construed as a reference to milestone set out in the relevant Work Order;
 - (b) any reference to a Milestone Date shall be construed as a reference to milestone date set out in the relevant Work Order;
 - (c) any reference to a Deliverable shall be construed as a reference to deliverable set out in the relevant Work Order;
 - (d) any reference to Call Off Schedule 2 (Charges and Invoicing) shall be construed as a reference to the charging and payment mechanisms set out in the Work Order;
 - (e) any reference to the Commencement Date shall be construed as a reference to the date of agreement of the Work Order; and
 - (f) any reference to the Implementation Plan shall be construed as a reference to the implementation plan set out in the Work Order.

17 Multi-Party Projects

17.1 Where a Project is to be delivered by the Supplier and at least one other Core Defra Group Supplier is involved in the delivery of the Project, the Supplier shall:

- (a) develop and produce the following documentation in respect of that Project (with relevant input from the other Core Defra Group Supplier(s)):
 - (i) an integrated implementation plan;
 - (ii) an integrated test plan; and
 - (iii) an integrated risk register;
- (b) work with and co-ordinate the other Core Defra Group Supplier(s) in order to successfully deliver against the integrated plans referred to in Paragraph 17.1(a)(i) above;
- (c) collate the regular progress reports from the other Core Defra Group Supplier(s) into an integrated progress report in respect of the performance of all Core Defra Group Suppliers' responsibilities in relation to the Project; and
- (d) attend and participate in meetings of the Joint Collaboration Board and provide integrated progress reporting to those Boards on behalf of all relevant Core Defra Group Suppliers.

Appendix A - Project Initiation Request

1 Introduction

This Appendix describes the content and format of the Project Initiation Request to be used for new Projects.

2 Objectives

The objectives of the Project Initiation Request are to:

- (a) ensure that all new Projects are formally signed off prior to the Supplier commencing activity to create a Work Order;
- (b) ensure that there is an outline business case for the proposed Project;
- (c) ensure that there is Project sponsorship for the proposed Project; and
- (d) ensure that there is sufficient detail for the Supplier to create a Work Order.

3 Template

See following page.



Department
for Environment
Food & Rural Affairs

www.gov.uk/defra

Project Initiation Request

DOCUMENT ORIGIN

*DDTS REQUESTER	SUPPLIER PROJECT MANAGER / AUTHORISED REPRESENTATIVE
Name:	Name:
Email:	Email:
Telephone:	Telephone:

PIR CHANGE HISTORY

VERSION	CHANGES	DATE
0.1	Initial Creation	

*BUYER PIR APPROVAL

Name	Role	Version	Date
	DEFRA Group Commercial Contracts Manager		
	DDTS Requester		
	Software Asset and Configuration Management (SACM) (for hardware/software requirements only)		
	DDTS Service Owner		

PIR CONTRIBUTORS

Name	Role	Version	Date

PIR REVIEWERS

Name	Role	Version	Date

This PIR is subject to Contract.

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9	Governance
10	Acceptance Criteria
11	Other Information
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1. Summary	
1.1	Summary of Requirement <i>[insert]</i>
1.2	Overall Objectives of Project <i>[insert summary]</i>
1.3	Drivers, Benefits and Outcomes <i>[insert summary]</i>
2. Requirements (optional for 'Small' Priority Category pieces of work)	
2.1	Scope <i>[Describe the scope of the requirement, specifically describe what is required from the Supplier, which may be initially only part of the overall requirement e.g. infrastructure portion of a new development, support for a scoping exercise, market investigation etc.]</i>
2.2	Exclusions from Scope <i>[Describe any exclusions from the scope of the requirement.]</i>
2.3	Expected Outputs <i>[Describe what you expect the Supplier to produce or to do]</i>
2.4	Is a Project Scorecard required from the Supplier for this Work Order? Yes/No <i>[Delete as appropriate]</i>
2.5	Is a Project Launch Pack required following approval of this Work Order? Yes/No <i>[Delete as appropriate.</i> <i>If "yes" is selected, list any specific deliverables required as part of the Project Launch Pack]</i>
3. Proposed Sustainability and Service Impact (optional for 'Small' Priority Category pieces of work)	
3.1	Sustainability Impact <i>[Insert details]</i>
3.2	Service Impact <i>[Insert details]</i>
4. Key Dates	

[list all key dates and milestones]

Key Date/Milestone	Corresponding Deliverables	Date

5. Responsibilities

(optional for 'Small' Priority Category pieces of work)

5.1 Parties Involved

[List all parties involved with a description of their responsibilities including interested business units]

5.2 Key Stakeholders

Company	Name	Role
		Project Sponsor
		Project Owner

Note Project sponsor and project owner are mandatory

6. Cost/Benefit Case

[Insert details]

7. Proposed Charging Mechanism

[Please specify the preferred charging mechanism – i.e. Time and Materials or Fixed Price Milestone Payments]

Note: Where Time and Materials pricing is proposed, a total capped value must be included in the Work Order.

8. Changes in Service Charges
<i>[Please state if there any changes in Service Charges]</i>
9. Governance (optional for 'Small' Priority Category pieces of work)
<i>[Insert details of any specific governance model that must be adhered to.]</i>
10. Acceptance Criteria
<i>[Insert details of proposed acceptance criteria, if known.]</i>
11. Other Information (optional for 'Small' Priority Category pieces of work)
<i>[Insert any other information that is appropriate]</i>
12. Reference Documents and Applicable Documents (optional for 'Small' Priority Category pieces of work)

12.1 Reference Documents

The following table lists all documents, which are referenced within this document. The extent of the applicability of each document to the Project is described in the appropriate section of this document.

Document Reference	Title	Version

12.2 Applicable Documents

{This section is optional}

The following table lists all documents, which may not be explicitly referenced within this document, but provides background or supplementary information to the requirement.

Document Reference	Title	Version

Appendix B - Work Order

1 Introduction

This Appendix describes the content and format of the Work Order to be used for Projects.

2 Objectives

The objectives of the Work Order are to:

- (a) ensure that there is a signed commercial agreement between the Buyer and the Supplier prior to the Supplier commencing work on any Project.
- (b) define the key outcomes, Charges, Deliverables and Milestones of the Project.

3 Template

Please see following page.



Department
for Environment
Food & Rural Affairs

www.gov.uk/defra

Project Work Order

DOCUMENT ORIGIN

SUPPLIER AUTHOR	SUPPLIER REFERENCE
Name: Email: Telephone:	

WORK ORDER CHANGE HISTORY

VERSION	CHANGES	DATE

SUPPLIER WORK ORDER REVIEW AND APPROVAL

NAME	ROLE	VERSION	DATE

This Work Order is subject to Contract.

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1. Work Order Summary (optional for 'Small' Priority Category pieces of work)

1.1 Objectives

1.2 Outcomes and Benefits

(a) Outcomes

(b) Benefits

Note: Please include details of any impacts/benefits to existing services or sustainability impacts/benefits.

2. Project Description

2.1 Scope - The Supplier shall:

2.2 Key Deliverables:

2.3 Out of Scope:

3. Contract Variation

3.1 Is a Variation requested as a consequence of implementing this Work Order? Yes/No [Delete as appropriate]

Note: If a Variation is requested as a consequence of this Work Order, a Variation Form and Impact Assessment must be submitted to the Buyer along with the Work Order.

4. Term and Termination

4.1 Term/Duration of Project

4.2 Project Termination Charges

5. Project Implementation Plan

5.1 Milestones – See Milestone table at end of document.

5.2 Buyer Responsibilities:

5.3 Risks, Issues, Assumptions:

(A) Risks

Ref.	Description/Impact	Owner	Boundaries and Mitigation

(B) Issues

Ref.	Description	Action

(C) Assumptions

Ref.	Description	Contingency

6. Charges to the Buyer

7. Changes in Charges under the Call-Off Contract

If not applicable, mark "Not Applicable"

8. Testing and Acceptance

8.1 Testing Procedures

8.2 Acceptance Criteria

9. Milestones Table

10. Project Scorecard

If not applicable, mark "Not Applicable"

11. Checklist (optional for 'Small' Priority Category pieces of work)

Minimum document requirements for Project launch for a Large Project (if requested)

Document Reference	Title	Version
Project Initiation Request	Approved - describing the requirements and objectives	As described in this document.
Work Order	Approved - describing the Supplier responsibilities, deliverables, Project Success Criteria and charges.	As described in this document. Short format for Small and Medium Projects.
Project Scorecard	Approved, as described in Appendix F to this Call Off Schedule 19	Required for Small and Medium Projects by agreement between the Parties
Project Governance Plan	Describes the governance, quality criteria for the project	As appropriate for the size of Project.
Project Plan	Defines the activities, timeline and critical path for the Project	As appropriate for the size of Project. For all projects of more than 10 activities a MS Project plan should be produced.
Key Resources	Key resources have been identified and are available	Includes people, equipment and working facilities.
Risk and issue Log	Log populated with initial risks and issues	Format to be agreed and populated with initial risks and issues, to include priority, impact and mitigation.
Sustainability Impact Assessment	As described in the Work Order (Sustainability)	

AUTHORITY TO PROCEED	
Implementation of this WO is:	
Approved	
For Buyer	For Supplier
Signature	Signature
Name	Name
Title	Title
Date	Date

Appendix C – Project Launch Pack

1 Introduction

This Appendix describes the content and format of the Project Launch Pack to be used for new Projects.

2 Objectives

The objectives of the Project Launch Pack are to:

- (a) Ensure that there is a minimum and sufficient set of documentation for the Project to be executed. For the avoidance of doubt some required documentation may be developed as part of the Project which will be documented in the Deliverables section of the Work Order.
- (b) Ensure that the Project is aligned to the Project requirements as defined in the applicable Project Initiation Request.

3 Template

Please see following page.

Checklist

Minimum document requirements for Project launch for a Large Project. The minimum for Small and Medium Projects are referred to in the comments column below.

Document Reference	Description	Comments
Project Initiation Request	Approved describing the requirements and objectives	As described in this Schedule
Work Order	Approved describing the Supplier responsibilities, deliverables, Project Acceptance/Success Criteria and charges.	As described in this Schedule. Short form for Small and Medium Projects.
Project Scorecard	Approved, as described in Appendix F to this Call Off Schedule 19	Required for Small and Medium Projects by agreement between the Parties
Project Governance Plan	Describes the governance, quality criteria for the Project	As appropriate for the size of Project.
Project Plan	Defines the activities, timeline and critical path for the Project	As appropriate for the size of Project. For all projects of more than 10 activities a MS Project plan should be produced
Key Resources	Key resources have been identified and are available	Includes people, equipment and working facilities
Risk and Issues Log	Log populated with initial risks and issues	Format to be agreed and populated with initial risks and issues, to include priority, impact and mitigation.
Sustainability Impact Assessment	As described in the Work Order (Sustainability)	

Appendix D – Project Approval Note

1 Introduction

This Appendix describes the content and format of the Project Approval Note.

2 Objectives

For each updated version of the Project Initiation Request and/or the Work Order a Project Approval Note shall be signed by both Parties as below.

Document Type	<i>Project Initiation Request or Work Order</i>
Document Reference/Name	
Version:	<i>[Number]</i>
Prepared by:	<i>[Insert name]</i>
Date:	<i>[Insert date]</i>
Approved by the Supplier	Approved by the Buyer
Signature: Name: Title: Date:	Signature: Name: Title: Date:

Appendix E – Project Change Note

Part A: Project Change Note	
*DDTS REQUESTER	SUPPLIER PROJECT MANAGER / AUTHORISED REPRESENTATIVE (TO BE COMPLETED BY SUPPLIER)
Name:	Name:
Email:	Email:
Telephone:	Telephone:

PCN PART A CHANGE HISTORY (to be completed by the Buyer)

VERSION	CHANGES	DATE
0.1	Initial Creation	

PCN Part A APPROVAL

Name	Role	Version	Date
	DEFRA Group Commercial Contracts Manager		
	DDTS Requester		
	Software Asset and Configuration Management (SACM) (for software/ hardware requirements only)		

PCN Part A CONTRIBUTORS

Name	Role & Organisation	Version	Date

PCN Part A REVIEWERS

Name	Role & Organisation	Version	Date

Details of Proposed Project Change

Include reason for change, with appropriate details and specifications

PCN PART B CHANGE HISTORY (to be completed by the Supplier)

VERSION	CHANGES	DATE

PCN PART B APPROVAL

Name	Role	Version	Date

PCN PART B CONTRIBUTORS

Name	Role	Version	Date

PCN PART B REVIEWERS

Name	Role	Version	Date

This PCN is subject to Contract.

Part B: EVALUATION

This section (Part B: Evaluation) is only ever completed by the Supplier

Brief Description of Proposed Project Change:

Impact: Refer to any impact analysis where applicable.

Sustainability Impact: Detail any impact if not as per the PIR/Work Order.

Deliverables:

Timetable: To be discussed upon approval.

Project Success Criteria

Charges to the Authority:

Changes in Service Charge

If not applicable, mark "Not Applicable"

Other Relevant Information:

Reviewed by Supplier

Name:

Date:

AUTHORITY TO PROCEED

Implementation of this PCN as submitted in Part A: Project Change Note, in accordance with Part B: Evaluation, is:

Approved**For Buyer****For Supplier**

Signature

Signature

Name

Name

Title

Title

Date

Date

End of Document

Appendix F - Project Scorecard

1 INTRODUCTION

This Appendix describes the content and format of the Project Scorecard which is required for all Work Orders to be used for new Projects.

2 Objectives

The Objective of the Project Scorecard is to document the criteria, measures and scores to enable the financial incentivisation of the Supplier to exceed in the delivery of Projects.

Template

See following page.

OFFICIAL

PROJECT SCORECARD for XXX											
Performance Measurement for project name										Requires Manual Input	
Overall Performance Element	Agency Weighting	Individual Measurement or KPI	Measured By	Scoring Criteria					Notes on specific target	Scoring Date	
				1	2	3	4	5		Actual Score	Weighted
Project Delivery	1	Quality of Deliverables	Subjective view of the Contractors performance	Very Poor	Worse than Expected	As expected	Better than expected	Excellent		0	0
	1	Delivery against timescales	Contractual Milestones Met	Cutover Milestone Missed		Cutover Milestone met		All Contractual Milestones met		0	0
Success Criteria	1									0	0
	1									0	0
	1									0	0
Sustainability	1	Achievement against Sustainability Assessment	Energy Consumption Model	Fails to achieve		Achieves		Exceeds		0	0
Value for Money	1	To be Completed by the Authority								0	0
Quality	1	Communications	Authority Subjective measure of Communications Success	Very Poor	Worse than expected	As expected	Better than expected	Excellent		0	0
	1	Impact on Business	Subjective Authority view on the degree of impact of EU03 on Authority Business	Major Impact(s)	Some Minor Impacts	Small number of non critical outages	Pre-agreed outages only	No Impact		0	0
People	1	Relationship	As scored by the Relationship Scorecard	0-1.25	1.26-2.5	2.51-3.75	3.76-4.50	4.51-5		0	0
	1	User Satisfaction	Authority Survey	Very Poor	Worse than expected	As expected	Better than expected	Excellent		0	0
Overall	1	Overall Assessment	Authority Subjective measure of overall Project	Very Poor	Worse than expected	As expected	Better than expected	Excellent		0	0
Total of Weightings	12	Overall PROJECT SCORECARD Score								0.00	0.00
Number of Measurements	12										