

201 ITT Responsibility Matrix

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Version No	Date	Brief Comments on Change	Author(s)
1	26/05/2023	Example version	
2	14/07/2023	Baseline version	
2.1	16/11/2023	Updated to include negotiation discussion actions	
2.2	28/11/2023	Updated following review with PS	
3	11/12/2023	Updated following commercial review	

Ref #	Phase	Activity Category	Description	MoSCoW	Synergy Programme	PMO	D&I	D&D	Commercial	UCBC	CST	GBS	CDDO	Current BPS	Technology Partner ERP	System Integrator	BCP	New BPS	LSSP	Assurance Partner	Benefits Partner
10	1. Discovery (Pre TP/ISI Bundle on-boarding)	Programme Vision & Business Case	Define the programme vision, road map and business case	Must	A	R	C	C	C	C	C	I	I	I	I	I	I	I	I	I	I
20	1. Discovery (Pre TP/ISI Bundle on-boarding)	Programme Governance	Define a governance model that delineates between the governance of solution design and the governance of Cluster delivery	Must	A	R	C	C	C	C	C	I	I	I	I	I	I	I	I	I	I
30	1. Discovery (Pre TP/ISI Bundle on-boarding)	Project Management	Establish project management information and reporting needs and processes. Define, assess and flag the impacts of potential Cluster changes to enable their effective management through the governance process	Must	A	R	C	C	C	C	C	I	I	I	I	I	I	I	I	I	I
40	1. Discovery (Pre TP/ISI Bundle on-boarding)	Governance	Prepare RACI matrix showing split of roles & responsibilities across the delivery partners, Synergy workstreams and Departments.	Must	A	C	C	R	C	C	C	I	I	I	I	I	I	I	I	C	I
50	1. Discovery (Pre TP/ISI Bundle on-boarding)	Project Management	Create work breakdown structure and manage allocation of packages of work between Synergy cluster and delivery partners.	Should	A	R	R	R	C	C	C	I	I	I	I	I	I	I	I	I	I
60	1. Discovery (Pre TP/ISI Bundle on-boarding)	Solution Vision	Create the solution vision documents including the Common Operating Model (Defined to L3), the D&D vision documents and the usability vision	Must	A	C	R	R	C	C	C	I	I	I	I	I	I	I	I	I	I
65	1. Discovery (Pre TP/ISI Bundle on-boarding)	Business Architecture	Develop a high level business architecture vision for the solution, incorporating all services and components which support the operation of the service.	Must	A	C	R	C	C	C	C	I	I	I	I	I	I	I	I	I	I
70	1. Discovery (Pre TP/ISI Bundle on-boarding)	Technical Architecture Vision	Develop a high level technical architecture vision for the solution, incorporating all services and components which support the operation of the service.	Must	A	C	C	R	C	C	C	I	I	I	I	I	I	I	I	I	I
80	1. Discovery (Pre TP/ISI Bundle on-boarding)	Requirements	Establish scope and create a set of Functional, Non-Functional and Design and Implementation approach requirements	Must	A	C	R	R	C	C	C	I	I	I	I	I	I	I	I	I	I
90	1. Discovery (Pre TP/ISI Bundle on-boarding)	Benefits	Benefits identification and analysis for the business case iteration and creation of the Final Business Case	Must	A	R	C	C	C	C	C	C	C	I	I	I	I	I	I	C	R
100	1. Discovery (Pre TP/ISI Bundle on-boarding)	Benefits	Identification of business benefits, management and tracking tools will ensure progress can be tracked and generate early warnings of impacts on the ability to realise benefits	Must	A	R	C	C	C	C	R	I	I	I	I	I	I	I	I	I	R
110	1. Discovery (Pre TP/ISI Bundle on-boarding)	Data	Create data governance and management framework and commence data quality assessments with reference to the GBS Functional Convergence Programme.	Must	A	I	C	R	I	I	I	I	I	I	I	I	I	I	I	I	I
120	1. Discovery (Pre TP/ISI Bundle on-boarding)	Data	Analyse as-is architecture and data within each system. Identify policy impact (e.g. GDPR, data retention) related to data.	Must	A	I	C	R	I	I	I	I	I	I	I	I	I	I	I	I	I
130	1. Discovery (Pre TP/ISI Bundle on-boarding)	Data	Identify the relevant cluster and department systems across HR/Finance/S&C. Agree systems in scope.	Must	A	I	C	R	C	C	C	C	I	I	I	I	I	I	I	I	I
140	1. Discovery (Pre TP/ISI Bundle on-boarding)	Commercial	Tracking the commercial plan and dependencies. This process ties procurement, planning activities, such as milestones and critical path, into Commercial Management of partners.	Must	A	C	C	C	R	C	C	I	I	I	I	I	I	I	I	I	I
150	1. Discovery (Pre TP/ISI Bundle on-boarding)	Commercial	Commercial management and support for the procurement activity and selection of delivery partners	Must	A	C	C	C	R	C	C	I	I	I	I	I	I	I	I	I	I
160	1. Discovery (Pre TP/ISI Bundle on-boarding)	Commercial	Following SI & Technology provider selection, formulate and finalise fit-for purpose contract terms and conditions.	Must	A	C	C	C	R	C	C	I	I	I	C	C	I	I	I	I	I
170	1. Discovery (Pre TP/ISI Bundle on-boarding)	Commercial	Procurement of licences for all technical components. Ensure the following are obtained: Vendor user manuals, vendor implementation guides, vendor technical manuals, API Library	Must	A	C	C	C	R	C	C	C	I	I	R	R	I	I	I	I	I
180	1. Discovery (Pre TP/ISI Bundle on-boarding)	Business Readiness and Change Planning	Establish business change team, scope and requirements of delivery partners. Identify lessons learned from previous business change across the Departments.	Must	A	C	C	C	C	R	C	I	I	I	I	I	I	I	I	I	I
190	1. Discovery (Pre TP/ISI Bundle on-boarding)	Training	Understand the Departments' as-is position and training delivery mechanisms to inform future training approach. Assess the training that comes with the solution and make an assessment of what additional training will be required.	Must	A	C	C	C	C	R	C	I	I	I	I	I	I	I	I	I	I
200	1. Discovery (Pre TP/ISI Bundle on-boarding)	Technical Assurance	Ensure that the technical proposal from the SI/TP bundle is aligned to the vision, requirements and industry best practice.	Should	A	I	C	R	I	I	I	I	I	I	I	I	I	I	I	I	I
210	1. Discovery (Pre TP/ISI Bundle on-boarding)	Extension and exit	Coordinate the Synergy Department's strategy, execution and implementation of Exit support that may be required from the incumbent BPS provider, S&C.	Must	A	I	C	C	C	C	R	C	I	C	I	I	I	I	I	I	I
220	1. Discovery (Pre TP/ISI Bundle on-boarding)	Quality Management	Provide continual assessment of the resourcing levels and skills that will underpin the Programme's ability to deliver through multidisciplinary teams. Ongoing assessment of adequate controls including independent reviews.	Must	A	R	R	R	C	R	C	I	I	I	I	I	I	I	I	I	I
230	2. Discovery (Post TP/ISI Bundle on-boarding)	Project Management (Planning and Governance)	Provide a transformation roadmap that meets with the vision and business requirements using an agile approach and early realisation of benefits.	Must	A	C	C	C	C	C	C	I	I	I	C	R	I	C	I	I	I
240	2. Discovery (Post TP/ISI Bundle on-boarding)	Project Management (Planning and Governance)	Prepare and maintain the project delivery plan, resource plan and governance plan aligned to the transformation roadmap.	Must	A	r	C	C	C	C	C	I	I	I	C	R	I	I	I	C	I
250	2. Discovery (Post TP/ISI Bundle on-boarding)	Benefits	Work with the Authority and Benefits Partner to ensure that the Implementation Plan is sequenced in a way which optimises early value releases for the stated benefits of the Programme, protects design integrity and optimises business change.	Must	A	C	R	R	R	R	I	I	I	I	C	C	I	C	I	I	R
260	2. Discovery (Post TP/ISI Bundle on-boarding)	Communications - Strategy and Plan	Develop a communications strategy and plan of activities with clear objectives aligned to Synergy Programme and our Cluster objectives.	Must	A	C	C	C	C	R*	C	I	I	I	C	C	R	C	I	C	I
270	2. Discovery (Post TP/ISI Bundle on-boarding)	Security - Design, Approach and Framework	Create, maintain and provide the Authority with security design, processes and documents inline with Security policy and frameworks.	Must	A	I	C	r	I	I	C	I	I	I	R	R	I	C	I	C	I
280	2. Discovery (Post TP/ISI Bundle on-boarding)	User Research	Work with the product teams and Authority users to identify and document user needs. Following the CDDO/GDS standards, lead in the delivery of the Service Assessments providing all roles required, supporting artefacts and research evidence.	Must	A	I	r	C	I	C	I	C	C	I	I	R	I	I	I	C	I
290	2. Discovery (Post TP/ISI Bundle on-boarding)	Overarching Design - Design Governance	Review the Authority's design governance process and refine to support working with additional partners. The Supplier is then expected to adhere to the agreed design governance process through the project ensuring attendance in all working groups and design authority boards of the governance process.	Must	A	C	r	C	I	I	C	I	I	I	C	R	I	C	I	C	I
300	2. Discovery (Post TP/ISI Bundle on-boarding)	Functional Design - Requirements Management	Create and maintain a Requirement Traceability Matrix (RTM)document providing a clear line of sight from the user needs/requirements right through to the test scripts that can then be used to test the solution has met the business/user needs	Must	A	I	C	r	I	I	C	I	I	I	C	R	I	I	I	I	I
310	2. Discovery (Post TP/ISI Bundle on-boarding)	Service - CDDO Discovery Phase Service Assessment	Achievement of the CDDO service standard assessments for the Discovery phase of the service delivery including preparation, planning and presentation at the service standards boards.	Must	A	I	r	r	I	C	C	C	C	I	C	R	I	C	I	C	I
320	2. Discovery (Post TP/ISI Bundle on-boarding)	Training - Strategy and Needs Analysis	Provide the Authority with an overarching cluster level strategy and approach to training and complete a training needs analysis across each department.	Must	A	C	C	C	C	r	C	I	I	I	C	R	C	C	I	I	I
330	2. Discovery (Post TP/ISI Bundle on-boarding)	Data - Migration strategy and Tooling	Prepare and agree the data migration strategy including data archiving and reachback needs. Provide, prepare and install the tools required to support the data strategy.	Must	A	I	C	r	I	I	C	C	C	C	C	R	C	C	C	I	I
340	2. Discovery (Post TP/ISI Bundle on-boarding)	Technical - Development Strategy and Plan	Create, maintain and provide the Authority with a Development Strategy and Development Plan.	Must	A	I	C	r	I	I	C	C	C	I	C	R	I	C	I	I	I
350	2. Discovery (Post TP/ISI Bundle on-boarding)	Technical - Integration Strategy, Architecture and Tooling	Prepare and agree the integration strategy and architecture. Provide, prepare and install the tools required to support the integration strategy and architecture.	Must	A	I	C	r	I	I	C	C	C	C	C	R	I	C	I	C	I
360	2. Discovery (Post TP/ISI Bundle on-boarding)	Reporting - Strategy and Tooling	Prepare and agree the reporting strategy and architecture. Provide, prepare and install the tools required to support the reporting strategy and architecture.	Must	A	I	C	r	I	I	C	I	I	C	C	R	I	C	I	I	I

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370	2. Discovery (Post TP/Sl Bundle on-boarding)	Technical - Architecture and Environment Planning	Design of the target technical architecture based on the technical vision. Provide an environment strategy and plan to deliver the target technical architecture.	Must	A	C	C	r	I	I	C	I	I	C	C	R	I	C	I	C	I	
380	2. Discovery (Post TP/Sl Bundle on-boarding)	Assurance - Technology and Licences	Provide assurance and report covering the proposed technical architecture, by the technology partner, functional licenses, platforms and infrastructure being proposed to meet the Authorities requirements.	Must	A	I	C	r	I	I	C	I	I	I	C	R	I	C	I	C	I	
390	2. Discovery (Post TP/Sl Bundle on-boarding)	Testing - Strategy and Tooling	Prepare and agree the testing strategy and architecture. Provide, prepare and install the tools required to support the testing strategy.	Must	A	I	C	r	I	I	C	I	I	I	C	R	I	C	I	C	I	
400	3. Alpha	Overarching Design	Conduct design activity using a collaborative approach and create the high level service design / solution blueprint.	Must	A	C	r	r	C	C	C	I	I	C	C	R	I	C	I	C	I	
410	3. Alpha	Functional Design - Key Design Decisions	Propose key cross cutting functional designs (e.g. Chart of Accounts, Position Management, Organisation Structure, ...)	Must	A	I	r	C	I	I	C	I	I	I	C	R	I	C	I	C	I	
420	3. Alpha	Overarching Design - COM Development - Target Process Maps	Completion of the Common Operating Model design to L4+ Process, Performance Insights & Data and People layers of the common operating model must be considered.	Must	A	C	r	C	C	C	C	I	I	I	C	R	I	C	I	I	I	
430	3. Alpha	Functional Design Approach	Deliver design activities and products through the detailed design process to bring to life the design for the Authority and its representatives and users, e.g. User Journeys, functional walkthroughs (ideabacks), prototypes and demos.	Must	A	C	r	C	I	I	C	C	C	I	C	R	I	C	I	C	I	
440	3. Alpha	Functional Design - Fit Gap	Assessment of business scenarios and Fit-Gap against technology and validation of requirements.	Must	A	C	r	r	C	R	C	I	I	I	C	R	I	C	I	I	I	
450	3. Alpha	Overarching Design - Confirm Common Operating Model	Confirm a Common Operating model of the to-be business such that all stakeholders covering business process, technology and people are agreed on the shape of the new business and the components within it.	Must	A	C	r	C	C	C	C	C	I	I	C	R	I	C	I	C	I	
460	3. Alpha	Overarching Design - Assurance	Sequence design activity to ensure the design is future proofed and any configuration differences are agreed by exception. Ensure relevant cross Government initiatives are taken into consideration as advised by the Authority in design so as to ensure the end to end solution is optimised with efficient usage of different Gov Services.	Must	A	I	r	C	I	C	C	I	I	I	C	R	I	C	I	C	I	
470	3. Alpha	Overarching Design - Process Flows and Tools	Provide process mapping tools, design and document L4/L5/L6 processes including operating procedures and user guides following BPMN 2.0 standards. These processes should clearly highlight the inputs/ outputs/ dependencies/ integrations with other processes. Suppliers should have due consideration for the requirements of the Functional Convergence Programme.	Must	A	C	r	C	C	C	C	C	I	I	C	R	I	C	I	C	I	
480	3. Alpha	Functional Design - Roles / RBAC	Define functional roles and access controls driven from the COM. The functional roles should provide details of the processes as well as data that they can access as part of the solution. Suppliers should seek to align with Functional role definitions and the HMG Business Glossary defined in the HMG ARIS solution.	Must	A	I	C	r	I	I	C	C	C	I	C	R	C	C	I	C	I	
490	3. Alpha	Reporting Approach & Design	Provide advice and guidance on the reporting design and organisation and continuity of reporting. Create, maintain and provide the Authority with a Reporting backlog / prioritisation.	Must	A	I	r	C	I	I	C	I	I	C	C	R	I	C	I	I	I	
500	3. Alpha	Service - End to End Service Design	Create end to end service design.	Must	A	I	r	C	I	C	C	C	C	C	C	R	C	C	I	C	I	
510	3. Alpha	Service - Design Controls	Establish controls to ensure the system design can support business activity control points (automated & manual) and will support ongoing process integrity.	Must	A	C	r	C	I	C	C	I	I	I	C	R	I	C	I	C	I	
520	3. Alpha	Business Change - Impact Analysis	Identify and document key areas of change and supporting the business change required in the Authority's Departments.	Must	A	C	C	C	C	r	C	I	I	I	C	R	C	C	I	I	I	
530	3. Alpha	Assurance - Design and Implementation Approach	Provide assurance report over the implementation approach, operating model design and technical configuration at the relevant key milestones throughout the contract period.	Must	A	I	C	r	I	I	C	I	I	I	R	C	I	C	I	C	I	
540	3. Alpha	Assurance - Design and Implementation Approach	Review Systems Integrator documentation inc. Blueprint (Solution Design, Solution Integration, Data Migration Approach). Review of the periodic Cloud upgrades as well as the Impact on the solution.	Must	A	I	C	r	I	I	C	I	I	I	R	C	I	C	I	I	I	
550	3. Alpha	Technical - Component development	Establish project workstreams to install, configure (SaaS) and build the technical (PaaS) components.	Must	A	C	C	r	I	I	C	C	C	C	C	R	R	I	C	I	I	I
560	3. Alpha	Technical - 3rd Party Delivery Dependencies	Management of 3rd parties to coordinate planning of technical delivery dependencies e.g. current technology partners and the BPS.	Must	A	C	C	r	C	C	C	C	C	C	C	R	R	I	C	I	C	I
570	3. Alpha	Technical - Integration / Interface Analysis & Assessment	Assess the technical interface / integration designs, changes and data validation procedures for new and existing interfaces.	Must	A	I	C	r	C	C	C	I	I	C	C	R	I	C	I	C	I	
580	3. Alpha	Security - Architecture	Designing security overlays, with clear security controls to map against architectural documents ensuring that security is embedded to the left hand side of the software development lifecycle.	Must	A	I	C	r	I	C	C	I	C	I	C	R	C	C	C	C	I	
590	3. Alpha	Security - SC Resources	Anyone who has access to live data including read only or who has significant control of the system's must be physically based in the UK and have 'SC(Security Clearance)' clearance level. Personnel working on this programme must be vetted as per the requirements set out in NFR136 & NFR137.	Must	A	C	C	r	C	C	C	C	I	I	R	R	I	R	I	I	I	I
600	3. Alpha	Data - Cleansing	Define and perform cleansing activity across all phases of the plan. Considerations for formalisations include: fields to be cleansed, requirements for live systems and target systems, approach for data cleansing, tools needed, review approach and sign-off.	Must	A	I	R	R	I	R	I	I	I	R	C	R	C	C	I	I	I	I
610	3. Alpha	Testing - Planning and Management	Create, maintain and provide the Authority with test plans for all test phases. Deliver and manage all test phases including test phase outcome reports.	Must	A	I	C	r	I	C	I	C	C	C	C	R	I	C	I	C	I	I
620	3. Alpha	Service - CDDO Alpha Phase Service Assessment	Achievement of the CDDO service standard assessments for the Alpha phase of the service delivery including preparation, planning and presentation at the service standards boards.	Must	A	I	r	r	I	C	C	C	C	I	C	R	I	C	I	C	I	I
630	4. Beta	Technical - Build, Unit Test and Documentation	Prepare and agree configuration, functional specification and technical specification documents. Build and unit test developed components and release / configuration management.	Must	A	I	C	r	I	I	C	I	I	C	C	R	I	C	I	C	I	I
640	4. Beta	Technical - Environments Deployment	Implementation of multiple Low Level Designs covering all aspects of the Clusters architecture, an example being the Integration Hub. Establish fully integrated and configured test, assurance, production and pre-production environments.	Must	A	I	C	r	I	I	C	C	C	C	C	R	I	C	I	C	I	I
650	4. Beta	Technical - Integration / Interfaces	Provision of the End to End Integration Services / components and secure access to Synergy technical components for 3rd parties and departmental users and systems.	Must	A	I	C	r	C	C	C	R	I	C	C	R	I	C	I	C	I	I
660	4. Beta	Reporting - Reports development and Knowledge Transfer	The Supplier shall create and provide the Authority with pre-configured and developed reports across all functional modules. Reporting tools training and knowledge transfer to the Authority reporting team.	Must	A	I	C	r	I	I	C	C	I	I	C	R	I	C	I	C	I	I
670	4. Beta	Security - Secure devops practices	Adopt Secure DevOps practice and principles to deliver services to Synergy and deliver security infrastructure and associated security services as part of their proposed solution.	Must	A	I	C	r	I	I	C	I	I	I	C	R	I	C	I	C	I	I
680	4. Beta	Security - Controls Assessment	Ensure IT controls implemented across environments ensure appropriate security controls.	Must	A	I	I	r	I	I	C	I	I	I	R	R	I	I	I	C	I	I

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690	4. Beta	Security - Testing	Detailed clear security tests for spot and ongoing checks for upholding a security baseline. Carry out both ITHC (IT health check) and penetration testing in accordance to security assurance	Must	A	I	C	r	I	C	C	I	C	I	R	R	C	C	C	C	I
700	4. Beta	Data - Transformation	Provide data migration plans and test / rehearse full data extract, transform, load and reconciliation for each release / department. Deliver reach back systems / services	Must	A	I	r	r	I	I	I	C	I	C	C	R	C	C	C	I	I
710	4. Beta	Data - Migration reconciliation	Provide reconciliation and assurance reports to validate the data migration results	Must	A	I	C	r	I	C	I	I	I	I	C	R	I	C	I	I	I
720	4. Beta	Testing - User involvement	Assess the design and completeness of the testing scripts. Ensure the right users are involved in testing where appropriate. Understand the testing results and the impact to go-live readiness	Must	A	I	R	R	I	R	C	I	I	C	C	C	C	C	I	C	I
730	4. Beta	Testing - Payroll Comparison	Conduct payroll parallel run / comparison testing to provide assurance that pay is being calculated correctly before switching over to the new payroll system.	Must	A	I	r	r	I	I	I	I	I	C	C	R	I	C	I	C	I
740	4. Beta	Testing - Validation	Prescribe user acceptance testing results to assure the system was adequately tested prior to go-live and the testing results did not identify any significant issues or gaps in the process.	Must	A	I	r	r	I	C	C	I	I	C	C	R	I	C	I	C	I
750	4. Beta	Assurance - Third Party	Work with third party assurance providers as required (including but not limited to IPA / GIAA / NAO / GDS / GBS and any third party suppliers), providing input into assurance processes while delivering requested material and responses to a high quality and in a timely manner.	Must	A	I	r	r	I	I	C	C	I	C	C	R	I	C	I	C	I
760	4. Beta	Training - Plan and training materials	Prepare and provide the Authority with a plan to deliver the Training Strategy. Preparation of end user training materials and training of the Authority trainers.	Must	A	C	C	C	I	r	C	I	I	I	C	R	C	C	I	C	I
770	4. Beta	Training - Environments & knowledge	Provision of training environments and managing the population of content and metadata for the knowledge solution and training environment to ensure effective usability to support self-service for all users.	Must	A	I	r	r	I	r	C	I	I	I	C	R	C	C	I	C	I
780	4. Beta	Training - End user training	Deliver the end user training. This needs to be all done in line with Cluster operational guidelines, e.g. use of SP&D.	Must	A	I	C	C	I	R*	C	I	I	I	C	C	C	C	I	C	I
790	4. Beta	Cluster Business Procedures	Make sure that the Cluster has the right operational, business continuity management and master data procedures which accurately reflect the new ways of working.	Must	A	C	C	C	C	R	C	I	I	C	C	C	C	C	I	C	I
800	4. Beta	Service Management - Model and capability	TPISI Suppliers will as part of design, enable us to create an 'Intelligent Client Function' (ICF) capability that seeks opportunities from new feature releases as part of our 'Continuous Improvement' cycle. This will include development of the Technical Operating Model, the Service Design and the ICF design.	Must	A	I	R	R	I	C	r	I	I	C	C	R	C	C	I	C	I
810	4. Beta	Service Management - Design and Tools	Provision of IT Service Management process design in line with ITIL practices. IT Service Management (e.g. fault, bugs, access requests, new users, release regression testing, changes and implementation of new capabilities) throughout the roll out of Synergy.	Must	A	C	C	r	I	C	C	C	I	C	C	R	I	C	I	C	I
820	4. Beta	Service Management - ICF Organisational Design	Ensuring the right structure and role changes (if any) driven by the system and process change have been put in place, and is reflected in having the right number of people in each of the key ICF roles.	Must	A	C	C	C	C	C	R	I	I	I	C	C	I	C	I	I	I
830	4. Beta	Service Management - Product Centre	In co-operation with the ICF, design and deliver an effective product centre that provides a strong global process ownership model, enables effective end to end service management and has at its core a user focused, continual improvement cycle.	Must	A	I	R	C	I	I	r	I	I	I	C	R	I	C	I	C	I
840	4. Beta	Communications - Business Engagement	Plan and provide rigorous, rapid and integrated execution across all engagement areas (events, communications, stakeholder engagement and wider business involvement) based on deep understanding of the overarching Cluster objectives and priorities.	Must	A	C	C	C	I	R	C	C	I	C	C	C	C	C	I	C	C
850	4. Beta	Service - Business cutover planning and management	Business cutover planning and management enabling a smooth cutover for each of the waves of implementation resulting in minimal business disruption.	Must	A	I	C	C	I	r	C	I	I	C	R	R	C	C	I	C	I
860	4. Beta	Service - Business readiness assurance	Assess different teams within Cluster on their state of readiness and help focus efforts to complete all requisite readiness activities prior to the Go-Lives for each wave of implementation.	Must	A	I	C	C	I	r	C	I	I	C	C	R	C	C	I	C	I
870	4. Beta	Service - Business Readiness Testing	Test 'how ready the business actually is', through scenarios and simulation of as close to post-go-live working conditions as possible. Help assess Cluster staff ability to do their job based on the quality of training, procedures/processes and data knowledge.	Must	A	I	C	C	I	r	C	I	I	I	C	R	C	C	I	C	I
880	4. Beta	Service - Technical cutover planning	Create, maintain and provide the Authority with a Technical cutover plan and detail technical cutover run books	Must	A	C	C	r	I	C	C	I	I	I	C	R	I	C	I	C	I
890	4. Beta	Service - Cutover / Process Validation & Workarounds	Understand process cutover procedures and identify areas where processes may not be implemented as initially designed identifying and documenting acceptable temporary workaround solution.	Must	A	I	R	C	I	R	C	I	I	I	C	C	C	C	I	I	C
900	4. Beta	Service - Readiness Quality Assurance Review Management	Review previous QA results and findings and validate throughout the process. Management of formal external reviews (e.g. IPA and GIAA).	Must	A	C	R	R	C	C	C	C	C	I	C	C	C	C	I	R	I
910	4. Beta	Transition into Live Service - Cutover	Prepare, track and manage the activities to be executed during cutover including technical and business cutover activities and those activities required by Third Parties.	Must	A	C	C	r	C	r	C	I	I	C	C	R	C	C	I	C	I
920	4. Beta	Transition into Live Service - Business Review Cutover	Assess the integrity of the business cutover approach, including the cutover criteria and the reaching of these criteria in the various phases / releases of the implementation.	Must	A	I	R	R	I	R	R	I	I	I	C	C	C	C	I	R	I
930	4. Beta	Transition into Live Service - Technical Review Cutover	Assess the integrity of the technical cutover approach, including the cutover criteria and the reaching of these criteria in the various phases / releases of the implementation.	Must	A	I	C	r	I	C	C	I	I	C	C	R	I	C	I	C	I
940	4. Beta	Transition into Live Service - Operation Controls	Assess effectiveness of controls responding to specific risks arising during cutover period and first months of operation.	Must	A	I	C	C	I	I	r	I	I	I	C	R	I	C	I	C	I
950	4. Beta	Transition into Live Service - Hypercare	We expect the suppliers to provide 'hypercare' after each release. Hypercare shall be provided and managed according to the Contract Performance Point mechanism pursuant to Schedule 15 1. For a minimum of 3 months for a new functionality and 1 month for the same functionality being rolled out to wider users. 2. Until the solution is at a point of stability and can safely be transitioned into business-as-usual support covered under IT Service Management (for IT Service Management, please refer to section 9.2). The hypercare should involve focussed support on any issues arising due to the recent release including defect fixes. Hypercare should also involve support on critical business processes e.g. month end, year-end, payroll etc. The suppliers should enable the Authority to create a FSSO capability that seeks opportunities from new SaaS feature releases as part of the CI cycle.	Must	A	I	r	r	I	C	r	I	I	I	C	R	I	C	I	C	I
960	4. Beta	Transition into Live Service - Service Transition	Provide a controlled transition of service following Hypercare to the Service Management support team.	Must	A	I	C	C	I	C	r	C	C	C	C	R	I	C	I	C	I
970	4. Beta	Live Service - User Support	Assist the departments to support the end-users in the early stages Post Go-Live	Must	A	I	C	C	I	r	C	I	I	I	C	C	R	C	I	C	I

Ref #	Phase	Activity Category	Description	MoSCoW	Synergy Programme	PMO	D&I	D&D	Commercial	UCBC	CST	GBS	CDOO	Current BPS	Technology Partner ERP	System Integrator	BCP	New BPS	LSSP	Assurance Partner	Benefits Partner
980	4. Beta	Live Service - Documentation	Provide, update and maintain all Synergy technical documentation including but not limited to technical architecture, integration architecture, configuration documents, technical design documents, change and release notes, regression testing scripts, technical support, and administration guides.	Must	A	I	C	C	I	I	r	I	I	I	C	R	I	C	I	C	I
990	4. Beta	Live Service - Knowledge Transfer	Provide end user and super user support and training / knowledge transfer and support to Synergy IT and ICF staff.	Must	A	I	C	C	I	C	r	I	I	I	C	R	I	C	I	C	I
1000	4. Beta	Live Service - IT Service Management	Provide IT Service Management until the complete functionality is rolled out across all service recipients. Including for example fixing faults, bugs, access requests, new users, release regression testing, changes and implementation of new capabilities.	Must	A	C	C	C	C	C	r	I	I	C	C	R	I	C	I	C	I
1010	4. Beta	Live Service - Transition and Exit Planning	Provide an 'Exit strategy / plan' for the interim ITSM describing the way this function will be transferred to the 'Live Service Support' Partner (LSSP).	Must	A	I	C	C	I	C	r	I	I	I	C	R	I	C	C	C	I
1020	4. Beta	Live Service - Transition to Live Service Support Partner	Planning and providing effective knowledge transfer and transition of the service and service management tools, process, and documentation to the live service support partner in a timely manner to ensure a smooth transition of service.	Must	A	C	C	C	C	C	r	C	I	I	C	R	I	C	C	C	I
1030	4. Beta	Live Service - Tools and IP	Provide / transfer the Tools and Intellectual Property used during the design, delivery, support and continuous improvement of the Synergy Service for use by Synergy after the SI roll off.	Must	A	C	C	C	r	C	r	I	I	I	C	R	I	C	C	C	I
1040	4. Beta	Live Service - Insourced business processes	Perform the business transactions and data maintenance activities assigned in the COM to the 'centralised functions'.	Must	R	C	C	C	C	C	R	C	I	I	C	C	R	C	I	C	I
1050	4. Beta	Live Service - Outsourced business processes (BPS)	Perform the business transactions and data maintenance activities assigned in the COM to the 'BPS' for provision once Synergy goes live.	Must	A	C	C	C	C	C	r	C	I	R	C	C	C	R	I	C	I
1060	4. Beta	SOP / Metis Decommissioning	Decommissioning of the existing SOP and METIS services	Must	A*	C	I	R	C	I	R	C	I	C	I	I	C	R	C	C	I
1070	5. All Phases	Sustainability	Work with the Authority to establish a set of sustainability KPIs and provide regular reporting on sustainability KPIs.	Must	A	I	r	C	I	I	C	I	I	I	R	R	I	I	I	C	I
1080	5. All Phases	Project Management	Perform routine project management activities including for example planning, resource management, progress and cost reporting, RAID log management and deliverables management.	Must	A	r	C	C	C	C	C	I	I	I	C	R	I	C	I	I	I
1090	5. All Phases	Security	Creating and enforcing a clear governance structure to uphold security and enable delivery.	Must	A	I	C	R	I	C	C	I	C	I	C	R	C	C	C	C	I
1100	5. All Phases	Communications	Provide communications expertise and independent assurance to the Authority on communication and engagement approaches and plans. Provide clear and effective user communications, based on industry best practice, for all users and monitor the effectiveness of communications.	Must	A	I	C	C	I	r	C	I	I	I	C	R	C	C	I	C	C
1110	5. All Phases	Commercial - Contract Management	Proactively manage commercial relationships post-award of contract, so that all partners including Cluster continue to fulfil their obligations and that change is handled in a cooperative and cost effective manner. This includes retaining the ability to compete work to incentivise partners to price competitively and deliver successfully.	Should	A	C	C	C	R	C	C	I	I	I	C	C	I	C	I	C	I
1120	5. All Phases	Commercial - Invoicing	Provide SaaS, IaaS and PaaS services on a consumption based pricing model. Bill the Authority for SaaS, IaaS and PaaS consumption quarterly in arrears.	Must	A	I	C	C	r	I	I	I	I	I	R	C	I	I	I	I	I
1130	5. All Phases	Commercial - Contract Management	Provide a resource who will be responsible for all Commercial, Contract and Account Management activities throughout the duration of the contract. The resource shall manage the relationship with the Authority, with accountability and responsibility to make decisions and where necessary to agree changes.	Must	A	C	C	C	r	C	I	I	I	I	R	R	I	I	I	I	I
1140	5. All Phases	Stakeholder Engagement	Building and managing key relationships throughout the Cluster life cycle focusing on critical stakeholder groups.	Must	A	C	R	R	C	R	C	C	C	C	C	C	R	C	C	C	C
1150	5. All Phases	Quality Management	Manage quality through a Quality Plan and schedule of periodic reviews that will drive correctional activities.	Must	A	R	R	R	C	R	R	I	I	I	C	C	I	C	I	C	I

Synergy Area

Digital & Data
Design & Implementation
Project Management Office
Commercial
Extension & Exit

User Community & Business Change

Phases

1. Discovery (Pre TP/SI Bundle on-boarding)
2. Discovery (Post TP/SI Bundle on-boarding)
3. Alpha
4. Beta
5. All Phases

Definitions

Those who do the work to complete the task. There is at least one role with a participation type of responsible, although others can be delegated to assist in the work required. The responsible party must deliver to the requirements of the Accountable party.

R = Responsible

The one ultimately answerable for the correct and thorough completion of the deliverable or task, the one who ensures the prerequisites of the task are met and who delegates the work to those responsible. In other words, an accountable must sign off (approve) work that responsible provides. There must be only one accountable specified for each task or deliverable.

A = Accountable

Those whose opinions are sought, typically subject-matter experts; and with whom there is two-way communication

C = Consulted

Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication.

I = Informed

Acronym	Name
ICF	Intelligent Client Function
PMO	Project Management Office
D&I	Design & Implementation
D&D	Digital & Data
UCBC	User Community & Business Change
CST	Cluster Services Transition representing SSG, BPS, Exit and ISSC2 continuity
ERP	Enterprise Resource Planning
SSI	Service & Systems Integrator
BCP	Business Change Partner
BPS	Business Processes Services
LSSP	Live Service Support Partner
GBS	Government Business Services
CDDO	Central Digital & Data Office
SSCL	Shared Services Connected Ltd
SP&D	Service Planning and Delivery
T&M	Time and Materials
TORs	Terms of Reference
COM	Common Operating Model
HLD	High Level Design
SPD / SP&D	Service Planning & Delivery
BPs	Business Partners
FDD	Functional Design Documents
L&D	Learning & Development
UAT	User Acceptance Testing
E2E	End to End
R	Responsible
r	Synergy Programme Stream Alignment
A	Accountable
C	Consulted
I	Informed