for

Enterprise Workforce Scheduling K280020556

Order Form

In this Order Form, capitalised expressions shall have the meanings set out in Call Off Schedule 1 (Definitions), Framework Schedule 1 or the relevant Call Off Schedule in which that capitalised expression appears.

The Supplier shall provide the Services specified in this Order Form to the Customer on and subject to the terms of the Call Off Contract for the duration of the Call Off Period.

This Order Form should be used by Customers ordering Services under the Technology Services 2 Framework Agreement ref. RM3804 in accordance with the provisions of Framework Schedule 5.

The Call Off Terms, referred to throughout this document, are available from the Crown Commercial Service website http://ccs-agreements.cabinetoffice.gov.uk/contracts/rm3804

Section A
General information

This Order Form is issued in accordance with the provisions of the Technology Services 2 Framework Agreement RM3804.

Customer details
Customer organisation name Driver & Vehicle Standards Agency
Billing address Your organisation's billing address - please ensure you include a postcode Shared Services Arvato, by email and in a PDF format to: ssa.invoice@sharedservicesarvato.co.uk or by post to, Shared Services Arvato, 5 Sandringham Park, Swansea Vale, Swansea, SA7 0EA
Customer representative name The name of your point of contact for this Order James Body
Customer representative contact details Email and telephone contact details for the Customer's representative James.Body@DVSA.GOV.UK and 07966 300196

Supplier details
Supplier name The Supplier organisation name, as it appears in the Framework Agreement Deloitte LLP
Supplier address

Supplier's registered address
1 New Street Square, London EC4A 3HQ, United Kingdom

Supplier representative name
The name of the Supplier point of contact for this Order
Warwick Goodall

Supplier representative contact details
Email and telephone contact details of the supplier's representative
wgoodall@deloitte.co.uk and 020 7007 9825 or 07990 578071

Order reference number
A unique number provided by the supplier at the time of the Further Competition Procedure
K280020556

Section B
Overview of the requirement

Framework Lot under which this Order is being placed *Tick one box below as applicable (unless a cross-Lot Further Competition)*		Customer project reference Please provide a project reference, this will be used in management information provided by suppliers to assist CCS with framework management
1. TECHNOLOGY STRATEGY & SERVICES DESIGN	☒	K280020556
2. TRANSITION & TRANSFORMATION	☐	**Call Off Commencement Date**
3. OPERATIONAL SERVICES	☐	The date on which the Call Off Contract is formed – this should be the date of the last signature on Section E of this Order Form
4. PROGRAMMES & LARGE PROJECTS		17/09/2018
a. OFFICIAL	☐	
a. SECRET (& above)	☐	

Call Off Contract Period (Term)

Call Off Initial Period Months
3.

Call Off Extension Period (Optional) Months
None

Minimum Notice Period for exercise of Termination Without Cause 30 days
(Calendar days) *Insert right (see Call Off Clause 30.7)*

Additional specific standards or compliance requirements
Include any conformance or compliance requirements over and above the Standards (including those listed at paragraph 2.3 of Framework Schedule 2) which the Services must meet.
List below if applicable
N/A

Customer's ICT and Security Policy
Where the Supplier is required to comply with the Customer's ICT Policy and Security Policy then append to this Order Form as a clearly marked document

Security Management Plan

Section C
Customer Core Services Requirements

Please provide details of all Services required including the locations where the Supplier is required to provide the Services Ordered**.**

Services
List below or append as a clearly marked document to confirm the Services which the Supplier shall provide to the Customer (which could include the Customer's requirement and the Supplier's response to the Further Competition Procedure)
Services expected from the supplier are detailed in the EWS Services Appendix A, Section 5. Deliverables

Location/Site(s) for provision of the Services
Attached Appendix A – Services, Section 5

Additional Clauses *(see Annex 3 of Framework Schedule 4)*
Those Additional Clauses selected below shall be incorporated into this Call Off Contract

Applicable Call Off Contract Terms		**Optional Clauses** Can be selected to apply to any Order	
Tick any applicable boxes below		*Tick any applicable boxes below*	
A: SERVICES - Mandatory Lot 3 (Lot 4a + 4b where Lot 3 services are included)	☐	C: Call Off Guarantee	☐
A: PROJECTS - Optional Lots 1 and 2		D: Relevant Convictions	☐
A1: Testing	☐	E: Security Requirements	☐
A2: Key Personnel	☐	F: Collaboration Agreement *Where required please complete and append to this Order Form as a clearly marked document (see Call Off Schedule F)*	☐
B: SERVICES - Optional Lots 3 and 4a and 4b		G: Security Measures	☐
B1: Business Continuity and Disaster Recovery	☐	H: MOD Additional Clauses	☐
B2: Continuous Improvement & Benchmarking	☐	**Alternative Clauses**	
B3: Supplier Equipment	☐	To replace default English & Welsh Law, Crown Body and FOIA subject base Call Off Clauses	
B4: Maintenance of the ICT Environment	☐	*Tick any applicable boxes below*	
B5: Supplier Request for Increase of the Call Off Contract Charges	☐	Scots Law Or	☐
B6: Indexation	☐	Northern Ireland Law	☐
B7: Additional Performance Monitoring Requirements	☐	Non-Crown Bodies	☐
		Non-FOIA Public Bodies	☐

Collaboration Agreement *(see Call Off Clause F)*

Organisations required to collaborate (Collaboration Suppliers) N/A	An executed Collaboration Agreement shall be delivered from the Supplier to the Customer within the stated number of Working Days from the Call Off Commencement Date *insert right* **OR**	Click here to enter text.
	An executed Collaboration Agreement from the Supplier has been provided to the Customer and is attached to this Order Form. *tick box (right) and append as a clearly marked complete document*	☐

Licensed Software Where Software owned by a party other than the Customer is used in the delivery of the Services list product details under each relevant heading below

Supplier Software	**Third Party Software**
N/A	N/A
	Include license or link in Call Off Schedule 3

Customer Property
Items licensed by the Customer to the Supplier (including any Customer Software, Customer Assets, Customer System, Customer Background IPR and Customer Data)
List below if applicable (see Call Off Clause 21)
Click here to enter text.

Call Off Contract Charges and Payment Profile
Include Charges payable by the Customer to the Supplier (including any applicable Milestone Payments and/or discount(s), but excluding VAT) and payment terms/profile including method of payment (e.g. Government Procurement Card (GPC) or BACS)
List below or append as a clearly marked document (see Call Off Schedule 2)
Click here to enter text.

Undisputed Sums Limit (£) *Insert right (see Call Off Clause 31.1.1)*	N/A

Delay Period Limit (calendar days) *Insert right (see Call Off Clause 5.4.1(b)(ii))*	N/A

Estimated Year 1 Call Off Contract Charges (£) For Call Off Contract Periods of over 12 Months	In accordance with the bid price and to be delivered by 14 December 2018

Enhanced Insurance Cover
Where a specific Call Off Contract requires a higher level of insurance cover than the £1m default in Framework Schedule 14 please specify below

Third Party Public Liability Insurance (£)	N/A
Professional Indemnity Insurance (£)	N/A

Transparency Reports *(see Call Off Clause 23.4)*
If required by the Customer populate the table below to describe the detail (titles are suggested examples)

Title	Content	Format	Frequency
[Performance]			
[Call Off Contract Charges]			
[Key Sub-Contractors]			
[Technical]			
[Performance management]			

Quality Plans *(see Call Off Clause 7.2)*

Time frame for delivery of draft Quality Plans from the Supplier to the Customer – from the Call Off Commencement Date (Working Days) *Where applicable insert right*	N/A

Implementation Plan

Time frame for delivery of a draft Implementation Plan from the Supplier to the Customer – from the Call Off Commencement Date (Working Days) *Where applicable insert right*	N/A

BCDR *(see Call Off Clause B1)*
An executed BCDR Plan from the Supplier is required prior to entry into the Call Off Contract *tick box (right) and append as a clearly marked complete document*
OR

☐

Time frame for delivery of a BCDR Plan from the Supplier to the Customer – from the Call Off Commencement Date (Working Days)
Where applicable insert right

Click here to enter text.

Disaster Period (calendar days)

Click here to enter text.

Supplier Equipment *(see Call Off Clause B3)*

X - Service Failures (number) *Where applicable insert right*	Click here to enter text.	Y – Period (Months) *Where applicable insert right*	Click here to enter text.

Key Personnel & Customer Responsibilities *(see Call Off Clause A2)*
List below or append as a clearly marked document to include Key Roles

Key Personnel
List below or append as a clearly marked document to include Key Roles

Customer Responsibilities
List below or append as a clearly marked document

As described in the dependencies and assumptions included in Appendix C – Deloitte Response, page 19

Relevant Conviction(s)
Where applicable the Customer to include details of Conviction(s) it considers relevant to the nature of the Services.
List below or append as a clearly marked document (see Call Off Clause D where used)
Click here to enter text.

Appointment as Agent *(see Call Off Clause 19.5.4)*
Insert details below or append as a clearly marked document

Specific requirement and its relation to the Services

Other CCS framework agreement(s) to be used

Click here to enter text.

Click here to enter text.

SERVICE LEVELS AND SERVICE CREDITS *(see Part A of Call Off Schedule 3)*

Service Levels
If required by the Customer populate the table below to describe the detail (content is suggested examples)
N/A
Critical Service Level Failure *(see Call Off Clause 9)*
Agree and specify the metrics for Critical Service Level Failures in the marked areas below
N/A

Service Credits
Formula for calculation
N/A

Service Credit Cap
Agree and specify the Service Credit Cap in the marked areas below

N/A

Additional Performance Monitoring Requirements
Technical Board *(see paragraph 2 of Call Off Schedule B7)* – where required
If required by the Customer populate the table below to describe the detail
N/A

Required Members			
Job Title	**Name**	**Location**	**Frequency**

Time frame in which the Technical Board shall be established – from the Call Off Commencement Date (Working Days) *Where applicable insert right* — Click here to enter text.

Section D
Supplier response

Suppliers - use this section to provide any details that may be relevant in the fulfilment of the Customer Order

The Supplier Response is detailed in Appendix C – Deloitte Response.

The proposal is true and accurate to the best of the Supplier's knowledge and belief and is based on the accuracy of the information supplied by the Customer and any third parties on its behalf.

The performance of the Services, the timetable, the level of our Charges and any fee estimates each depend on the accuracy and completeness of any assumptions set out in the Deloitte Response and the Customer performing its obligations under the Contract. We assume that any project timeline included in the tender documents is intended solely for planning purposes rather than being a contractual milestone as any actual timetable will be dependent on the commencement date, availability of stakeholder resources, input/dependencies from third parties and project management by the Customer.

Commercially Sensitive information
Any information that the Supplier considers sensitive for the duration of an awarded Call Off Contract

We consider any information relating to personal information (CV's, contact details etc.), to our pricing, that contains details of our cost base or insurance arrangements, that relates to our

proprietary information as well as our approach and/or our methodologies to be commercially sensitive/confidential and exempt from disclosure under the Freedom of Information Act 2000 ("FOIA"). Please notify us if you receive a request to disclose such information, prior to making any disclosure, so that we can consult with you about the applicability of the FOIA exemptions relating to this information. In addition, we note that the Government's Transparency Agenda may require the publication of all tender documents and Government contracts. In accordance with guidance issued by GPS in this regard, and the Code of Practice for FOIA, if you choose to award the work covered by this proposal or supporting documents you will need to consult with us about the redaction (as envisaged in the GPS guidance and Code of Practice) of certain parts of the contract, including those areas identified above, for this work and this proposal.

Total contract value

Please provide the total contract value (for the Call Off Initial Period) as detailed in your response to the Customer's statement of requirements

The Pricing Response is detailed in Appendix B – Price.

The total price will be £498,575 excluding VAT and expenses.
It should be noted that the elements of the project scope will be delivered concurrently.

Please note the following assumptions:
- We have priced this using the agreed rates in the Technology Services 2 Framework. We estimate our expenses to be approximately £21,450 in line with the T&S policy
- During delivery we may adjust our resources to accommodate the flow of work and the skills needed
- We will manage and prioritise the work during the programme to make the most of the available resources within the total price
- We will work collaboratively as one team to balance the resources and deliver the best outcome for you
- This price is based on the assumption that there will be no significant changes to scope, deliverables or timelines for the duration of the agreement.

Section E
Call Off Contract award

This Call Off Contract is awarded in accordance with the provisions of the Technology Services 2 Framework Agreement RM3804.

The Supplier shall provide the Services specified in this Order Form to the Customer on and subject to the terms of this Order Form and the Call Off Terms (together referred to as "the Call Off Contract") for the duration of the Call Off Contract Period.

SIGNATURES

For and on behalf of the Supplier

Name	**Dave Tansley**
Job role/title	**Partner**
Signature	
Date	

For and on behalf of the Customer

Name	
Job role/title	
Signature	
Date	

APPENDIX A - SERVICES

Enterprise Workforce Scheduling, Preparation Phase

Finance and Corporate Services

Contract Reference: K280020556

Contents

1. Introduction

In accordance with the terms and conditions of **RM3804 Technology Services 2 lot 1 Technology Strategy and Service Design** the Department for Transport (DfT) invited proposals for services to support the Preparation phase for an Enterprise Workforce Scheduling solution for the Driver & Vehicle Standards Agency (DVSA). Deloitte was selected as the supplier to deliver the EWS preparation phase.

2. Background to the Requirement

DVSA is responsible for road safety across the UK. The agency carries out driving tests, approves people to be driving instructors and MOT testers, carries out tests to make sure lorries and buses are safe to drive, carries out enforcement roadside checks on drivers and vehicles, and monitors vehicle recalls.

The DVSA has a need to schedule staff to support Driver testing, Vehicle testing and Enforcement activities. Each of these business areas has developed their own processes and, in some cases, IT applications to manage the scheduling of their resources. The Enterprise Workforce Schedule Project (EWS) will deliver an efficient method of scheduling DVSA employees within Vehicle Testing, Enforcement and Driver Testing.

The vision for scheduling is to provide a digitally enabled single scheduling service, which efficiently manages our people, ensuring that we provide the right person at the right place, and at the right time.

To support the implementation of this vision, DVSA recently completed a Discovery for Vehicle Testing, Enforcement and Driver Testing. The Discovery completed an analysis of current operations, identifying any issues with processes and/or technology; completed user research relating to workforce scheduling needs, and created an approach for the implementation of a new scheduling service for DVSA.

The Discovery made a number of recommendations for scheduling within DVSA, these include:

- Procurement of a single Commercial Off The Shelf (COTS) product to support the automation of schedule creation and management
- Creation of a central Deployment and Scheduling Service Team to own and administrate the system and govern updates
- Retain separate scheduling functions for Vehicle Testing, Enforcement, and Driver Testing, reporting to the central Deployment and Scheduling Service Team
- Deliver the change to the operational areas in phases, starting with Vehicle Testing, followed by Enforcement and Driver Testing

The EWS Preparation phase requires the supplier to build on the Discovery findings and prepare the agency for the implementation of enterprise scheduling across the specified operational areas.

Approach

The DVSA will run separate work streams for Vehicle Testing, Enforcement and Driver Testing. Each work stream will have its own Alpha, Beta and Live Phases, the exception will be the Vehicle Testing stream. The Alpha phase for Vehicle Testing will consist of two parts, the majority of Vehicle Testing Alpha will be delivered in Alpha (a) which is ahead of product procurement. Vehicle Testing Alpha (b) will completed when the scheduling product has been selected.

The approach is shown in the diagram below:
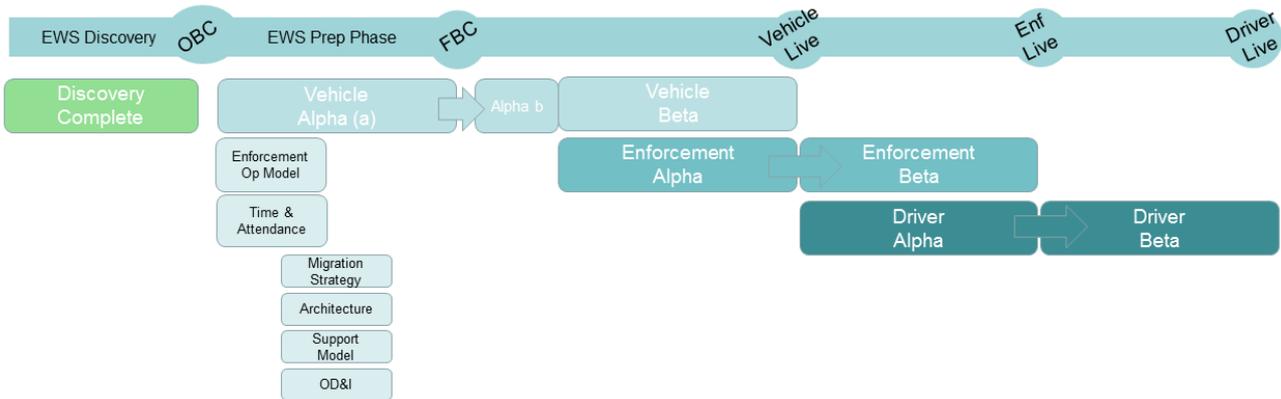
Figure 1 - EWS Implementation Approach

3.   Scope

The EWS Preparation Phase will build on the outputs from the Discovery phase to prepare the agency for full implementation of EWS.

The supplier will complete the activities outlined below

- Vehicle Testing Alpha (a): Define future Vehicle Testing business processes and rules for implementation within the scheduling solution;
- Enforcement Scheduling Model : Complete user research within the Enforcement area and define the Enforcement scheduling model
- Time and Attendance approach: Complete user research to define the approach and plan to roll out to Time & Attendance across all operational areas
- Provide scheduling Expertise to support OD&I: The DVSA OD&I team will use their standard processes and procedures to support the development of the target operating model for scheduling within DVSA, the supplier will support the DVSA's OD&I Team with scheduling expertise to help advise on the structure and duties of scheduling teams.
- Provide architecture expertise to support the design and delivery of the scheduling service:, provide review and input into the non-functional requirements for the scheduling solution, create the service blueprint and support the creation of change requests for integration with existing line of business applications
- Migration Strategy: Create the migration strategy and plan for Vehicle Testing migration
- Service Support Model: Assist with the definition of the scheduling support model for the DVSA managed EWS support service

4. Deliverables

The EWS Preparation phase will commence on the 11th September and complete with an acceptable outcome by 14th December 2018.

The deliverables are outlined in the tables below.

Deliverable Name: Vehicle Testing Alpha (a)
Vehicle Testing will be used as the first operational area to build on the output of the Discovery. In the interest of moving the project forward ahead of product procurement, Alpha (a) will commence user story and business rule definition.   When the product has been procured at FBC, Alpha (b) will be used to test any configurations within the product.
Deliverables Outputs
- Epics, User Stories and business rules, detailing how scheduling will operate within the new scheduling solution for Vehicle Testing. This will include schedule creation, schedule maintenance, schedule dissemination to users, time and attendance recording, and reporting.   - Definition of the scenarios and/or functions which will be modelled within the scheduling solution as part of Vehicle Testing Alpha (b)   - Definition of the dependencies, risks and assumptions which may impact the delivery of Vehicle Testing Beta and Live   - Detailed delivery plan for Beta and Live phases for Vehicle Testing   - Support the DVSA Business Change manager with the definition of how the quantitative and qualitative benefits identified within the Outline Business Case (OBC) will be achieved for Vehicle Testing

Deliverable Name: Enforcement Scheduling Model
The supplier will conduct user research to enable them to define the scheduling model for Enforcement.   This will detail how the model will be implemented and define a plan to support the Enforcement Alpha phase.
Deliverable Outputs
- Definition of the to-be operating model for Enforcement, creating the detailed definition of how the recommended Push-Pull model for Enforcement will operate for each of the identified task types within Enforcement   - Definition of the constraints or dependencies which may impact the delivery of a new scheduling model for Enforcement   - Detailed plan for the delivery of the Enforcement Alpha phase   - Identification of the quantitative and qualitative benefits which will be achieved within Enforcement

Deliverable Description : Time and Attendance Approach

A common approach to time and attendance capture must be implemented across all operational areas. The supplier will conduct user research to develop the approach and plan to roll out a new time and attendance application which will be part of the EWS scheduling solution.

Deliverable Outputs
- Definition of the to-be model for Time and Attendance recording within Vehicle Testing, Enforcement and Driver Testing   - Definition of the roll out approach and plan for Time and Attendance across Vehicle Testing, Enforcement and Driver Testing   - Identification of the cnstraints or dependencies which may impact the delivery of the application to record Time and Attendance.   - Identification of the benefits to be obtained from moving from the existing Lotus Notes application to an integrated app within the scheduling solution

Deliverable: Organisation Design & Improvement Support
The DVSA OD&I team will lead the development of the target operating model for scheduling across the operational areas in scope.   The supplier will provide scheduling expertise to the DVSA OD&I team to advise on the structure of the teams and the roles which need to be in place to support the model

Deliverable Outputs
- Support the DVSA OD&I team with the development of new organisation models by providing expert advice on the required structure of teams to support a new scheduling service   - Provide the OD&I team with advice on the typical duties required to be included in job roles to support the introduction of a new scheduling service

Deliverable: Architecture Support Function
The supplier will provide Architecture expertise to the project to support the development of key project artefacts and advise on how EWS will be implemented across the specified operational areas.

Deliverable Outputs
- Definition of the non-functional requirements to support the scheduling product selection, signed off by the DVSA Architecture function, i.e. hosting considerations, performance needs, integration capabilities.   - Detail advise on the technical implementation of a scheduling solution   - Definition of the architectural blue print for the scheduling service within DVSA   - Support the high level design and the creation of change requests for interfaces between a new scheduling product and existing DVSA applications (Shared Services SAP)   - Review the scheduling Migration Strategy produced by the EWS Preparation phase

Deliverable: Vehicle Testing Data Migration Strategy
Vehicle testing will be the first operational area to be implemented within the EWS solution.   Vehicle Testing currently has an application to support schedule creation and management. Information from this application must be migrated to the new platform. The supplier will complete an analysis of the data with the current application, make as assessment of current data quality and create a strategy and plan to migrate to a new platform.
Deliverable Outputs
Definition of the data migration approach and plan (supported by the DVSA Migration Analyst) for the migration of data from the current Vehicle Testing, Workforce Management Scheduling (WMS) application.   This will include a plan to review, cleanse and prepare the data. This must achieve sign off by DVSA Architecture function

Deliverable : **Service Support Model**
DVSA Live Services team provides support for key applications within the business. The EWS application will be supported by this team. The supplier will define the support model for the new EWS application. This will define the expertise required to support the categorisation of the various types of calls which may be received by the Live Services Team.   Further information on DVSA's proposed support model can be located in Annex B, Background and Discovery Findings.
Deliverable Outputs
- Definition of the support model for use within DVSA when the application goes live to the operational areas within the scope   - Definition of how DVSA's current support service would be utilised and any additional arrangements required to support the Scheduling Service   - Indication of volumes, expected call types and suggested SLAs   - Work closely with the DVSA OD&I team to ensure teams and job roles are updated to reflect the requirements of the service support model

The supplier will provide regular 'Show and Tells' on the EWS Preparation Phase to stakeholders from across DVSA. Feedback will be incorporated into the deliverables of the EWS Preparation phase.

The deliverables will, upon creation, become DVSA's Intellectual Property.

5. Specifying Goods and / or Services

The deliverables associated with this phase must be delivered as specified in section 5. Each deliverable will be reviewed and must be formally accepted by the DVSA Project Manager.

Throughout the EWS Preparation Phase, the supplier will be required to submit a weekly report to the DVSA Project Manager, outlining progress against deliverables and highlighting any risks or issues. The supplier will discuss progress and any blockers to successful project completion with the DVSA project manager more often if necessary.

6. Quality Assurance Requirements

The deliverables must provide information to support the creation and approval of the EWS Full Business Case.

All deliverables will contain in enough detail to allow a different supplier to complete the remaining phases.

7. Service Conditions and Environmental Factors

The project will be based in Bristol, with regular travel to other DVSA offices, including DVSA Deployment Teams which are primarily located at Newcastle, Nottingham & Swansea. Additional travel to meet with end users will be required. All Travel and Subsistence will align with the DVSA Policy. This policy describes the travel and subsistence obligations set up for DVSA employees and applicable suppliers and subcontractors (see Annex C – Travel and Subsistence Policy)

8. Security
During the EWS Preparation Phase, the Supplier may have access to DVSA confidential information and is reminded of their obligations under the framework terms.

Supplier resources working on the project will hold current BPSS clearance as a minimum.

9. Training / Skills / Knowledge Transfer

DVSA staff or nominees may be involved during the course of the EWS Preparation Phase to facilitate knowledge transfer. The supplier will be expected to provide a detailed handover of all project findings as detailed in the deliverable requirements.

10. Documentation

Documentation must be managed in the project space within Confluence, suppliers will be provided with access to this workspace.

User stories should be created and maintained in DVSA instance of Jira, Supplier will be provided with access.

Process diagrams for review should be created in Microsoft Visio.

11. Arrangement for End of Contract

To include any material or information which needs to be returned to the Authority or handed over to a new contractor (including arrangements for collating and sharing TUPE data). If the incumbent supplier is likely to have (or be perceived to have) an advantage in any re-tendering exercise, you may wish to pave the way now for any "ethical walls" requirements you subsequently decide to introduce by including the following wording *"The Contractor shall fully cooperate with the Authority to ensure a fair and transparent re-tendering process for this contract. This may require the Contractor to demonstrate separation between teams occupied on the existing Contract and those involved in tendering for the replacement contract to prevent actual (or perceived) conflicts of interest arising."*

12. Annex A – Background and Discovery Findings

Overview of Operational Areas in Scope

There are three operational areas in scope for the Enterprise Workforce Scheduling project.   Each area currently has their own processes, and in some cases IT applications to schedule and manage their staff.   The three operational areas are:

- Vehicle Testing
- Enforcement
- Driver Testing

As an indication of scale, amongst the scheduled activities the agency undertakes are the following
- Vehicle testing
    - c733,000 annual tests for lorries, buses, coaches and trailers carried out per annum
    - Annual tests are carried out at 38 DVSA locations
    - Annual tests are carried out at c540 customer locations (Authorised Testing Facilities)
    - c480 DVSA staff currently carrying out vehicle testing

- Enforcement checks
    - c129,000 mechanical checks at the roadside or operator premises carried out per annum
    - c95,000 drivers' hours checks at the roadside or operator premises carried out per annum
    - c8,500 MOT garage visits carried out per annum
    - c300 Traffic and Senior Traffic Examiners
    - c300 Vehicle and Senior Vehicle Examiners
    -
- Practical Car Driving tests
    - c1.5million carried out per annum
    - c380 Driving Test Centres currently
    - c1,800 Driving Examiners

Vehicle Testing: DVSA operates a model where DVSA Vehicle Standards Assessors (VSA's) are scheduled to attend privately owned Authorised Testing Facilities (ATF) sites

to carry out assessments on commercial vehicles. On a quarterly basis, ATF's submit requests for testing events, the request will include specific days and hours for VSA's to attend the site and carry out tests on HGV's at the ATF. The requests are reviewed and the ATF's are informed of the events which have been approved. The DVSA's Vehicle Testing Deployment Team will then allocate VSA's to testing events. Testing events can be booked for full or part day slots.

There are approximately 600 VSA's scheduled to carry out over 650,000 HGV tests per year.   The Vehicle Testing Deployment Team are also responsible for scheduling Specialist Vehicle Assessors (SVA's) to attend customer sites to test and approve specialist vehicles, such as Fire Engines, or custom built vehicles. Whilst there are smaller numbers of SVA's, approximately 55, it can be more difficult to schedule their time as approval and testing times are more uncertain due to the specialist nature of the vehicles.

Both VSA's and SVSA's are also allocated time to complete corporate activities, such as attending team meetings, training courses and completing administrative activities.

The Vehicle Deployment Team currently use an in house application, Workforce Management System (WMS) to support the automated scheduling and management of VSA's and SVSA's.   This application has limitations in its support for the creation and amendments of VSA schedules and, there are also concerns around the stability of the platform which pose a significant risk to the Vehicle Testing service.

Information on ATF booking is available at
https://www.gov.uk/government/publications/authorised-testing-facility-booking-policy

Enforcement: Enforcement operate in regional teams. There are ten regional teams employing 600 Enforcement Officers across the business.   Unlike Vehicle and Driver Testing, Enforcement do not operate a series of time based repeatable activities and their demand is not centrally captured in a single system. Instead, they carry out a wide range of activities which include, roadside checks, inspection, casework, preparing for, and attending Public Inquiries and urgent work may come in which needs to be immediately prioritised over current activities. To support this way of working, it has been recommended that a hybrid 'push-pull' model is implemented for Enforcement. This will allow some tasks to be pushed to Enforcement Officers, or their managers, and other tasks to be pulled from a prioritised list as Enforcement Officers are available.

Roadside checks are the only Enforcement activity currently formally scheduled. Without a scheduling tool, this process is completed using Outlook calendars to identify availability, and Excel spreadsheets to create a schedule.   The majority of Enforcement Officers will carry out roadside checks as a percentage of their time (typically 20%) and these are scheduled months in advance to ensure key Enforcement sites are resourced.

Enforcement currently use Lotus Notes Journals to record Time and Attendance (see Time & Attendance section for further explanation).   Case work is managed using the Electronic Case Management System (ECMS), which is a Lotus Notes based application. ECMS integration or replacement is not in scope for the EWS work.

Driver Testing: The Driver Testing Deployment Team schedule Driving Examiners to carry out driving tests. Tests are primarily scheduled at DVSA driving test centres (DTC's).

Driving Examiners are typically based in a DTC and carry out a maximum of seven tests per day.   The Driver Testing Deployment team creates and manages the schedule to assign Driving Examiners to booked slots for driving tests.

The Deployment Team creates schedules up to eighteen weeks in advance, based upon Driving Examiner availability and a forecast of demand. The team publish availability to enable members of the public to select a time and location. Members of the public book tests at https://www.gov.uk/book-driving-test. The majority of tests are booked online, but it is possible to do so via the telephone.

The Testing and Registration System (TARS) manages the schedule creation, booking and recording results Driving Tests. This is proprietary application which is currently managed by one of DVSA's IT suppliers. TARS provides other functionality, over and above scheduling and is expected to remain as a supported platform for the agency. The Discovery recommended that the scheduling element of TARS is removed and the application must integrate with the new scheduling product. The existing scheduling processes are well defined and effective. The TARS application is well established and stable but somewhat inflexible and wedded to existing operational processes.

People Management: In line with DfT policy, DVSA manage all staff details in an enterprise resource planning application, SAP, managed by a 3rd party provider, Arvato. This is the master application for all staff details. The DVSA Shared Services Delivery Team (SSDT) manage the relationship between DVSA and DfT/Shared Services.

It is expected that the new scheduling solution will upload changes received from SAP about staff availability, changes to working patterns or contract changes. SAP will push this information to the new scheduling solution. The new scheduling solution should upload this information and use it to create or update schedules.

Time and Attendance: Time and Attendance for Vehicle Testing and Enforcement staff is currently recorded using Lotus Notes Journals, which is currently managed by an external supplier. The new scheduling solution must replace the need for Lotus Notes journals with the Time and Attendance module provided as part of the application.

There are a number of reasons to move away from the Lotus Notes platform, including

- A business imperative to move away from the Lotus Notes platform by end of 2019
- Current time and recording is always retrospective and open to errors
- Current time recording does not provide an accurate view of staff utilisation
- Currently managed as a separate activity to scheduled tasks and should become integrated with planned activity

Service Support Model

It is envisaged that product support will be included as part of the EWS licensing arrangements, however it is acknowledged that this support will be limited to issues regarding the product itself rather than how it has been configured by DVSA.

The DVSA Service Desk will undertake first line support duties such as password resets and establishing if the fault is system specific or if underlying

infrastructure/connectivity/hardware issues are preventing or limiting access to the service. Incidents which cannot be resolved by the DVSA Service Desk will be directed either to the newly formed Scheduling Services team or the product supplier.

Further investigation will be required as a part of the EWS preparation phase to further define the hand-off processes, resolver groups and anticipated incident types and volumes. Service Acceptance criteria must be completed in advance of acceptance of the service into live.

The following table provides a summary of the current landscape for the areas in scope.

Operational Area	Staff Numbers	Location	Systems	Issues
Vehicle Testing	20 staff in Deployment team 500 VSA's	Deployment team based in Swansea VSA located nationwide	Workforce Management System	• System stability issues • Lack of system automation resulting in excessive manual intervention
Enforcement	600 Enforcement Officers 30 staff in Remote Enforcement Office	No centralised Deployment Team Enforcement Officers nationwide	Excel spreadsheet to control rota's Case Management system to manage case work Lotus Notes journals for Time & Attendance	• Manual effort to create and review schedules • Lack of visibility & reporting on Enforcement Activities • Difficult to plan activity when no view on availability • No team to create and manage schedules
Driver Testing	1800 Driving Examiners	Deployment team based in Newcastle Driving Examiners based nationwide	TARS for scheduling and time and attendance recording	• Lack of system flexibility to support business changes • Restricted access to functionality due to lack of granular control on security model
Time & Attendance	All Vehicle testing and Enforcement Resources.	Impacts all Enforcement & Vehicle Testing staff nationwide	Lotus Notes	• Number of codes which can be used to record time. • Does not link to scheduling and cannot report against planned work • Always completed as a retrospective activity
People Management	8 people within the DVSA SSDT	SSDT based in Swansea and Nottingham Shared Services (Arvato) based in Swansea Impacts all DVSA staff, based nationwide	SAP (managed by Shared Services)	• External supplier, all changes are subject to Request for Change

Outline of Scope

The following section provides information on the elements in scope for overall EWS Project and the areas which are out of scope.

The operational areas in scope, are scheduling for Vehicle Testing, Enforcement and Driver Testing.

Vehicle Testing

- The automated creation of schedules for VSA and SVSA resources. ATF demand will be made available from the quarterly booking rounds.
- Automatically update schedules to account for staff sickness and short notice leave
- Provide the ability to automatically update schedules with staff availability received from the SAP nightly uploads
- Manage the working time directive, ensuring that resources do not exceed limitations around the working time directive
- Manage working hours accounts to keep records of time hours VSA and SVSA have worked in a year, this over or under balance will be carried over to the following financial year.
- Provide the ability to capture time and attendance for all VSA and SVSA activities
- Provide the ability to escalate activities based on configurable events
- Create reports on staff schedules, staff utilisation, performance versus planned activity and cancelled events
- Provide the strategy and plan for the migration of scheduling information from WMS to the new scheduling solution
- Provide the ability to ensure all staff can view up to date schedule information from a mobile app
- Architectural support for the creation of the change request for the new SAP interface

Enforcement

- Ability to create schedules for Enforcement Staff, this will be a combination of automatic schedule creation for roadside activities and a more manual approach to request that a Enforcement Manager assign officers to specific tasks within the scheduling solution.
- Ability to update the schedule and reallocate tasks if the tasks have not been completed due to other work being prioritised, or running over estimated time
- Provide the ability to capture time and attendance and book against specific codes for an Enforcement activity
- Provide the ability to run reports on staff utilisation, performance on actual versus planned activity

Driver Testing

- Provide the ability to automatically create schedules for Driving Examiners and Approved Driving Instructors (ADI's)
- Provide TARS with the latest schedules to allow customer to book tests via TARS
- Automatically update schedule to account for staff sickness and short notice leave

- Provide the ability to automatically update schedules with staff availability received from the SAP nightly upload
- Provide the ability to capture time and attendance for all Driving Examiners and ADI's and pass this information to TARS
- Create reports in staff schedules and reports on performance v's planned activity , staff utilisation and cancelled events
- Create the strategy for migration from TARS to the new scheduling solution

Other

- OD&I support for the definition of the new roles and structures to support the scheduling service

The following activities are considered to be out of scope

- Managing the quarterly booking process for Vehicle Testing
- Managing the booking and payment of Driving Tests
- Replacement of ECMS for Enforcement casework

Approach to EWS Implementation

The DVSA plans to implement EWS following an Agile approach to the delivery of the EWS project and implement the solution incrementally across the business.

The DVSA will run separate work streams for Vehicle Testing, Enforcement and Driver Testing. Each work stream will have its own Alpha, Beta and Live Phases, the exception will be the Vehicle Testing stream. The Alpha phase for Vehicle Testing will consist of two parts, the majority of Vehicle Testing Alpha will be delivered in Alpha (a) which is ahead of product procurement. Vehicle Testing Alpha (b) will completed when the scheduling product has been selected

The phases are expected to deliver as follows:

Alpha Phases: Define the future processes and business rules using Epics and User Stories. Test specific configurations within the scheduling tool for functionality which is seen as high risk, or options where there are a number of options for delivery.

Beta Phases: Building on the Alpha to configure a Minimum Viable Product (MVP) which is released to a targeted user group.   Additional features will be developed and released during the Beta phase. Existing systems and processes will continue to run whilst testing the new service.

Live: When the project is confident that the service is technically performant and meets business and user needs, the project will transition to live and scale the service to the full staff base and retire legacy systems.   Note, the project is not responsible for the decommissioning of current applications.

Business Change, training and communications will be considered across all three phases of the project lifecycle.

The order for implementation will be as follows:

1. Vehicle Testing, due to the risk around the platform stability and the potential improvements around the automation, Vehicle Testing has been identified as the first area for implementation.
2. Enforcement, will follow Vehicle Testing. Enforcement is seen as lower risk than Driver Testing due to the complexities relating to TARS integration, but less of a business imperative than Vehicle Testing.
3. Driver testing, will be the final area for implementation. This is primarily due to the intricacies of integration with the TARS application and the fact that driver testing deployment is a relatively efficient process and it's the area of greatest risk being a high profile public facing service

Each operational area will run as an independent workstream and have its own Alpha, Beta and Live Phases.

The project has secured funding for the initial EWS Preparation Phase, which will include Alpha (a). A full business case (FBC) will be submitted in November to secure the funding for the completion of the Vehicle Testing Alpha (b) and the remaining Alpha and Beta phases for Enforcement and Driver Testing.   The EWS Preparation phase will inform the detail of the FBC. It is expected that the completion of Vehicle Testing Alpha and Enforcement Alpha will directly follow the complete of the EWS Preparation Phase without a gap between Alpha (a) and Alpha (b).

The implementation approach is shown in the diagram below:
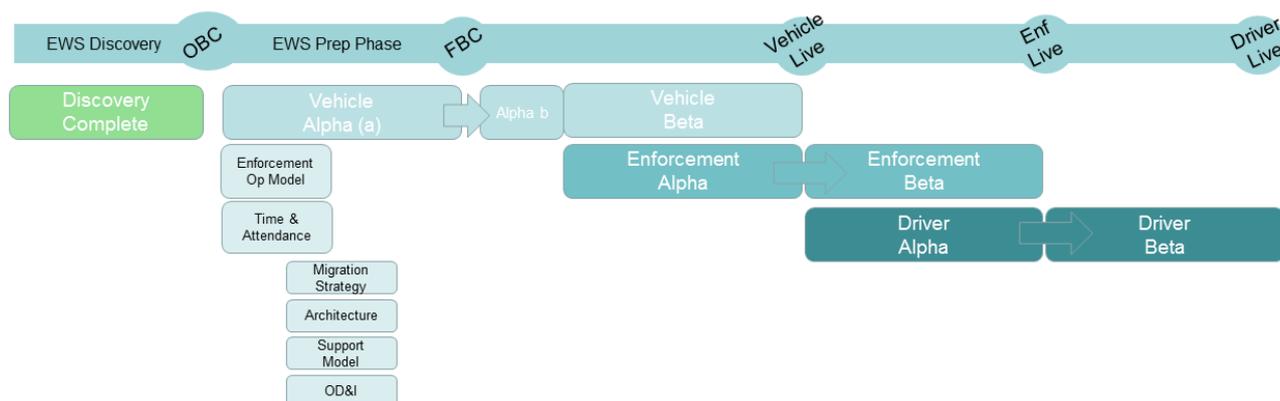
DVSA recognises that configuration testing cannot take place without the selection of product. Therefore Alpha (b) will complete the Vehicle Testing Alpha once the approval to proceed has been and delivery supplier has been selected and procured.

Alongside the Alpha (a) for Vehicle Testing, this phase will also include some further discovery for Enforcement and Time and Attendance and support for FBC as described in Section 5 of the ITT.

DVSA team

DVSA expect to run the EWS project as a joint team between the DVSA and the selected supplier. DVSA will provide the following resources to support the delivery of the EWS Preparation Phase.

Roles	Description
Senior Responsible Owner	The SRO is responsible and accountable for the success of the Project
Project Executive	The Executive is responsible for the Business Case and is the ultimate decision maker of the project
Project Management	Project Manager to ensure delivery to the agreed time, cost, quality, scope, risks and benefits
Project Support Officer	Supporting the Project Manager in the controlling of the Project Management process (management of plans, risk and issues etc..)
Lead Analyst	Ensuring a common approach to Business Analysis across and throughout the projects lifecycle
Enterprise Architect	Part time resource to review non-functional requirements and architecture blueprint
Service Owner	Accountable for the quality of the service
OD&I Team (Lead & supporting analyst)	Responsible for the development and creation of the new internal structure required to support a scheduling service
Business Change Lead & change managers for each operational area	Responsible for defining the benefits and assessing progress towards their realisation
Communications Lead	Plan and deliver communications both within the project and its wider stakeholder community
Procurement Lead	Providing expert support and assurance for all procurement related activity
Business Analyst (1 for each operational area)	Supporting the supplier in the analysis of user and business needs
Migration Analyst	To begin assessing the WMS application ahead of migration.

The results of the Discovery phase are detailed in the attached presentation.

EWS Discovery Summary.pdf

Annex C – Travel and Subsistence Policy

Travel and
Subsistence policy a

Annex G – Glossary of Terms

Term		Description
ADI	Approved Driving Instructor	Driving Instructor who has been tested and registered by the Driver and Vehicle Standards Agency
ATF	Authorised Testing Facility	ATF tests that heavy goods vehicles, trailers and public service vehicles like buses are roadworthy and meet safety and environmental standards.
BPSS	Baseline Personnel Security Standard	
COTS	Commercial off the shelf (product)	
DFT	Department for Transport	The Department for Transport is the government department responsible for the English transport network and a limited number of transport matters in Scotland, Wales and Northern Ireland that have not been devolved
DVSA	Driver and Vehicle Standards Agency	Responsible for setting, testing and enforcing driver and vehicle standards in Great Britain
ECMS	Electronic Case Management System	Lotus Notes based application managing case work for Enforcement teams.
EWS	Enterprise Workforce Scheduling	DVSA project to design and implement and new COTS based solution to for workforce scheduling across the business
EWTD	European Working Time Directive	Also known as **WTD** (*Working Time Directive*). Legislation which DVSA regulates.
FBC	Full Business Case	Detailed business case to release money for DVSA projects.
FOI	Freedom of Information	Legislation for the production of information held regarding individuals or entities.
HGV	Heavy Good Vehicle	

HRTI	High Risk Traffic Initiative	24 * 7 * 365 teams focused on roadside checks for DVSA.
LGV	Light Goods Vehicle	
MC	Mobile Compliance	Application used by Examiners to record roadside checks of vehicles.
MOT	Ministry of Transport	The annual statutory test for private vehicles
OBC	Outline Business Case	Business Case providing estimated costs for DVSA projects
OD&I	Organisational design and Improvement	DVSA's team to support the design and implementation of organisation change
REO	*Remote Enforcement Office*	Back office team assisting with desk based checks on Operators and regulating the e Earned Recognition scheme
SSDT	Shared Services Delivery Team	DVSA's internal team managing the strategy and monitoring of Shared Services.
SME	Small and medium enterprises	
TE	Traffic Examiner	Front line staff enforcing drivers' hour's rules, WTD, driving licences and operating licence rules.
VE	Vehicle Examiner	Front line staff enforcing vehicle maintenance and standards, and the MOT scheme.
	Shared Services	DFT service provided by Arvato. SAP application managing employee details, payroll and financial accounting for DVSA.
SVSA	Specialist Vehicle Standards Assessor	Asessing specialist vehicles which may include, custom built vehicles, imports, classic cars.
STE/SVE	*Senior Traffic Examiner/Senior Vehicle Examiners.*	
TARS	*Testing and Registration System*	Proprietary application managing the booking, scheduling and recording of driving tests.
TC	*Traffic Commissioner*	Independent to DVSA, Traffic Commissioners regulate HGV and PSV operators.

TEM/VEM	*Traffic Enforcement Manager/Vehicle Enforcement Manager –*	managers of TE and VE grades.
VSA	Vehicle Standards Assessor	Assess HGV vehicles at ATF testing facilities
WMS	Workforce Management System	Propriety application to manage the scheduling of VSA and SVSA's within Vehicle Testing.

APPENDIX B - PRICE

£498,575.00