

**We released this document in response
to a Freedom of Information request.
Over time it may become out of date.**

Department for Work and Pensions

SCHEDULE 6

CONTINUOUS IMPROVEMENT PROGRAMME (CIP)

1. Scope

- 1.1 This Schedule 6 (Continuous Improvement Programme) defines the scope of the Continuous Improvement Programme ("CIP").
- 1.2 The CIP process and its associated initiatives will be developed by the Parties during Transition.
- 1.3 The CONTRACTOR shall implement and maintain the CIP in accordance with this Schedule 6 (Continuous Improvement Programme).
- 1.4 The Parties acknowledge that the AUTHORITY has paid the CONTRACTOR for resources that are expected to deliver CIP (including, without limitation, any success criteria agreed between the Parties as being the relevant criteria for assessing continuous improvement in the provision of the Services). This shall include, but not be limited to, delivery against proposals to:
 - (a) improve the Services;
 - (b) improve technology used in connection with the Services; and
 - (c) reduce costs.
- 1.5 Any such proposals referred to above shall be agreed by the AUTHORITY and the CONTRACTOR. If the Parties are unable to agree on any matter relating to CIP such matter shall be escalated through the Escalation Procedure.
- 1.6 As with all improvements, there may be a cost in addition to the costs that the AUTHORITY has already paid for to achieve the desired improvement. Improvements may require updates to Schedule 4 (KPIs, Service Levels and Service Credits) which shall be implemented in accordance with Schedule 24 (Change Control).

2. Process

- 2.1 The CONTRACTOR shall be responsible for a process to capture, assess, report and make recommendations to the AUTHORITY on initiatives and proposals for continuous improvement in the provision of the Services.
- 2.2 Examples of sources of initiatives may include, but are not restricted to:
 - (a) Customer feedback and documentation;
 - (b) Service Level reporting;
 - (c) project lessons learned;
 - (d) technology developments;
 - (e) governance;
 - (f) Benchmarking; and

Schedule 6: Continuous Improvement Programme

- (g) internal audit.

3. Elements for Improvement

3.1 Services

- (a) The CONTRACTOR shall consider the Services for inclusion in the CIP in all circumstances.
- (b) The provisions of paragraph 3.1(a) are without prejudice to the provisions of Schedule 4 (KPIs, Service Levels & Service Credits). The CONTRACTOR shall meet the agreed Service Levels in accordance with the provisions of Schedule 4 (KPIs, Service Levels & Service Credits).
- (c) The CONTRACTOR will co-operate in the development of the CIP initiatives as requested by the AUTHORITY, which may deliver:
 - (i) major new functions and facilities for any of the applications or Services;
 - (ii) new systems/services;
 - (iii) extended use or capacity for existing Services; and
 - (iv) enhancements to existing Services that will provide additional functional or transactional facilities.
- (d) The impact of improvements in the standards of performance of the Services provided by the CONTRACTOR on associated Service Levels caused by CIP, shall be reviewed by the Operations Board and any Changes to this Agreement or to the Services Levels shall be implemented by the CONTRACTOR in accordance with Schedule 24 (Change Control).

3.2 Technology

- (a) The CONTRACTOR shall monitor emerging technology to achieve technology improvements in accordance with the principles and procedures in this Schedule 6 (Continuous Improvement Programme).
- (b) The CONTRACTOR shall work with the AUTHORITY in identifying, evaluating and recommending new technology that may be applicable to the Services.
- (c) The CONTRACTOR shall provide the AUTHORITY with technology briefings, based on evolving relevant technology, on a quarterly basis in accordance with Schedule 13 (Governance & Reporting).

4. Funding

- 4.1 Subject to paragraph 1.4 of this Schedule 6 (Continuous Improvement Programme), if any funding is identified as being required in order to realise an opportunity identified in accordance with the CIP, the Parties shall in accordance with paragraph 16 of Schedule 15 (Charges) agree the terms relating to such funding, including:

- (a) the amount of such funding;

Schedule 6: Continuous Improvement Programme

- (b) the party or parties which shall provide such funding;
- (c) the activities required to realise such opportunities; and
- (d) the responsibility for any unrecoverable amounts of such funding in the event of termination of this Agreement.

4.2 Payment terms in relation to funding of CIP activities shall be in accordance with those for Ad-hoc Project Services set out in Schedule 15 (Charges).

5. Savings and Benefits

5.1 The Parties agree that any savings and benefits that accrue as a result of the CIP will be shared in accordance with the gainshare methods outlined in Schedule 15 (Charges).

6. Reporting

6.1 The CONTRACTOR shall report to the AUTHORITY monthly at the Operations Board on CIP matters, in accordance with Schedule 13 (Governance & Reporting).

6.2 The CONTRACTOR shall also report to the AUTHORITY at the quarterly Strategy and Planning Board on all CIP matters, in accordance with Schedule 13 (Governance & Reporting). The report shall include a description of:

- (a) all improvement opportunities identified;
- (b) the current status of the implementation of any proposals for improvement;
- (c) an assessment of any fully implemented improvements relative to the relevant agreed success criteria; and
- (d) a completed register of CIP initiatives showing benefit/value realisation.