



Home Office

AUTHORITY: The Secretary of State for the Home Department

SCHEDULE 5
IMPLEMENTATION (MOBILISATION AND TRANSITION)

Front End Services (FES) UK

CONTENTS

1. INTRODUCTION.....	2
2. OUTLINE IMPLEMENTATION PLAN.....	2
3. DETAILED IMPLEMENTATION PLAN.....	3
4. UPDATES TO THE DETAILED IMPLEMENTATION PLAN AND PERFORMANCE MONITORING.....	6
5. DETAILED IMPLEMENTATION PLAN - REPORTING.....	8
6. MILESTONE DEFINITION DOCUMENTS AND DOCUMENTARY DELIVERABLES	10
7. APPROVAL OR REJECTION OF MILESTONE DEFINITION DOCUMENTS AND DOCUMENTARY DELIVERABLES	12
8. ASSURANCE SUCCESS.....	12
9. ASSURANCE FAILURE	13
10. ADDITIONAL ASSURANCE PROCEDURES AND DOCUMENTATION	13
11. TESTING	15
ANNEX 5-1 OUTLINE IMPLEMENTATION PLAN	19
ANNEX 5-2 MOBILISATION AND TRANSITION MILESTONES.....	22
ANNEX 5-3 MILESTONE DEFINITION DOCUMENT TEMPLATE	24
ANNEX 5-4: MILESTONE ACHIEVEMENT CERTIFICATE	29

1. INTRODUCTION

1.1 This Schedule:

- a) identifies in the Outline Implementation Plan the Milestones, Milestone Dates, Phases, Milestone Owners, Payment Milestones, Testing, Deliverables, Duration and Authority Responsibilities;
- b) provides the process for the preparation, update, maintenance and implementation of the Detailed Implementation Plans and Testing and for reporting progress against these; and
- c) sets out templates and criteria for the Milestone Definition Document, Documentary Product Descriptions and Documentary Deliverables to be used by the Supplier.

2. OUTLINE IMPLEMENTATION PLAN

2.1 In preparing any Outline Implementation Plan the Supplier shall do all of the following:

2.1.1 Comply with and include in it all of the following details from the Outline Implementation Plan (Annex 5-1):

- a) Milestones;
- b) Milestone Dates;
- c) Milestone criteria;
- d) Milestone Owners;
- e) Payment Milestones;
- f) Testing;
- g) Deliverables;
- h) duration; and
- i) Authority Responsibilities.

2.1.2 Include the Achievement of all Milestone Achievement Certificates by the relevant Milestone Dates set out in the Outline Implementation Plan (save where and to the extent the parties have otherwise agreed in accordance with the Change Control Procedure, then in such case, the Achievement of those amended Milestones by the

relevant amended Milestone Date should be included).

- 2.2 The Outline Implementation Plan is completed and submitted by the Supplier within their ITT submission, and approved by the Authority prior to the Effective Date.

3. DETAILED IMPLEMENTATION PLAN

Workshops

- 3.1 Within five (5) Working Days of the Effective Date, the Supplier shall attend with the Authority, in a workshop or series of workshops (to be held at a location within the United Kingdom and at times to be prior specified by the Authority) for the purposes of collaborating with each other and to inform the initial drafting of the Detailed Implementation Plans (the "**Workshops**").
- 3.2 The Supplier shall ensure that the Workshops are attended by the relevant Key Personnel and other Supplier Personnel who will be involved in the Implementation. The Supplier shall participate in the Workshops in good faith and use its best endeavours to cooperate with the Authority so as to facilitate the exchange of information and the ability of the Supplier to plan for Achievement of all Milestones by the relevant Milestone Dates.
- 3.3 Where the Supplier is aware as a result of the Workshops or otherwise, that it will not be able to or is unlikely to be able to include in its draft Detailed Implementation Plan the Achievement of all Milestones by the relevant Milestone Dates which are set out in the Outline Implementation Plan, the Supplier shall notify the Authority in writing of such concern and the reasons for it within one (1) Working Day after becoming so aware.
- 3.4 Within seven (7) Working Days after the Workshops referred to in Paragraph 3.1, the Supplier shall prepare and submit to the Authority in writing, in accordance with Good Industry Practice, a plan for the supply of the Services (the "**draft Detailed Implementation Plan**").
- 3.5 The Supplier shall ensure that the draft Detailed Implementation Plan:
- a) incorporates all of the Outline Implementation Plan Components detailed in Annex 5-1;
 - b) includes (as a minimum) the Supplier's proposed timescales in respect of the following for each of the Milestones:
 - (i) the completion of any Deliverable;
 - (ii) the completion of all Milestones;

-
- (iii) provision of the details of all dependencies;
 - (iv) the completion of any configuration or build activity;
 - (v) the completion of a summary Test Plan ;
 - (vi) the completion of any deployment or Transition activity;
- c) Is in accordance with Annex 5-2 Mobilisation and Transition Milestones, and clearly details all the steps required to implement the Milestones to be achieved up to and including the Milestone 4 - Transition Fully Complete; together with a less detailed summary for the rest of the Term, in conformity with the Authority Requirements;
- d) Clearly details the required roles and responsibilities of the Parties, including resources;
- e) Clearly details identified dependencies the Supplier has on the Authority, for performance of its obligations;
- f) Is produced using a software tool and in the format prior approved in writing by the Authority;
- g) Includes the following:
- (i) a statement as to the purpose of the plan and a description of what is to be Implemented and its organisation;
 - (ii) a management overview of how the Implementation will be managed and the major tasks involved and a description of Implementation including planned deployment, installation, and implementation approach including any phases and key persons responsible;
 - (iii) assumptions and constraints regarding development and execution of the Detailed Implementation Plan (including schedule, budget, resource availability and skill sets, software and other technology to be used or purchased or constraints associated with any product interfaces and criteria/inter-dependencies for successful completion of a Milestone, required tasks in chronological order with the beginning and end dates of each task);
 - (iv) a Gantt chart;
 - (v) a description of its structure and the major components

essential to Implementation (including the Documentary Deliverables and Documentary Deliverables Schedule, Detailed Implementation Plan updates, timing and process for coordination with the Authority in respect of the development of the Implementation Plan, Milestone Definition Document and Documentary Product Descriptions in line with the Documentary Product Description Template), hardware and software, or other physical goods/assets as appropriate and resources required to accomplish the Implementation and key persons involved);

- (vi) a description of training, development of manuals applicable to the Implementation effort or other technical assistance, scheduling of any special computer processing which may be required for the Implementation or site surveys;
- (vii) points of contact, name of the responsible organisations, titles, and contact details for those who serve as points of contact for the Implementation;
- (viii) advantages, disadvantages, risks, issues, estimated time frames, and estimated resource requirements for any particular Implementation approach (e.g. incremental or phased implementation, parallel execution, conversion and switchover); and
- (ix) a glossary of all terms and abbreviations.

3.6 Prior to the submission of the draft Detailed Implementation Plan to the Authority in accordance with Paragraph 3.4 the Authority shall have the right to on written request:

- a) review and make copies of any documentation produced by the Supplier in relation to the development of the draft Detailed Implementation Plan, including:
 - (i) details of the Supplier's intended approach and its development, including the records of any consultation related to the draft Detailed Implementation Plan with the the Authority;
 - (ii) copies of any earlier drafts produced by the Supplier; and
 - (iii) any other work in progress in relation to it; and
- b) consult with the Supplier and require the Supplier to include any changes or provisions in the draft Detailed Implementation Plan and

to take into account the comments of the Authority in the draft Detailed Implementation Plan (subject to the Change Control Procedure).

- 3.7 The Authority will review the draft Detailed Implementation Plan and may request additional information or amendments. The Authority may reject the draft Detailed Implementation Plan no later than seven (7) working days after receipt if it deems that not all of the components as detailed in Paragraph 3.5 have been included in sufficient detail.
- 3.8 Once approved by the Authority in writing, the draft Detailed Implementation Plan will replace the Outline Implementation Plan from the date of such approval and will be referred as the "**Detailed Implementation Plan**".
- 3.9 Subsequent changes to the Detailed Implementation Plan will be subject to the Change Control Procedure (as defined in Schedule 10 (**Change Control Procedures**)), provided that the Supplier shall not attempt to postpone Achievement of any of the Milestones (except as a result of Authority Cause).
- 3.10 The Supplier acknowledges that the Authority may disclose the contents of the draft Detailed Implementation Plan, Documentary Deliverables Schedule and the DIP Progress Reports to the extent as is necessary to enable them to prepare and finalise the Implementation Plan and to report against progress of those activities.

4. **UPDATES TO THE DETAILED IMPLEMENTATION PLAN AND PERFORMANCE MONITORING**

- 4.1 Following the approval of the Detailed Implementation Plan by the Authority:
 - a) the Supplier shall submit an update to the Detailed Implementation Plan to the Authority every month by no later than five (5) Working Days prior to each Contract Board meeting showing any progress towards meeting Milestones since the date of the last approved Detailed Implementation Plan and any proposed changes to it (a "**Revised Detailed Implementation Plan**");
 - b) the Authority, acting reasonably, shall be entitled to request the Supplier to provide a Revised Detailed Implementation Plan at any time at the Supplier's sole cost by giving written notice to the Supplier and the Supplier shall submit such Revised Detailed Implementation Plan to the Authority within five (5) Working Days after receiving such request (or such longer period as the Parties may agree); and
 - c) the Supplier shall support the Authority in the creation of the

Implementation Plan and shall make changes to the Detailed Implementation Plan where these are recommended by the Authority and agreed by the Supplier.

- 4.2 Any revised Detailed Implementation Plan provided pursuant to Paragraph 5.1 of this Schedule shall be submitted by the Supplier for approval of the Authority and shall include all the steps required to implement the Milestones to be Achieved in the next eighteen (18) months (or, if sooner, until the end of the Term), together with a summary (in the form specified from time to time by the Authority) for the rest of the Term.
- 4.3 The Authority will review the revised Detailed Implementation Plan and may request additional information or amendments. The Authority may reject the revised Detailed Implementation Plan no later than seven (7) working days after receipt if it deems that not all of the components as detailed in Paragraph 3.5 have been included in sufficient detail.
- 4.4 If approved by the Authority in writing, the revised Detailed Implementation Plan shall from the date of such approval become the current Detailed Implementation Plan. The Supplier's performance against the current Detailed Implementation Plan shall be monitored at meetings of the Contract Board.
- 4.5 In preparation for such meetings of the Contract Board, the Supplier shall provide in writing to the Authority (in the form specified by the Authority) the current Detailed Implementation Plan and any Revised Detailed Implementation Plan, not less than five (5) Working Days in advance of each such meeting.
- 4.6 Save for any amendments which are of a type identified and notified by the Authority (at the Authority's discretion) to the Supplier in writing as not requiring the Authority's prior written approval, any material changes to the current Detailed Implementation Plan shall be subject to the Change Control Procedure and:
 - a) proposed amendments to any Outline Implementation Plan Components included in the Detailed Implementation Plan shall be deemed material and a Contract Change;
 - b) the Supplier shall undertake and provide to the Authority an impact assessment in accordance with the Change Control Procedure for changes proposed to be or approved to be introduced through the Change Control Procedure related to the current Detailed Implementation Plan; and
 - c) in no circumstances shall the Supplier be entitled to alter without the

prior written consent of the authority any Outline Implementation Plan Components included in the Detailed Implementation Plan (except as a result of Authority Cause) and no such proposed amendment shall come into force until prior approval in writing by the Authority in accordance with the Change Control Procedure.

5. DETAILED IMPLEMENTATION PLAN - REPORTING

- 5.1 Accompanying the Detailed Implementation Plan or a Revised Detailed Implementation Plan required to be provided pursuant to Paragraph 5.1 the Supplier shall provide to the Authority in writing a report (in the form to be specified from time to time by the Authority) by no later than five (5) Working Days in advance of each Contract Board meeting detailing progress against the current Detailed Implementation Plan and consolidating and summarising the progress of the Implementation (the "**DIP Progress Report**").
- 5.2 The DIP Progress Report shall report the progress of the Implementation against the current Detailed Implementation Plan including as a minimum, the following details in respect of the Authority (where applicable):
- a) Actual versus forecasted resources (man-hours), expenditure, invoicing, payment and costs and any other information required to be reported in accordance with the Financial Model;
 - b) progress against the planned Achievements specified in the Detailed Implementation Plan;
 - c) current risks and significant issues including an indication of where such risks and issues may require Authority activity;
 - d) dependencies the Authority had on the Supplier during such reporting period and whether these were met (and, where not met, an explanation of the reason for not meeting);
 - e) dependencies the Supplier had on the Authority in the reporting period and whether these were met (and, where not, an explanation of the reason for not meeting);
 - f) the Milestones and activity forecast to be Achieved or delivered in the next reporting period; and
 - g) dependencies forecast to be delivered in the next reporting period.

-
- 5.3 Ninety days (90) past the approved Detailed Implementation Plan, The Supplier shall produce and deliver to the Authority a Mid Implementation Service Status Report that shall include:
- a) a description of how the service has been performing and scaling during Implementation;
 - b) analysis on identification of weak links or bottlenecks in the Service or technical architecture;
 - c) any actions which can be, or have been, taken to mitigate these;
 - d) details of peak loads experienced to date and whether these caused an impact to the service;
 - e) analysis on whether the service will continue to scale for the remainder of Implementation; and
 - f) a recommendation as to whether Implementation should continue to proceed as defined in the current Detailed Implementation Plan.
- 5.4 At successful achievement of Milestone 4, the Supplier shall produce a Implementation Completion Service Status report that shall include:
- a) a description of how the service performed and scaled since the Mid Implementation Service Status Report was delivered in accordance with paragraph 5.3 above;
 - b) analysis on identification of weak links or bottlenecks in the Service or Technical Architecture since the Mid Implementation Service Status Report was delivered;
 - c) any actions which can be, or have been, taken to mitigate these;
 - d) details of peak loads experienced to date and whether these caused an impact to the service;
 - e) analysis on whether the service continued to scale for the remainder of Implementation as predicted in the Mid Implementation Service Status Report; and
 - f) a recommendation for any service improvements that should be made following completion of Implementation.

6. MILESTONE DEFINITION DOCUMENTS AND DOCUMENTARY DELIVERABLES

- 6.1 Thirty (30) days before each Milestone (as set out in the Detailed Implementation Plan), the Supplier shall complete and submit in writing to the Authority for approval, a draft Milestone Definition Document (Annex 5-3.) This submission will contain the required details and a description of what is to be delivered and Achieved by the Milestone Date, together with a less detailed summary for the remainder future Milestones. It shall also contain how Achievement is proposed to be evidenced in order to trigger the Milestone Achievement Certificate.
- 6.2 Thirty (30) days before each Milestone (as set out in the Detailed Implementation Plan), the Supplier shall also complete and submit in writing to the Authority for approval, a draft Documentary Deliverable Schedule. This submission will contain the required details and a description of what is to be delivered and Achieved by the Milestone Date, together with a less detailed summary for the remainder future Milestones. It shall also contain how Achievement is proposed to be evidenced in order to trigger the Milestone Achievement Certificate.
- 6.3 The Authority Contract Manager shall govern the approval by the Authority of each Milestone Definition Document and any other Documentary Deliverable Schedule submitted by the Supplier.
- 6.4 Except where otherwise agreed in writing by the Authority, the draft Milestone Definition Documents and draft Documentary Deliverable submission must be and approved by the Authority no later than ten (10) days prior to the relevant planned Milestone Date.
- 6.5 The Documentary Deliverables Schedule shall list:
- a) the Documentary Deliverables to be delivered by the Supplier to the Authority for approval;
 - b) any other deliverables to be delivered by the Authority and any User Organisation during Implementation,
 - c) corresponding proposed Milestone Dates including draft submission date, review end date, final submission date and date for each delivery of the Documentary Deliverables to the Authority for assurance and approval
- 6.6 The Supplier shall include in the Documentary Deliverables Schedule all Documentary Deliverables detailed in this Agreement, except where otherwise agreed with the Authority in writing, as well as any other documents

which the Authority or the Supplier consider necessary or should anticipate will be necessary in order for the Supplier to deliver the Services and comply with its obligations under this Agreement.

6.7 The Documentary Deliverables Schedule shall detail for each Documentary Deliverable, the proposed related Milestone reference and title and at least the following details:

- a) the delivery date for the first draft (the "**First Draft**" and "**First Draft Delivery Date**");
- b) the proposed date by which the Authority shall notify the Supplier of the outcome of the Authority's review of the First Draft and any review comments which shall be at least seven (7) Working Days after the First Draft Delivery Date;
- c) the proposed date (if any) by which the Authority and the Supplier will meet to review any comments on the First Draft;
- d) the proposed date by which the Supplier shall submit a final draft (the "**Final Draft**" and "**Final Draft Delivery Date**") which shall be no later than eight (8) Working Days after Authority notification in (6.7b) above;
- e) the proposed date by which the Authority shall notify the Supplier of the outcome of the Authority's review of the Final Draft and any review comments (the "**Planned Approval Date**") which shall be no later than five (5) Working Days after the Final Draft Delivery Date; and
- f) the correlation of relationships between each Documentary Deliverable showing all dependencies between each Documentary Deliverable.

7. APPROVAL OR REJECTION OF MILESTONE DEFINITION DOCUMENTS AND DOCUMENTARY DELIVERABLES

7.1 Following receipt and review of each draft Milestone Definition Documents and/or Documentary Deliverable from the Supplier, the Authority shall notify the Supplier in writing that it:

- a) approves the relevant Milestone Definition Documents and / or Documentary Deliverable and the review shall be concluded at this point, and the Authority shall notify the Supplier of Assurance Success in accordance with Paragraph 8; or
- b) rejects the relevant Milestone Definition Documents and / or Documentary Deliverable in accordance with Paragraph 9,

in both cases no later than twenty (20) Working Days after the date on which the Milestone Definition Documents and / or Documentary Deliverable is first submitted to the Authority by the Supplier.

7.1.1 If the Authority rejects a draft Milestone Definition Documents and / or Documentary Deliverable:

- a) the Authority shall inform the Supplier in writing of its reasons for its rejection; and
- b) the Supplier shall then revise the draft Milestone Definition Documents and / or Documentary Deliverable (incorporating the Authority's comments) and shall re-submit a revised draft of the relevant Milestone Definition Documents and / or Documentary Deliverable to the Authority within ten (10) Working Days of the date of the Authority's notice of rejection.

8. ASSURANCE SUCCESS

8.1 If the Authority Approves a Milestone Definition Documents and / or Documentary Deliverable and it determines that a Milestone Definition Documents and / or Documentary Deliverable meets all applicable Assurance Criteria as defined by the Documentary Product Description (that has been agreed by the Authority in accordance with Paragraph 13 the Authority shall notify the Supplier of Assurance Success.

8.2 Once Assurance Success has been Achieved, the title and version reference number of the Milestone Definition and / or Documentary Deliverable shall be recorded in the Milestone Definition and / or Documentary Deliverables Schedule and any changes to such Milestone Definition and / or Documentary

Deliverable will need be carried out in accordance with the Change Control Procedure.

9. ASSURANCE FAILURE

- 9.1 If all applicable Assurance Criteria are not met by the date specified in the Milestone Definition and / or Documentary Deliverable Schedule, the Authority shall notify the Supplier of Assurance Failure and, without prejudice to the Authority's other rights and remedies, the Supplier shall comply with its obligations set out in Clause 28 (Rectification Plan Process).

10. ADDITIONAL ASSURANCE PROCEDURES AND DOCUMENTATION

- 10.1 The Authority reserves the right to request, and the Supplier shall promptly supply, any existing Supplier documentation relevant to the delivery of Testing, the Services or a Deliverable or the Tested Services. The receipt of such documentation does not constitute acceptance by the Authority of the contents.
- 10.2 The Supplier shall include all such documentation described at Paragraph 6 above in the Milestone Definition and / or Documentary Deliverables Schedule.
- 10.3 The Supplier shall follow any additional detailed procedures that the Authority implement relating to how the Supplier shall submit/create Milestone Definition and / or Documentary Deliverables, unless the Supplier can demonstrate to the reasonable satisfaction of the Authority that the additional detailed procedures will have a material cost implication whereupon the matter will be resolved in accordance with Clause 30 (Remedial Adviser).

Key Roles in Reviewing Milestone Definition and / or Documentary Deliverables

- 10.4 For each Milestone Definition and / or Documentary Deliverable review, each Party shall each appoint a suitably qualified and authorised representative to manage the assurance and progression of each draft Milestone Definition and / or Documentary Deliverable through to approval.
- 10.5 Where appropriate, the Authority may decide to involve third parties in the review. In this event, and subject to the provisions of Clause 22 (Confidentiality), the Authority may share draft Milestone Definition and / or Documentary Deliverables with such third parties, and may invite them to participate in review meetings.
- 10.6 Where authorised by the Authority in advance, if the Supplier considers that a third party would reasonably be considered to be in a position to provide or receive useful and/or necessary input into a Milestone Definition and / or

Documentary Deliverable, the Supplier shall consult such third party regarding the Milestone Definition and / or Documentary Deliverable provided always that this shall be at no additional charge to the Authority.

Review Procedure for Milestone Definition and / or Documentary Deliverables

- 10.7 The Supplier shall produce and issue, by the First Draft Delivery Date a complete draft Milestone Definition and / or Documentary Deliverable for review by the Authority in accordance with the Milestone Definition and / or Documentary Deliverable Schedule and the Documentary Product Description.
- 10.8 The Supplier shall not submit a draft Milestone Definition and / or Documentary Deliverable for review by the Authority without first verifying that it complies with, and:
- a) is in accordance with the format, scope and Assurance Criteria specified in the applicable agreed Documentary Product Description;
 - b) is clearly written, in language that those parties who will need to refer to the document should be able to understand;
 - c) does not refer to any document not provided to, or in the possession of, the Authority unless the parties have previously agreed that such document is not required to be provided;
 - d) draws upon the necessary expertise and Good Industry Practice available to the Supplier;
 - e) is complete, with an appropriate level of detail and any relevant cross-references; and
 - f) has no obvious errors of spelling, grammar, numbering or order, duplications or omissions.
- 10.9 The Supplier shall comply with the review of each Milestone Definition and / or Documentary Deliverable in accordance with the timescales specified in the Milestone Definition and / or Documentary Deliverables Schedule.
- 10.10 The Supplier shall inform the Authority of any inability to meet a date in the Documentary Deliverables Schedule as soon as it becomes apparent to it. For the avoidance of doubt, notification of any inability to meet a date in the Documentary Deliverables Schedule shall not obviate the Supplier from its obligations under this Agreement unless such change has been agreed between the Parties in accordance with the Change Control Procedure including, without limitation any impact on a Milestone Date.

11. TESTING

Test Plan

- 11.1 The Supplier shall develop the Test Plan in accordance with all Documentary Deliverables.
- 11.2 The Test Plan and Testing should include but not be limited to:
- a) The Customer on-line journey;
 - b) Web-site integration;
 - c) Digitisation of supporting evidence;
 - d) Biometrics;
 - e) Routing of document and Biometric messages to the Authority;
 - f) Systems Integration Testing (Large) - E2E
 - g) User Acceptance Testing (UAT)
 - h) Security;
 - i) Operational Acceptance Testing;
 - j) Performance Testing; and
 - k) Accessibility Testing;
 - l) Live Proving.

Test Issues

- 11.3 The Supplier's Tests Coordinator conducting the Tests shall document all Test Issues encountered during the Test, and shall categorise each issue as both one of the following (Severity and Priority):

Severity	Severity Definition
Severity Level 1 Critical	An error that causes non-recoverable conditions, e.g. it is not possible to continue using the Service, the Service crashes, there is database or file corruption, or data loss or performance is considered unusable by the business.
Severity Level 2 High	An error for which, as reasonably determined by the Home Office, there is no practicable workaround available, and which: <ul style="list-style-type: none"> i. causes the Service to become unusable; or ii. causes a lack of functionality, or unexpected functionality, that has an impact on the current Test or Test Stage; or iii. has an adverse impact on any other Service or any other area of the Services;
Severity Level 3 Medium	An error which: <ul style="list-style-type: none"> • causes a Service to become degraded; • causes a lack of functionality, or unexpected functionality, but that does not impact on the current Test or Test Stage; or • has a medium business impact on any other Service or any other area of the Services; • but for which, as reasonably determined by the Home Office, there is a practicable workaround available;
Severity Level 4 Low	An error which causes incorrect functionality of a Service or process, but for which there is a simple, Service based, workaround, and which has no impact on the current Test or Test Stage, or other areas of the Services;
Severity Level 5 Cosmetic	An error that causes a minor problem, for which no workaround is required, and which has no impact on the current Test or Test Stage, or other areas of the Services.

Priority	Priority Definition
P1 Urgent	Resolve immediately, before next scheduled code delivery.
P2 High	Resolve in next scheduled code delivery OR exceptionally resolve sooner if test progress is severely impacted, as agreed at the DRB.

Priority	Priority Definition
P3 Medium	Resolve prior to release being deployed to live OR exceptionally defer as part of a patch release post go-live if agreed at the DRB.
P4 Low	Defect to be recorded, managed and tracked as a BAU defect OR exceptionally resolve within agreed timescales if time/resources allow.

- 11.4 Prior to the commencement of a Test Stage, the Authority shall propose the Severity Level 3 and Severity Level 4 Test Issue Thresholds for that Test Stage for agreement by the Supplier, which shall not be unreasonably withheld or delayed.
- 11.5 As part of the Testing of the Tested Services the Supplier shall be responsible for setting up and maintaining a Test Issue Management Log and process. The Supplier shall use this Test Issue Management Log and process for ensuring that its contents accurately represent the current status of each Test Issue at all relevant times until Transition is complete. The Supplier shall allow remote access to the Test Issue Management Log to such persons as the Authority may authorise from time to time including without limitation to the Delivery Partner to populate the consolidated Test Issue Management Log.
- 11.6 The Supplier shall be responsible for updating the Test Issue Management Log, in respect of the Test Stages that it is managing, and for ensuring that its contents accurately represent the current status of each Test Issue at all relevant times. The Supplier shall make the Test Issue Management Log available to the Authority on request in a format reasonably requested by the Authority.
- 11.7 Unless otherwise specified in the Test Plan, the Supplier shall run the Tests as defined by the relevant Test Plan and shall make available to the Authority within three (3) Working Days of the end of each Test the results report from all such Tests.
- 11.8 The Supplier shall ensure that the Test Issue Thresholds proposed for each Test Stage shall be no greater than:
- a) zero (0) Severity Level 1 Test Issues;
 - b) zero (0) Severity 2 Level Test Issues; and

- c) Severity Level 3 Test Issues and Severity Level 4 Test Issues in respect of each Test Stage.

- 11.9 The Supplier's Tests Coordinator conducting the Tests shall notify the categorisation of each Test Issue to the Authority's Tests Coordinator.
- 11.10 The Supplier's Tests Coordinator shall analyse and attempt to resolve each Test Issue according to the testing issue management and strategy procedures. A Test Stage shall be recorded as successful if the number of Test Issues unresolved at the end of the relevant Test Stage period does not exceed the agreed Test Issue Thresholds for that Test Stage.
- 11.11 If, after undertaking all applicable Tests but before a Test Stage was planned to finish, the number of unresolved issues is below the agreed Test Issue Threshold, the Authority may, after consulting with the Supplier, notify the Supplier in writing that the Test Stage shall be successfully concluded at that point.
- 11.12 Unless otherwise agreed between the Authority and the Supplier, for any Test, a condition of commencing a Test Stage shall be that any and all preceding Test Stages for the FES Tested Service were also successful, including that the number of unresolved errors did not exceed the agreed Test Issue Thresholds for any and all preceding Test Stages.
- 11.13 Where Test Issues remain unresolved at the end of any Test Stage period, but the agreed Test Issue Threshold for that Test Stage has not been exceeded, such Test Issues shall carry forward into the next Test Stage and if still unresolved count towards the Test Issue Thresholds in that next Test Stage. The Supplier shall not be entitled to any relief for the carry forward of test issues caused by any other Supplier and the liability for such failure shall be determined in accordance with Schedule 25 (**Dispute Resolution Procedure**).
- 11.14 As and when all relevant Test Stages of a Test have been recorded as successful the Authority shall notify the Supplier of Assurance Success in accordance with Paragraph 8.
- 11.15 Where the Authority agrees to defer unresolved Test Issues at the completion of Testing, the Supplier shall provide to the Authority for agreement a Rectification Plan of how and by when the Supplier will rectify all remaining unresolved issues. This plan must be agreed before any Milestone Achievement Certificate can be issued or Test Stage can be considered to be complete and exited.

ANNEX 5-1 OUTLINE IMPLEMENTATION PLAN

The diagram below summarises the Milestones for the Supplier, and the Authority. The Milestone Criteria are provided to guide how Milestones correlate, and thereafter link to the Operating Period.

Milestone	Milestone Date	Milestone Criteria	Milestone Owners	Payment Milestones	Testing	Deliverables	Duration	Authority Responsibilities
Mobilisation Milestone 1 - Build Complete	29/06/2018	→ [Redacted due to commercial sensitivity]						

Milestone	Milestone Date	Milestone Criteria	Milestone Owners	Payment Milestones	Testing	Deliverables	Duration	Authority Responsibilities
Mobilisation Milestone 2 - Completion of End to End Testing	31/07/2018	[Redacted due to commercial sensitivity]						
Mobilisation Milestone 3 - Approval to Operate	31/08/2018	→ [Redacted due to commercial sensitivity]						

Milestone	Milestone Date	Milestone Criteria	Milestone Owners	Payment Milestones	Testing	Deliverables	Duration	Authority Responsibilities
Transition Milestone 4 - Transition Complete	31/10/2018	→ [Redacted due to commercial sensitivity]			→			
Project Closure	05/12/2018							

© Sopra Steria / 17/01/2018

ANNEX 5-2 MOBILISATION AND TRANSITION MILESTONES

Milestone Reference and Title	Criteria <i>((bulleted list showing all Deliverables (and associated tasks) required for each Milestone)</i>	Duration <i>(Working Days)</i>	Milestone Date	Authority Responsibilities <i>(if applicable)</i>	Link to Key Payment
Mobilisation Milestone 1, Commencement of End to End Testing	Subject to the successful achievement of Milestone Delivery Document 1 and associated Documentary Deliverables	No more than ninety (90) days from the Effective Date	Example: Effective Date + circa 2 months	Approval and award of Milestone Achievement Certificate 01	Failure to achieve milestone will delay completion of other Milestones.
Mobilisation Milestone 2, Successful completion of End to End Testing	Subject to the successful achievement of Milestone Delivery Document 2 and associated Documentary Deliverables	Tbc	Example: Effective Date + circa 4 months	Approval and award of Milestone Achievement Certificate 02	Failure to achieve this Milestone will prevent the Achievement of MP 03, by the Milestone Date and will delay completion of other Milestones.
Transition Milestone 3, Approval to Operate	Subject to the successful achievement of Milestone Delivery Document 3 and associated Documentary Deliverables	Tbc	Example: Effective Date + circa 5 months	Approval and award of Milestone Achievement Certificate 03. Formal Authority notice to the	Failure to achieve Milestone will delay all future

				Supplier to Operate the Services	Authority Service Payment/s Credit Notes (SP)
Transition Milestone 4 Fully Complete	Subject to the successful achievement of Milestone Delivery Document 4 and associated Documentary Deliverables	Tbc	Example: Effective Date + circa six (6) months	Approval and award of Milestone Achievement Certificate 04	Failure to achieve Milestone will delay all future Authority Service Payments/Credit Notes (SP); and Liquidated Damages may apply

ANNEX 5-3 MILESTONE DEFINITION DOCUMENT TEMPLATE

FES Programme Milestone Definition Document



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

Document Control

METADATA

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

REVISION HISTORY

Version	Revision Date	Revised By	Change Description
[x.x]	YYYY-MM-DD	Name	Brief Summary of Key Changes

DISTRIBUTION LIST

Date Issued	Version Issued	Name	Job Title	Role
YYYY-MM-DD	[x.x]	Name	Title Name	R / I / A

R = Reviewer; I = For information Only; A = Approver

APPROVALS

Name	Job Title	Version Approved	Date Approved	e-Signature

REFERENCES

Version	Date	Author	Title
			<<Insert Hyperlink also>>

1. Milestone Definition

1.1 [KMx.xx]

Heading	Content
Milestone Identifier	[Lx.xx]
Milestone Title	
Milestone Description	
Milestone Owner (Supplier)	
Authority Counterpart	
Milestone Achievement Approval	
Baseline Milestone Date	
Baseline Date for Milestone Achievement Certificate	

2. Deliverables:

2.1 Deliverable 1

Deliverable ID	
Deliverable Title	
Deliverable Group(s)	
Deliverable Description High level description of the deliverable.	
Deliverable objective High level description of the objective.	
Deliverable Owner	
Authority Counterpart	
Prerequisites	
First Draft Deliverable Date	
Planned Successful Assurance Date for Deliverable	

3. Glossary and References

3.1 Glossary

Abbreviation / Term	Description / Definition

3.2 References

References		
Reference	Description / Title	Location

ANNEX 5-4: MILESTONE ACHIEVEMENT CERTIFICATE

To: [NAME OF SUPPLIER]

FROM: [NAME OF AUTHORITY]

[Date]

Dear Sirs,

MILESTONE ACHIEVEMENT CERTIFICATE

Milestone: [insert description of Milestone]

We refer to the agreement (the “Agreement”) relating to the provision of the Services between the [name of Authority] (the “Authority”) and [name of Supplier] (the “Supplier”) dated [date].

Capitalised terms used in this certificate have the meanings given to them in Schedule 1 (Definitions) or Schedule 5 Implementation (Mobilisation and Transition) of the Agreement.

[We confirm that all the Deliverables relating to Milestone [number] have been tested successfully in accordance with the Test Plan relevant to this Milestone [or that a conditional Test Certificate has been issued in respect of those Deliverables that have not satisfied the relevant Test Success Criteria.]]*

OR

[This Milestone Achievement Certificate is granted pursuant to Paragraph 11 (Testing) Schedule 5 (Implementation (Mobilisation and Transition)) of the Agreement on the condition that any Test Issues are remedied in accordance with the Rectification Plan attached to this certificate.]*

[You may now issue an invoice in respect of the Milestone Payment associated with this Milestone in accordance with the provisions of Schedule 6 (Pricing, Payments and Invoicing)]*

*delete as appropriate

Yours faithfully

[Name]

[Position]

acting on behalf of [Authority]