SCHEDULE 22

DEVELOPMENT SERVICES

1. Purpose of this Schedule

1.1 This Schedule 22 (Development Services) sets out the approach to the management of the Development Services provided under this Agreement.

2. Principles

2.1 The scope of the Development Services includes all changes and additions to the Gateway applications and infrastructure that are not carried out as part of preventative maintenance, Incident Management or Problem Management or in accordance with Schedule 24 (Change Control).

2.2 The Development Services do not provide Ad-Hoc Project Services which will be provided in accordance with Schedule 2 (Services).

2.3 For the avoidance of code branching problems, only three (3) incremental release versions of code will be released live before each major version change. Projects which require code development periods which will exceed a planned three (3) incremental version window, will be structured for release in phases to avoid further branching.

2.4 Only Gateway Changes which have undergone the CONTRACTOR's Operational Acceptance Tests (OAT) for Acceptance into the live Services will be warranted by the CONTRACTOR through the Agreement.

2.5 All project Acceptance will be governed in accordance with Schedule 10 (Acceptance).

3. Scope of Work

3.1 The deliverables under the Development Services are:

(a) Application Releases which may include:

(i) Application code changes in excess of 20 days project effort to deliver;

(ii) implementation of new or upgrades to existing application or operational software packages;

(iii) integration of additional interfaces to or from the Gateway; and

(iv) multiple changes of infrastructure or additions to the infrastructure of the Gateway.

(b) Maintenance Releases which may include:

(i) Application code changes that are less than 20 days project effort to deliver;

(ii) configuration changes to tables within the Gateway applications; and,

(iii)   single changes of infrastructure or additions to the infrastructure of the Gateway;

(c)   Technical Analysis Services, which include –

(i)   technical analysis assistance, including but not limited to, review of Customer technical documentation pertaining to the Gateway, responding to technical 'how to' queries on the Gateway and providing advice and guidance on the Gateway structure and components;

(ii)   impact assessment of project work requests and project change requests; and,

(iii)   pre-project Customer advice and guidance, including working with the AUTHORITY to help define Customer requirements and providing high level indicative estimates.

3.2   The Development Services outputs are scope and/or resource constrained based on the anticipated need over the duration of this Agreement. The agreed constraints are as follows:

(a)   Application Releases which will comprise a number of project work requests grouped into:

(i)   an annually agreed number of Releases;

(ii)   an annually agreed number of project resources encompassing and not limited to architecture, design, development, test, COTS and infrastructure at the appropriate effort per resource.

(b)   Maintenance Release which will comprise a number of project work requests grouped into:

(i)   up to 9 Maintenance Releases per annum

(ii)   up to 75 man days effort per Release

(iii)   all work into Maintenance Releases will be prioritised by the AUTHORITY.

(c)   Technical Analysis Services which will comprise up to 30 Working Days effort per month for the duration of this Agreement.

3.3   If the AUTHORITY requires variations to the outputs detailed in section 3.2 above they will be treated in accordance with Schedule 24 (Change Control).

4. Additional Scope

4.1   Where the scope of a project requirement cannot be met from the agreed outputs of the development team, which will include the annually agreed number of project days for Application Releases, due to:

(a)   an insufficient skill set to deliver the project within the team; or

(b)   insufficient development days being available to meet the scope from the agreed number of development days available,

then the AUTHORITY may request that the CONTRACTOR provide additional project resources with requisite skills.

4.2   In all instances where additional resources need to be requested, this will be performed in accordance with Schedule 24 (Change Control), and a Change Request Impact Assessment carried out against all supporting Services.

4.3   All additional resources will be costed and charged in accordance with Schedule 15 (Charges), as appropriate.

5. Yearly Development Process

5.1   By the 10th of December each Year, the AUTHORITY will:

(i)   produce and deliver a roadmap of required project work requests for the following year

(ii)   produce a high level requirements document which will describe the:

(A)   high level specification of the functional requirements for each deliverable on the roadmap; and

(B)   high level specification of the non-functional requirements for each deliverable on the roadmap.

5.2   The CONTRACTOR will notify the AUTHORITY in writing of any issues with the supplied road map or high level requirements document within ten (10) Working Days of receipt.

5.3   Within six (6) weeks of receipt of the roadmap and high level requirements document provided by the AUTHORITY under paragraph 5.1, or by the 21st January whichever is the latter, the CONTRACTOR will produce a high level commercial proposal document which will contain:

(i)   a high level plan for the yearly requirements detailing Release start date for each agreed Release cycle within the plan;

(ii)   a high level technical approach for the yearly requirements including options and benefits;

(iii)   the high level assumptions (including non functional assumptions) for the yearly requirements;

(iv)   the risks and issues for the yearly requirements;

(v)   the high level indicative costs for the yearly requirements; and

(vi)   the development project team size for the yearly requirements.

5.4   Within two (2) weeks of receipt of the high level commercial proposal, the AUTHORITY will provide written details of any concerns with the high level technical approach for the yearly requirements.

5.5   Within two (2) weeks of receipt of the high level commercial proposal, the AUTHORITY will provide any changes requested to the roadmap and high level requirements document.

5.6   Once details of any concerns or changes under paragraph 5.4 and 5.5 have been received by the CONTRACTOR, it will consider them and will amend the high level commercial proposal document and re-issue to the AUTHORITY for approval, within a two (2) week period.

5.7   The agreed high level commercial proposal document and roadmap combined will form the agreed 12 month Development Plan on which the Application Release Service for the following financial year of the AUTHORITY ("Financial Year") will be based.

5.8   Where approval of the amended high level commercial proposal by the AUTHORITY is not received within two (2) weeks of issue and no instruction is received from the AUTHORITY to cease Application Release activity, then the commercial proposal agreed for the previous Financial Year will remain valid until a new proposal is agreed.

6. Individual Release Process

6.1   All Application Releases within a Financial Year are based on the agreed 12 month Development Plan.

6.2   The agreed 12 month Development Plan will contain a Release planning date for all Releases within the 12 month period. The Release planning date is to be used as the date from which all AUTHORITY and CONTRACTOR activities will be based.

6.3   One (1) week prior to the relevant Release planning date detailed in the 12 month Development Plan the AUTHORITY will provide:

   a) the detailed functional and non-functional requirements for each project work request; and

   b) the business objective or drivers behind each project work request to be included within that Release.

6.4   No later than one (1) month after the Release planning date detailed in the 12 month Development Plan or on a date agreed with the AUTHORITY, agreement not to be unreasonably withheld, the CONTRACTOR will provide a project Release pack ("Project Release Pack") including:

   a) a detailed commercial proposal for that Release which will contain:

         (i)   requirements of the Release;

         (ii)   Release objective and context;

         (iii)   business issues to be addressed;

         (iv)   the scope of the Release including features, exclusions, third party involvement, assumptions and conditions, risks and issues, timescales, deliverables and delivery requirements;

        (v)   Acceptance Criteria for functional requirements;

        (vi)   Acceptance Criteria for non functional requirements;

        (vii)   AUTHORITY impacts and planned benefits including applicable Service Levels and service monitoring, impact on existing functions, limit of impact and net benefit to the AUTHORITY;

        (viii)   CONTRACTOR impacts and planned benefits including applicable Service Levels and service monitoring, impact on existing service, limit of impact and new benefit to the CONTRACTOR;

        (ix)   work plan including details of the key activities and dates for each lifecycle stage;

        (x)   Charges and resources including planned resources, hardware and software, cost breakdown in line with agreed Open Book procedures and payment milestones;

        (xi)   details for internal, shared and external milestones including deliverables for each.

    (b)   Project Initiation Document (PID) ;

    (c)   Quality Plan;

    (d)   Functional Specification;

    (e)   Interface Specification;

    (f)   Technical Approach Document; and

    (g)   Release Project Plan.

6.5   Within two (2) weeks of receipt of the Project Release Pack as defined in paragraph 6.4, the AUTHORITY will formally respond with any questions, points of clarification or to advise on comments or on areas of the Project Release Pack which do not reflect the delivery required by the AUTHORITY.

6.6   The CONTRACTOR will then amend the Project Release Pack in line with the AUTHORITY's delivery requirements within two (2) weeks of the response in paragraph 6.5 being received.

6.7   The agreed Project Release Pack will then be authorised by both Parties and the CONTRACTOR shall commence work on the project delivery.

6.8   Once authorised the Project Release Pack will be controlled and all Changes will be subject to Change Control Procedures in accordance with Schedule 24 (Change Control).

7. Development Lifecycle

7.1   All Application Development will be delivered using a development life cycle which is structured into 5 key phases:

    I. Inception Phase;

     II.   Elaboration Phase;

    III.   Construction Phase;

    IV.   Stabilizing Phase; and,

    V.   Transition Phase.

7.2   Each phase will represent a gate in the development lifecycle to:

a) establish that deliverables for each phase have been achieved and signed off in accordance with the agreed Project Initiation Document and Quality Plan;

b) verify progress against the project plan and agreed milestones and take any corrective action required to safeguard the project delivery; and,

c) ensure that all dependencies on the next phase of the project can be met and that there are no issues to prevent the project proceeding to the next phase.

7.3   The standard process flows for each of these phases shall be documented fully by the CONTRACTOR and agreed with the AUTHORITY as part of the Transition project, and then periodically reviewed during this Agreement as required.

8. Methodology

8.1   The development methodology ("Development Methodology") to be used will be detailed in a service wide quality plan and updated as appropriate based on changes to Best Practice.

8.2   The Development Methodology is managed and controlled through a number of management products and through the use of Project Boards.

8.3   A Development Project Board will be established by the CONTRACTOR to oversee all planned Releases. The AUTHORITY and the CONTRACTOR will staff and manage this board in accordance with Schedule 13 (Governance and Reporting).

8.4   The management products will include as a minimum the products to be delivered by the CONTRACTOR, as listed in Annex A to this Schedule 22 (Development Services).

8.5   During each phase of the project life cycle a number of key life cycle products will be produced by the CONTRACTOR. Annex B to this Schedule 22 (Development Services) details as a minimum (unless otherwise agreed with the AUTHORITY) the life cycle products with a brief description.

Annex A – Project Product Descriptions

Where the AUTHORITY is not the owner or the authoriser as indicated in the table below, the AUTHORITY shall still be entitled to review and comment on each product.

Management Products

Product	Product High Level Content & Description	Owner	Authoriser
Project Initiation Document	Contains details of the contractual position, project objectives, project scope, method of approach, project deliverables and desired outcomes, exclusions, constraints, interfaces, assumptions, business case, project organisation structure, communications plan, and project plan.	Atos Origin	EDT
Project Quality Plan	Details how the quality will be controlled within each project. Includes – methodology to be used, stage and quality controls, timings, tolerances, variations to processes or procedures, standards to be followed and tools to be used.	Atos Origin	EDT
Quality Log	Log of quality control dates. Includes – review dates, actions, and acceptance procedures.	Atos Origin	N/A
RAID Register	Log of all Risks, Assumptions, Issues and Dependencies for the project. Includes – level of risk/issue, mitigation, actions and history.	Atos Origin	N/A
Check Point Reports	Project Board reports informing on the current status of the project. Includes – progress against plan, completed products, movements in plan, next stages, next phase dependencies and up and coming sign offs required.	Atos Origin	EDT
Highlight Reports	Weekly progress update reports. Includes – General progress, RAG status, deliverables against plan, issues, risks and actions.	Atos Origin	EDT
End of Stage Reports	Report confirming deliverables of all products within stage and seeking approval to proceed to the next stage. Includes – Stage plan results, project plan outlook,	Atos Origin	EDT

Product	Product High Level Content & Description	Owner	Authoriser
	risk review, project issues, quality statistics and project manager's report.		
Exception Reports	Produced when actuals deviate from plan or where an acceptance script has failed. Includes – description and consequence of deviation from plan or failure, available options, risks and impacts and recommendations.	Atos Origin	EDT
Exception Plans	Plan to resolve exception and move project back on track. Includes plan description, controls, quality plan, pre-requisites, dependencies, tolerances, monitoring and controls, reporting, assumptions, and product descriptions	Atos Origin	EDT
Delivery Excellence Report	Review minutes and reports. Includes – project progress check review minutes and financial health check.	Atos Origin	N/A
Post Implementation Review	Review of project success and failures and any lessons to be learned. Includes – Life cycle and methodology review, process and control review, quality review, abnormal event review, technical methods and tools review, project issues, measurement and statistics, achievements, performance against plan, project changes and key recommendations, including the plan for how these recommendations will be taken forward into subsequent Releases.	Atos Origin	EDT

The Parties agree that all of the above products are deemed to be Specially Written Documentation.

ANNEX B - Project Life Cycle Products

Where the AUTHORITY is not the owner or the authoriser as indicated in the table below, the AUTHORITY shall still be entitled to review and comment on each product.

Project Life Cycle Product	Product High Level Content & Description	Owner	Authoriser
High Level Business Requirements	High level document defining the business problems and requirements that require a solution in the Gateway. This document is produced by the end Gateway customer.	EDT	N/A
12 month Road map	A list of all project work requests required to be delivered within the next contract year.	EDT	Atos Origin
Yearly High Level Requirements	High level specification of the functional and non functional requirements to be delivered within the next contract year.	EDT	Atos Origin
High Level Plan	A plan identifying how the 12 month roadmap is to be delivered.	Atos Origin	EDT
High Level Technical Approach	Defines the high level technical options (being a minimum of three (3), except as mutually agreed) which will enable a decision on approach to be taken in implementing each of the enhancements as set out in the 12 month roadmap.	Atos Origin	EDT
High Level Assumptions, Risks and Issues	Basic assumptions, and key risks and issues identified.	Atos Origin	EDT
High Level Indicative Costs and resources	High level indicative costs for the contract year based on the 12 month road map and high level plan. This will also confirm the levels and types of resources.	Atos Origin	EDT
Detailed Business Requirements	Document defining the business problems and requirements that the functional requirements need to resolve.	EDT	N/A
Detailed Functional Requirements (Release Based)	A document that articulates the detailed functional requirements on the Gateway that have been defined from the business requirements and are required for the Release. This includes full functional and non-functional requirements.	EDT	Atos Origin
Functional Specification (Release Based)	Describes the way in which the functional requirements and non functional requirements will be met, including any parameters, screen design etc, document is used to guide the developers in their design and implementation of the feature. It is also used by the test team for	Atos Origin	EDT

	identifying and designing test cases.		
Interface specification (Release Based)	Describes the feature interactions. Includes the XML schemas (with example input/output documents) and the user interface (if required) that are either new or need modification in the current phase.	Atos Origin	EDT
Technical Approach (Release Based)	Defines the technical approach which will be taken in implementing each of the enhancements as set out in the functional requirements documents. This may include a high level outline of the affected areas of functionality and the technical approach that will be taken, broken down by functional requirement.	Atos Origin	EDT
Detailed Commercial Proposal (Release Based)	Includes the requirements to be delivered, objectives or business issues to be met or addressed, scope of the Release, Acceptance Criteria for the Release, impacts and benefits, plan of work, Charges including resource profile and milestone payments.	Atos Origin	EDT
Release Project plan	The delivery plan for the Release.	Atos Origin	EDT
Technical Specification	Defines the detailed technical specification which will be taken in implementing each of the enhancements as set out in the functional requirements document and the technical approach document.	Atos Origin	N/A
Technical Design	Describes the technical detail of how the Technical Specification has been implemented. This may include database diagrams, process flow diagrams and details of the COTS products used in the solution. It also contains all business decisions made during the design and development cycle.	Atos Origin	N/A
Updated Architecture Document	The Gateway has an overarching architecture which needs to be kept up to date with every architectural change that is made to the Gateway.	Atos Origin	N/A
Test strategy	Describes the testing approach to be used to test the Release. This document will also define the scope of tests for the Release. It will outline the broad functional areas that will be covered in both the testing of new functionality and regression testing. The document will also highlight any test runs that are deemed to be out of scope for the Release.	Atos Origin	EDT
Customer Documentation	The Customer Documentation set is what all Customers use to develop against the Gateway. The documentation set includes the chm file and the all interface definitions. A new set is required to be issued with each Release.	Atos Origin	EDT

Schedule 22: Development Services

The Parties agree that all of the above products are deemed to be Specially Written Documentation.