

Schedule 3: Transition

VERSION CONTROL TABLE		
Version	Description	Date of Issue
4 Dec	Version as at contract signature	05/12/11
31.07.12	Updated for V001 – Change to Key Milestones Dates and V002 – Change to Milestone 2 Delivery Criteria/Date	02/08/12
v3.0	Updated for V004 – KM3 Remediation	05/03/14

1 Background

1.1 The contents of this Schedule 3 (**Transition**) are as follows:

1. Background
2. Transition Plan
3. Transition Governance
4. Changes to the Transition Plan
5. Activities during Transition
6. Documentation Standards and Approvals
7. General
8. Warranty Period
9. Milestones
10. Final Migration Milestone

Annex 1: Part 1 – Milestones

Part 2 – Gantt Chart and resources for Transition

Annex 2: Draft Communications Plan

Annex 3: Transition Deliverables

Annex 4: List of BBC dependencies

- 1.2 This Schedule describes in detail the Parties' respective obligations relating to Transition and in particular the following:
- 1.2.1 all Milestones and Milestone Dates;
 - 1.2.2 a description of the resources required by the Contractor and the BBC;
 - 1.2.3 the Transition Responsibilities that must be undertaken during the relevant period; and
 - 1.2.4 the processes and project methodologies to be used by the Parties during Transition.
- 1.3 The Contractor shall effect Transition in accordance with the Transition Plan.
- 1.4 Notwithstanding and without prejudice to the extent of the rights granted to the BBC in this Schedule 3 in relation to the Testing of the Services and/or Documentary Deliverables, the BBC acknowledges the need to maintain momentum and progress towards the achievement of the Transitions Milestones by their respective Milestone Dates. Accordingly, the BBC hereby agrees to exercise its rights under this Schedule 3, in terms of the extent and degree of rigour applied to each Test, in an agile and proportionate manner having due regard to the role and relative importance which the relevant Service and/or Documentary Deliverables may have in relation to the overall programme (or to the Milestone to which it relates).

2 Transition Plan

- 2.1 The Transition Plan documents all aspects of the Transition programme. The Transition Plan shall consist of:
- 2.1.1 the Milestones;
 - 2.1.2 the resources identified in Part 2 of Annex 1 to this Schedule;
 - 2.1.3 the communications plans provided by the Contractor and approved by the Parties; and
 - 2.1.4 the Transition Deliverables.

3 Transition Governance

- 3.1 Day to day delivery of Transition shall be led by and the responsibility of the Contractor, who shall govern the Transition Director Team Leader Meeting consisting of:
- 3.1.1 the Contractor's Transition Director (Chair);
 - 3.1.2 each direct report of the Contractor's Transition Director; and
 - 3.1.3 the BBC's Transition Assurance Director.

- 3.2 The Transition Director Team Leader Meeting shall occur each week (or such other frequency as the Parties may agree) and be chaired by the Contractor. The Contractor acknowledges that the BBC from time to time may require the BBC's service area experts to attend meetings of the Transition Director Team Leader Meeting to contribute to discussions relating to Transition.
- 3.3 A Transition Programme Board shall be established and chaired by the Contractor no later than fourteen (14) Working Days after the Effective Date, unless otherwise agreed by the Parties and shall consist of:
- 3.3.1 the Contractor's Partnership Director ;
 - 3.3.2 the Contractor's Transition Director (Chair);
 - 3.3.3 the BBC's Head of Revenue Management; and
 - 3.3.4 the BBC's Transition Assurance Director.
- 3.4 The Contractor's Transition Programme Managers shall attend the Transition Programme Board to report on progress and provide such other information as the Transition Programme Board shall require from time to time.
- 3.5 Other BBC staff or Employees may attend the Transition Programme Board, as appropriate.
- 3.6 The Contractor shall set the frequency of meetings of the Transition Programme Board (the duration and location of which shall be agreed by the Parties).
- 3.7 Strategic Programme Boards for each of the business or functional areas delivered to, or impacted, by Transition shall be established and chaired by the Contractor and shall consist of:
- 3.7.1 the Contractor's sponsor for the relevant business or functional area (Chair);
 - 3.7.2 the Contractor's Programme Manager responsible for delivery to the relevant business or functional area; and
 - 3.7.3 the BBC's Transition Assurance Manager.
- 3.8 Other BBC staff or Employees may attend the Transition Programme Board, as appropriate.
- 3.9 The Contractor shall prepare a document setting out the terms of reference for the Transition Director Team Leader Meeting, the Strategic Programme Boards and the Transition Programme Board for agreement in writing by the Parties.

4 Changes to the Transition Plan

- 4.1 The Contractor shall regularly review and update the Transition Plan and present revised versions of the Transition Plan at each occurrence of the Transition Director Team Leader Meeting (or at such other frequency as may be agreed by the Parties) for approval, such approval to be recorded in writing by the Contractor.
- 4.2 The Contractor shall:

- 4.2.1 immediately notify the BBC Transition Programme Manager of all proposed changes to the Transition Plan likely to effect the successful delivery of a Milestone; and
 - 4.2.2 notify the BBC at the Transition Director Team Leader Meeting of all other proposed changes on a weekly basis (unless otherwise agreed by the BBC).
- 4.3 Any proposed change to the Transition Plan shall be subject to the Change Control Procedure if in the BBC's reasonable opinion such change is likely to:
 - 4.3.1 amount to a change in any Transition Deliverable;
 - 4.3.2 delay the delivery date of a Milestone, key activity or Transition Deliverable;
 - 4.3.3 disrupt or have some other impact on the collection, administration or the enforcement of the Licence Fee; or
 - 4.3.4 disrupt or have some other impact on the delivery of services to the BBC by a BBC contractor.
- 4.4 The BBC shall notify the Contractor in writing within five (5) Working Days of being notified of a change under paragraph 4.1 whether such change is to be made under the Change Control Procedure.

5 Activities during Transition

- 5.1 The objective of Transition is for the Contractor to deliver the Target Operating Model as described in the Business Solution Document (BSD). The BSD shall be updated to include the operating states and shall be Cleared in accordance with the provisions of paragraph 6 at each iteration. Once all operating states have been described in the BSD it shall be baselined and any further changes shall be subject to the Change Control Procedure. Throughout the Implementation Phase the Contractor shall deliver the operating states as described within the BSD until the TOM is Achieved.
- 5.2 The Contractor shall complete the Milestones and activities that form part of the Transition Plan so as to produce the Transition Deliverables.
- 5.3 The scope of the Transition Plan encompasses people and cultural change, facilities, technology, processes, knowledge transfer, intellectual property, risk and issue management, data transfer and security, and shall include: staff and stakeholder communication, business process re-engineering, work and staff relocation, system changes and replacement.
- 5.4 The processes and project methodology of PRINCE2 and MSP shall be deployed by the Contractor during Transition.
- 5.5 The Contractor shall describe and produce to the BBC in a programme definition document ("PDD") or similar, any programme or project-specific approaches in the implementation of these processes and methodologies and all Transition Deliverables including those that would need to be Approved or Cleared, as defined in Annex 3, by the BBC.

5.6 The Contractor shall provide the following resources during Transition:

5.6.1 The Contractor's Transition team shall include the roles set out below:

- (a) Partnership Director;
- (b) Transition Director;
- (c) Transition Programme Manager(s); and
- (d) Head of Design Authority.

5.7 The Contractor, in addition to the resources set out in paragraph 6, shall also provide those resources identified in Annex 1 Part 2 of this Schedule.

5.8 The BBC shall provide the roles set out below during Transition.

5.8.1 For the management of BBC activities during Transition:

- (a) Senior sponsor;
- (b) Transition Assurance Director;
- (c) Transition programme manager;
- (d) Contract manager;
- (e) Communications manager; and
- (f) Service area experts,

to assist the Contractor during the course of Transition.

5.8.2 The BBC resources shall be responsible for:

- (a) working with the Contractor to resolve process issues where end-to-end processes are delivered jointly by the Contractor, the BBC and/or other BBC contractors;
- (b) Reviewing, Approving or Clearing, as defined in Annex 3, Transition Deliverables/Documentary Deliverables where such Review, Approval or Clearance is required in accordance with Annex 3 to this Schedule;
- (c) assessing whether the Milestone Success Criteria have been met;
- (d) assessing whether the Success Criteria have been met in accordance with the process set out in the Test Strategy; and
- (e) witnessing User Acceptance Tests.

5.9 Without prejudice to paragraph 6 the Contractor shall provide any and all resources required to ensure a Smooth Transfer and fulfilment of its activities in the Transition Plan.

5.10 The Contractor shall achieve each Milestone during Transition by the relevant Milestone Date.

- 5.11 The Key Milestones and Key Milestone Dates applicable to Transition are listed in Part 1 of Annex 1 to this Schedule.
- 5.12 The Contractor shall provide the BBC with access to the Contractor's Employees, project sites and documentation and provide such facilities and such other assistance as the BBC may request.
- 5.13 The Contractor shall provide monthly progress reports to the BBC at the Transition Programme Board that shall include:
- 5.13.1 Transition progress reports;
 - 5.13.2 an updated Transition Plan and project plans;
 - 5.13.3 stakeholder and communication plans with current status;
 - 5.13.4 risk and issue registers for Transition;
 - 5.13.5 schedule of current change management activities;
 - 5.13.6 any service issues and remedies; and
 - 5.13.7 any disputes between Parties for escalation and resolution.
- 5.14 The Contractor shall provide monthly summaries of progress for the nominated stakeholders of both Parties. The Contractor shall respond to additional requests for progress and status from the BBC within timescales agreed at the time of the request.
- 5.15 The Contractor shall produce a Test Strategy, for the BBC's Clearance, setting out the Testing approach for Transition, including:
- 5.15.1 the framework for Test planning, preparation and execution;
 - 5.15.2 a description of the types of Tests and Test Phases;
 - 5.15.3 a description of the strategy for performance Testing;
 - 5.15.4 Defect management and classification;
 - 5.15.5 the process for agreeing Success Criteria;
 - 5.15.6 the Test resources, environments, data, locations and tools; and
 - 5.15.7 Test reporting
- to be employed during Transition.
- 5.16 Using the relevant elements of the Testing approach set out in the Test Strategy:
- 5.16.1 Prior to the Start Date, the Contractor shall successfully complete Testing in relation to the changes to the ways in which the Services are being delivered by the respective Key Milestone Date;

5.16.2 Following the Start Date, the Contractor shall successfully complete Testing in relation to all outputs of Transition as identified in the PDD, by the dates set out in the Transition Plan including the Milestone Dates and, in circumstances where it fails to do so, it shall ensure it has sufficient plans in place to deliver the Services whilst all remedial steps are taken prior to and during re-Testing; and

5.16.3 Where, a Service is introduced or amended pursuant to the Change Control Procedure, the Contractor shall successfully complete Testing by such dates, and using such Testing approach, as may be agreed by the Parties, in respect of Continuous Improvement in, or Changes to, the Services.

5.17 Where a Service:

5.17.1 undergoes Testing of the same area twice or more and fails on each occasion to successfully fulfil the Success Criteria, and/or

5.17.2 fails to successfully fulfil different Success Criteria on more than two occasions,

such that in the BBC's opinion the continued management, collection, administration or enforcement of the Licence Fee is likely to be impeded, the BBC shall be entitled to:

(a) escalate the matter in accordance with the Escalation Procedure; and/or

(b) issue a Warning Notice;

5.17.3 only where the Contractor is at fault:

(a) terminate Services provided under this Agreement; or

(b) terminate this Agreement.

5.18 To the extent that Testing involves testing of the BBC System and/or applications to be used by the Contractor in its provision of the Services, or the BBC's approval or consent is provided in relation to a Transition Deliverable, including those described in the PDD, such approval and any participation by the BBC in such testing shall not be considered a validation by the BBC of the Contractor's choice of technology or solution.

6 Documentation Standards and Approvals

6.1 The Contractor shall ensure that it obtains the BBC's approval in respect of the draft communication plans.

6.2 In respect of Transition, the Contractor shall provide the documents listed in Annex 3 to this Schedule for the BBC's Review, Approval, Clearance or Information as further defined in Annex 3 to this Schedule.

- 6.3 Throughout the Term the Contractor shall produce Documentary Deliverables for the BBC's Review, Approval, Clearance or Information. The Contractor shall not submit the Documentary Deliverable to the BBC without first verifying that it:
- 6.3.1 is in accordance with the format and scope agreed with the BBC;
 - 6.3.2 is clearly written, in language that those parties who will need to refer to the document should be able to understand;
 - 6.3.3 does not refer to any document not provided to, or in the possession of, the BBC unless the Parties have previously agreed that such document is not required to be provided;
 - 6.3.4 effectively draws upon the necessary expertise and Best Industry Practice available to the Contractor;
 - 6.3.5 is complete, with an appropriate level of detail and any relevant cross-references; and
 - 6.3.6 has no obvious errors of spelling, grammar, numbering or order, duplications or omissions.
- 6.4 The Contractor shall provide the BBC with a minimum of five (5) Working Days notice in writing setting out in full any item or material to be Approved or Cleared by the BBC.
- 6.5 The BBC shall provide to the Contractor either its written Approval or Clearance, or its comments or observations within five (5) Working Days of having received the material described in paragraph 6.4.
- 6.6 In the event that the BBC has provided its comments or observations rather than Approval or Clearance, in accordance with paragraph 6.5, the Contractor shall consider those comments or observations from the BBC and make such revisions to the material as shall seem appropriate in response, returning the revised material to the BBC within five (5) Working Days of having received the BBC's comments or observations described in paragraph 6.5.

7 General

- 7.1 In the event that the Contractor fails or is likely to fail to Achieve a Key Milestone by the relevant Key Milestone Date:
- 7.1.1 without prejudice to such other rights as the BBC may have either under this Agreement or otherwise, where the Contractor is at fault, the Contractor shall, where required by the BBC to do so, pay the corresponding Liquidated Damages to the BBC pursuant to Clause 11;
 - 7.1.2 the Contractor shall within two (2) Working Days, or other such period as agreed by the Parties, of failure or where there is a likelihood of such failure deliver to the BBC a recovery plan identifying the reasons for the delay, how the delay will be remedied and by when. The recovery plan shall include any related delays to remaining Milestone Dates. The BBC shall be entitled to

agree this recovery plan or otherwise. In the event that the BBC does not agree the recovery plan, the matter shall be escalated in accordance with the Escalation Procedure. The Contractor shall implement the recovery plan agreed by the BBC;

7.1.3 failure to meet two or more Key Milestones during either a) Migration or b) the Implementation Phase shall, where the Contractor is at fault, be considered a material breach for the purposes of Clause 33.2 provided that, where there is an agreed recovery plan for the relevant Key Milestones, the Contractor has also failed to successfully implement such recovery plan; and

7.1.4 for the avoidance of doubt, any revised Milestone Date agreed by the BBC as part of a recovery plan shall not automatically result in a corresponding extension to any remaining Milestone Dates set out in the Transition Plan or the Continuous Improvement Plan (as appropriate) that did not form part of the recovery plan. If the Contractor believes any such extension is required, the change to the Transition Plan or the Continuous Improvement Plan (as appropriate) must be agreed in accordance with Schedule 7 (**Change Control**).

8 [Redacted under section 43 ("commercial interests") of the Freedom of Information Act]

9 Milestones

9.1 The Achievement of a Milestone shall be evidenced by the granting of a Milestone Achievement Certificate. The BBC shall issue a Milestone Achievement Certificate as soon as reasonably practicable after all the Milestone Success Criteria for the relevant Milestone have been met and verified by the BBC.

10 Final Migration Milestone – Success Criteria

10.1 For the purposes of the Final Migration Milestone, the Success Criteria shall consist of a minimum of the criteria listed in the column headed "Operational Success Criteria" in Table 1. When the Contractor has continuously met all of the said criteria for a period of thirty (30) Working Days from the Start Date, the BBC shall issue a Milestone Achievement Certificate. The Final Migration Milestone shall be a Key Milestone.

Table 1

Key Business Activity	Operational Success Criteria
Call centre operation	<ul style="list-style-type: none"> ▪ call forecasts are in place ▪ all inbound and outbound calls are being recorded and actioned ▪ All telephone numbers set up/migrated and operational on contractors network ▪ all current telephone numbers are transferred and are operational ▪ Levels of service and response are equal to that prior

Key Business Activity	Operational Success Criteria
	<p>to service cut-over</p> <ul style="list-style-type: none"> Outbound dialler operational, conducting campaigns successfully and feeding back required MI
Self service Channels	<ul style="list-style-type: none"> all self serve channels are fully operational with functionality and access provision equal to that prior to service cut-over IVR fully operating with functionality, configuration and success rates at least equal to that prior to service cut-over all on-line sales are correctly processed, recorded and fulfilled in accordance with service levels prior to service cut over
Back Office including prosecutions	<ul style="list-style-type: none"> all incoming mail items are correctly processed, recorded and responded to in line with service levels prior to service cut over all incoming payments via cheque are correctly processed, recorded and responded to in line with service levels prior to service cut over Campaign system operational and daily letter files being delivered to fulfilment houses Direct Debit process operating successfully with DD requests reaching correct banks, payments and failure information received properly and funds deposited in the correct bank accounts all prosecution cases are being processed via the different court interfaces Court administrators attending correct courts with the agreed prosecution lists and necessary supporting documentation
Field Services	<ul style="list-style-type: none"> field visits are being maintained at agreed forecasts field visits are being correctly scheduled all field visits are being transferred to and from handheld devices without issues and managed correctly
Revenue Management	<ul style="list-style-type: none"> All bank accounts set up and operational all TV Licensing revenue is transferred to the correct accounts on time Funds transferred to DCMS in timely manner Revenue reconciles back to licences issued
Licence issue	<ul style="list-style-type: none"> data is being provided to ensure the correct issue of licences
Buildings and Facilities	<ul style="list-style-type: none"> all buildings are fully functional All staff have a fully operational work station equipped and functioning in accordance with the needs of their role
Staff	<ul style="list-style-type: none"> all staff are being correctly paid with the right values into the right accounts and on time Union agreement in place- no Industrial action proposed No industrial tribunals dealing with TUPE issues All staff briefed on Pension arrangements and timetable in place for options to be executed all off-shore staff recruited, trained and operating at full levels of capability and quality
Compliance	<ul style="list-style-type: none"> all campaign changes have been signed off by the

Key Business Activity	Operational Success Criteria
	<p>BBC</p> <ul style="list-style-type: none">▪ Agreement reached with DWP that O75 data can be transferred to a new recipient▪ search warrant and prosecution policy has been updated and signed off by BBC▪ list of individuals able to undertake search warrants has been signed off by the BBC▪ governance proposed is embedded and fully effective with all necessary meetings taking place▪ key operational governance MI is being produced to at least current levels
Inter agency working	<ul style="list-style-type: none">▪ All automated interfaces operational▪ Interfaces with third parties operating and up dating systems and bank accounts accurately (Paypoint, Islands PO's)▪ PAF daily updates loading correctly and fully to Legacy systems

ANNEX 1 – Part 1: Milestones

Type of Milestone	Milestone Description	Milestone Payment (£)	Anticipated Milestone Completion Date	Success Criteria
1. Key	<p>Migration established</p> <ul style="list-style-type: none"> Team mobilised Governance arrangements and core plans in place 		[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	<p><u>Migration mobilisation</u></p> <p>Migration Office set up and functioning with all appropriate administrative, logistical and technology support fully operational</p> <ul style="list-style-type: none"> Contractor has confirmed to the BBC all Migration team positions filled and key individuals in posts and mobilised Programme initiation event held with all key individuals and stakeholders from BBC and Contractor Contractor has confirmed PMO fully established and operational BBC have accessed all shared documentation Joint Risk Workshop (BBC and Contractor) held and updated risk register produced Detailed Migration plan agreed and baselined PID (describing Migration) produced and agreed by BBC Communications Plan and key messages produced by contractor and agreed with BBC. Implementation and on-going execution of communications plan underway and communicated to all stakeholders Transition governance established with first Transition Board held and minutes produced Initial meetings of all key working (project delivery) groups held including design authority and all workstreams. Dates of all subsequent meetings agreed and committed to diaries Cultural change steering group established and first meeting held

Type of Milestone	Milestone Description	Milestone Payment (£)	Anticipated Milestone Completion Date	Success Criteria
2. Key and Payment	Project Mobilisation and early Implementation planning / development activities commenced	[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	<p>This payment milestone will be fully met when all activities associated with the mobilisation of the programme have been successfully executed (due date 24/02/2012) also:</p> <ul style="list-style-type: none"> ▪ The Insight and Analytics team recruited and fully mobilised ▪ The Analytics Sandbox and Portrait Miner toolset implemented and successfully demonstrated to the BBC ▪ The Analytics community fully established ▪ Formal meetings held with CWU & CMA Unite (as per communications plan) ▪ Contractor confirmed that redundancies announced and consultations begun with Employees and Unions ▪ Security Plan Produced and agreed by BBC ▪ Testing strategy agreed by BBC ▪ Readiness assessments and acceptance criteria for Start Date agreed by BBC ▪ Contractor confirmed new leases agreed for Bristol and Darwen sites ▪ Contractor provides BBC with a copy of detailed training schedule and training resource plan. ▪ Executive review of the SCRIA interview feedback to take place on or by 03/04/12 and for the Senior Management Team workshop to follow in April 2012 at a date to be agreed at the Executive review.
3. Key	Readiness for Service Commencement achieved to enable a go / no-go decision		[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	<ul style="list-style-type: none"> ▪ Business Continuity plans developed and agreed with BBC ▪ Day One Management Information & integrated reports successfully demonstrated to BBC. (ref-migration gantt chart line 118) ▪ BBC Data subset analysed and initial findings produced in support of the development of the analytics service and successfully demonstrated to the BBC ▪ Outbound SMS platform operational and successfully demonstrated to the BBC ▪ Analytics and Marketing year one delivery model fully developed in conjunction with Proximity and fully demonstrated to the BBC ▪ Initial contact plans defined in detail and agreed by the BBC

Type of Milestone	Milestone Description	Milestone Payment (£)	Anticipated Milestone Completion Date	Success Criteria
4. Key and Payment	<p>The purpose of this milestone is to demonstrate that the IOM post Start Date is stable.</p> <p>TOM Implementation readiness is demonstrated successfully:</p>	[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	<p><u>Migration</u></p> <p>All milestones from the beginning of the Migration Programme successfully Achieved including successful completion of the Final Migration milestone.</p> <p><u>TOM Implementation</u></p> <ul style="list-style-type: none"> Contractor confirmed that first Customer Panels have been held and provided BBC with the results Prototyping capability fully established and successfully demonstrated to the BBC. Priority business processes transferred from Bristol to Darwen and offshore and successfully demonstrated to the BBC. Contractor confirmed that cultural change training for leadership team complete enabling management team's performance to be aligned to goals of new partnership Contractor confirmed that application support responsibilities re-aligned from existing support arrangements to new day one arrangements with responsibility for a number transferring from iQor or the Contractor to CSC All CMS campaigns tested, demonstrated to the BBC and running successfully (including Outbound calling) All Service Levels reported in format agreed with the BBC
5. Payment	Initial phase of collections lifecycle and customer operations established	[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	<ul style="list-style-type: none"> Dedicated outbound calling team established and fully operational Service quality framework and business assurance teams established Centralised inbound mailroom established in Darlington and Bristol mailroom closed Initial phase of Collections Lifecycle implemented with creation of new campaign and extended functionality for cash schemes Case and prosecution process centralised in Darwen and Glasgow operation closed

Type of Milestone	Milestone Description	Milestone Payment (£)	Anticipated Milestone Completion Date	Success Criteria
			Act]	<ul style="list-style-type: none"> Procurement exercise complete for the infrastructure to support: <ul style="list-style-type: none"> website integration, the migration of CMS hosting arrangements to CSC, and the analytics and data quality environments; New merchant services provider contracted and successfully implemented
6. Payment	Enhancements to Customer interfaces Stage 1	[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	<ul style="list-style-type: none"> Access to Cash Scheme information enabled on the field handheld device and the Warranty Period Criteria Threshold has been met. IVR solution migrated to Managed Voice Service (MVS) telephony platform and the Warranty Period Criteria Threshold has been met. Speech analytics and transcription enabled on MVS and the Warranty Period Criteria Threshold has been met.
7. Payment	Technology Rationalisation	[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	<ul style="list-style-type: none"> Infrastructure hosting CADH, iHUB, CMS and Oracle Financials migrated to target location, the Warranty Period Criteria Threshold has been met, and at least one reporting period of availability Service Levels for those systems successfully achieved
8. Payment	Enhancements to Customer interfaces Stage 2	[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	<ul style="list-style-type: none"> TV Licensing and Cash Schemes websites consolidated, the Warranty Period Criteria Threshold has been met, and at least one Service Level performance period successfully achieved (Project Ref O8.1). Customer satisfaction surveys delivered in accordance with Paragraph 11.2 of Schedule 2 (Services) (Project Ref O3). Dedicated Analytics server environment in use operationally, populated by monthly

Type of Milestone	Milestone Description	Milestone Payment (£)	Anticipated Milestone Completion Date	Success Criteria
		of Information Act]	of Information Act]	<p>extracts from existing systems and demonstrated to the BBC (Project Ref A1.3).</p> <ul style="list-style-type: none"> Scope of MVS Phase 2 will have been determined through outputs from data gathering and business need
9. Key and Payment	Enablers for future efficiency	[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	<ul style="list-style-type: none"> New automated (as specified within the agreed business requirements) process for case management for prosecutions implemented, fully operational and the Warranty Period Criteria Threshold has been met (Project Ref MR2). The new common front end rolled out to the complaints and manual refunds teams to receive and manage work items and the Warranty Period Criteria Threshold has been met. Back end processing will still be undertaken manually on legacy systems (Project Ref MR2). Enhanced handheld devices and chip and pin functionality deployed to all field officers (Project Ref F2.2). Civil Litigation feasibility study documented and delivered to the BBC (Project Ref F3).
10. Key	Increased benefit enablement		[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	<ul style="list-style-type: none"> Collections lifecycle extended to Direct Debit Customers and licence termination management in place and the Warranty Period Criteria Threshold has been met (Project Ref O7.1). Website enhanced to optimise mobile device usage and the Warranty Period Criteria Threshold has been met and at least one Service Level performance period successfully achieved (Project Ref O8.2).

Type of Milestone	Milestone Description	Milestone Payment (£)	Anticipated Milestone Completion Date	Success Criteria
11. Payment	Technology stepped change	[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	<ul style="list-style-type: none"> Common front end rolled out to additional back office functions and the Warranty Period Criteria Threshold has been met. Back end processing will still be undertaken manually on legacy systems (Project Ref MR3) Field workforce management, excluding analytics capability, implemented and demonstrated to the BBC and the Warranty Period Criteria Threshold has been met (Project Ref MR3).
12. Payment	User acceptance of target operating model	[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	<ul style="list-style-type: none"> User acceptance testing complete and test exit criteria has been met for all elements of Key and Payment Milestone 13 (Project Ref MR4).
13. Key and Payment	New collections lifecycle and target operating model achieved	[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	<ul style="list-style-type: none"> Capability for negotiated payment flexibility introduced into the collections lifecycle, the Warranty Period Criteria Threshold has been met (Project Ref MR4). Cash Schemes data replicated to CMS to enable Cash Scheme campaigns to be created in CMS at a later stage but in any event no later than Payment Milestone 14 (Project Ref A1.4). Functionality implemented to integrate propensity and segmentation scoring with the operational systems enabling use on the website and in the contact centre and the Warranty Period Criteria Threshold has been met (Project Ref MR4). Physical address and licence data stores based on the logical data model, and the Customer Data Hub, implemented in production and the Warranty Period Criteria Threshold has been met (Project Ref MR4).

Type of Milestone	Milestone Description	Milestone Payment (£)	Anticipated Milestone Completion Date	Success Criteria
				<ul style="list-style-type: none"> ▪ New integrated single billing engine, to replace the billing, payment and collection activities performed by legacy systems, successfully implemented and the Warranty Period Criteria Threshold has been met (Project Ref MR4). ▪ Common front end rolled out to remaining contact centre and back office functions, the field user interface to the common front end implemented, and the Warranty Period Criteria Threshold has been met (Project Ref MR4). ▪ Collections lifecycle fully implemented with the creation of Cash Scheme campaigns in CMS. All campaigns tested, demonstrated to the BBC and running successfully (including outbound calling) (Project Ref MR4). ▪ Website enhanced to automate Over 75 and refunds processes, the Warranty Period Criteria Threshold has been met and at least one Service Level performance period successfully achieved (Project Ref MR4). ▪ All BBC Data migration completed in accordance with the BBC's data retention policy, with all quantitative metrics achieved with no loss of data integrity (Project Ref MR4). ▪ New Data Quality Management Systems (DQMS), to provide the capability for continuous improvements to the BBC Data, implemented and demonstrated to the BBC (Project Ref MR4).
14. Payment	Decommissioning of legacy systems and Transition closedown	[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	[Redacted under section 43 ("commercial interests") of the Freedom of Information Act]	<ul style="list-style-type: none"> ▪ All agreed legacy campaigns migrated and legacy systems physically decommissioned (Project Ref T1.7). ▪ Technology plan delivered to the BBC ▪ All Service Documentation created or updated and submitted to the BBC ▪ Project closure reports provided for all relevant projects within the Transition programme

ANNEX 1 – Part 2: Gantt Chart and resources for Transition**Transition Plan**

[Redacted under section 43 (“commercial interests”) of the Freedom of Information Act]

Resource profiles for Transition

1 Resource profile for Transition – Contractor

The following table identifies roles responsible for successful completion of Transition:

Resource Type	Duration (Estimated from Effective Date)
Transition Director	3 years
Programme Manager(s)	4 years
Programme Management Office	3 years
Project Managers	4 years
Head of Design Authority	4 years
Business Analysts	3 years
Test Manager	4 years
Test Analysts	4 years
Release Manager	4 years
Benefits Manager	2 years
Model Office Manager	1 year
Programme Accountant	4 years
Business Integration Managers	3 years
Business Architects	2 years
Technical Architects	3 years

2 Resource profile for Transition – BBC

The following table shows the resource requirements in respect of the BBC.

Role	Duration (Estimated from Effective Date)
Sponsor	3 years
Transition Assurance Director	4 years
Transition Programme Manager	3 years
Contract Manager	3 years
Communications Manager	1 year

ANNEX 2 – Draft Communications Plan

1 Contents

- 1.1 By 15 January 2012, the Contractor shall submit to the BBC a plan describing the communications it recommends for Migration, including the:

- 1.1.1 aims of the communication plan;
- 1.1.2 audiences (to include internal and external stakeholders such as the media, Members of Parliament, unions, Employees and other BBC contractors providing television licensing related services);
- 1.1.3 key messages;
- 1.1.4 materials to be created;
- 1.1.5 considerations;
- 1.1.6 detailed timetable; and
- 1.1.7 agreed split of activity between BBC communications and Contractor communications; and

shall revise the plan to describe the communications it recommends for the Implementation Phase by the end of March 2012.

- 1.2 The communications plan shall be reviewed and updated regularly and in any event weekly during Migration and as regularly as the Parties may agree for the remainder of Transition.

ANNEX 3 – Deliverables

This annex sets out the BBC RACI for Documentary Deliverables. The naming convention for a document may vary by project and therefore the RACI applies to any product that provides an equivalent function to a Documentary Deliverable listed in this annex.

Project Deliverables

This is a generic list of Project Deliverables to indicate the BBC RACI against document types. For specific Project Deliverables it is necessary to refer to the Project PID.

Project Deliverable Title	BBC Products RACI
Project Initiation Document	Clear
Project Plan	Review
Requirements Specification	Clear
Process Requirements Specification	Clear
Equality Impact Assessment	Clear
High Level Design	Clear
Logical Technology Model	Review
Functional Specification	Clear
Low Level Design	Review
System Test Plan	Review
System Test Spec/Scripts	Review
System Test Execution and Completion Report	Review
System Integration Test Plan	Review
System Integration Test Spec/Scripts	Inform
System Integration Test Execution and Completion Report	Review
Performance Test Plan	Clear
Performance Test Spec/Scripts	Review
Performance Test Execution and Completion Report	Review
Penetration Test Plan	Clear
Penetration Test Execution and Completion Report	Review
DR Test Plan	Review
DR Test Spec/Scripts	Review
DR Test Execution and Completion Report	Review
UAT Test Plan	Clear
UAT Test Spec/Scripts	Clear
UAT Test Execution and Completion Report	Clear
Implementation/Cutover Strategy and Plan	Clear
Project Communications Plan	Inform
Release Acceptance Criteria Document	Clear
System Documentation	Inform
Training Materials	Inform
Post Implementation Review	Inform

Programme Deliverables

Programme Deliverable Title	BBC Products RACI
PMO Management Procedures Manual	Review
Programme Definition Document	Clear
Programme Level 1 Milestone Plan	Clear
Master Programme Plan	Clear
Programme RAID Log(s)	Inform
Projects Dossier	Review
Quality Management Strategy and Plan	Clear
Testing Strategy	Clear
Release Management Strategy	Review
Programme Communications Approach	Review
Stakeholder Management Strategy	Review
Model Office Charter, Governance and Plan	Review
Architecture Definition Document	Clear
Business Solution Document	Clear
Logical Data Model	Clear
Data Migration Strategy	Clear
CSC Technical Solution Document (SDD)	Clear
ITS Technical Solution Document (SDD)	Clear
Application & Data Integration Architecture	Clear
Training Strategy	Clear
Change Strategy	Clear

1. BBC RACI definitions and associated timescales

1.1. Approval

1.1.1. The Contractor shall provide the deliverable/product to the BBC for review.

1.1.2. The BBC will review the deliverable/product and, in accordance with paragraph 6 of this Schedule 3, provide explicit consent for the Contractor to use or implement the deliverable/product.

1.2. Clearance

1.2.1. The Contractor shall provide the deliverable/product to the BBC for review.

1.2.2. The BBC will review the deliverable/product and may propose amendments to the deliverable/product.

1.2.3. The Contractor shall incorporate proposed amendments where there is a material impact on compliance against the following:

- 1.2.3.1. Application of BBC Policy
- 1.2.3.2. Interpretation of relevant legislation
- 1.2.3.3. Brand reputation
- 1.2.3.4. Customer facing interactions
- 1.2.3.5. BBC IP
- 1.2.3.6. Data management and protection
- 1.2.3.7. Programme approach and methodologies e.g.: testing etc
- 1.2.3.8. Service Continuity (including ensuring that any Technology or Data changes do not compromise service continuity)

1.2.4. The clearance process shall follow the steps set out in paragraph 6 of this Schedule 3.

1.3. Review

- 1.3.1. The Contractor shall provide the deliverable/product to the BBC for review.
- 1.3.2. The BBC will examine the deliverable/product and may propose amendments
- 1.3.3. The Contractor shall incorporate proposed amendments where the Contractor deems appropriate.
- 1.3.4. The review process is not required to follow the steps set out in paragraph 6 of this Schedule 3 and the Parties shall agree the appropriate review process to be employed on a case by case basis but in no event shall the process extend the timescales anticipated in paragraph 6.

1.4. Informed

- 1.4.1. The Contractor shall provide the deliverable/product to the BBC for information only.

ANNEX 4 – BBC Dependencies

Successful transition is dependent upon the BBC making available to the Contractor the following:

Title	Description	Dependencies	Date required
Transferring in-flight projects	No major in-flight projects will transfer save where identified in the BBC change freeze documentation	Project progress on current contract	Jan 2012
GSI link sponsorship	The BBC will continue to act as the sponsoring body for the GSI connection to support transmission of prosecution data to the Procurator Fiscal	Acceptance of Migration plan	Jan 2012
Clearance and Approvals	The BBC will undertake clearance and approvals in accordance with the provisions of paragraph 6	Achievement of Milestones as set out in the Transition Plan	As set out in the Transition Plan or as notified in accordance with paragraph 6