Health Systems Support Framework: Template Order Form

References and Date		
Order Reference Number	HSSF21-080	
Date of Order Form	31st August 2021	
Parties and Key Persons		
Authority	NHS Commissioning Board (known as NHS England)	
Suppliers	PA Consulting Services Ltd	
Principal Supplier(s)	N/A	
	The key objectives and areas of responsibility to be	
	supported by this contract include:	
Key Roles for the supply or performance of the Deliverables and the personnel who will fill those Key Roles ("Key Personnel")	 Planning and Allocation: Provision of strategic modelling input into senior and Ministerial reporting, provision of a core set of models to inform the planning for Phase 3 (the Autumn/Winter COVID vaccination programme), assistance to supply chain colleagues with modelling and analysis to support the allocations process, 	

- provide modelling support to all workstreams, as required, across the programme.
- Population Insights: Build demand models, generate insights into cohort behaviours and Programme performance, support the Programme to understand performance in equality of uptake and measure the impact of equality interventions deployed. Support Ministerial reporting, as required.
- Performance Insights: Provide the programme with timely insights and performance monitoring, for stakeholders, such as the Programme's Performance Team, Clinical Cell, Operational colleagues and Regional delivery leadership
- 4. **VC/CP/Invites modelling**: Modelling support and reporting to ensure public are invited to be vaccinated at the appropriate time, and that sites have sufficient vaccination appointment availability to meet demand
- PMO: Lead the delivery of key PMO activities within the Team, coordinate with the central Programme PMO, interface across the Team to monitor, and intervene where required, in relation to team and individual wellbeing
- 6. User requirements: Engage across programme stakeholder groups to understand current and future data and reporting requirements. Development of user requirements and in liaison with development pods and analysis teams within the programme, direct work to the most appropriate teams. Connect users to emerging data, analysis and insight to reduce duplication of requests across the Programme. Carry out user research and analyse user experience intelligence to ensure continuous improvements in product design. Lead on complex data quality investigations across the Programme and provide advice to the Information Cell on necessary changes to improve data quality across Foundry

- Documentation: Ensure technical documentation is completed for all Foundry products and shared across the cell.
- Training: Design and delivery of training in vaccine information products across the programme, to include national and regional operational users and the COVID analytics community.
- Foundry development pods: Design, development, maintenance and release of programme products in the Foundry platform.

The key deliverables with which the Team are likely to require support under the proposed contract include:

- Planning and Allocation: Phase 3 planning models including the demand model for Flu/COVID, phase 2 completion modelling to track against July programme delivery targets, Ministerial reporting processes, programme modelling deep dive sessions
- 2. Population Insights: Data analyses to support equalities team in improving vaccine uptake in minority populations, or other population group of interest and to evaluate interventions, monitoring performance for Phase 3 and providing data enabling the programme to identify successful interventions and to predict possible points of failure and raise them as risks before they cause issues
- 3. Performance Insights: Regular regional performance reports, analysis of Phase 2 performance improvement opportunities for OLT and delivery model teams. Development of exception reporting for phase 3 performance management. Development of Foundry products to support performance team maximise programme capacity through the remainder of phase 2 and into phase 3.

- VC/CP/Invites modelling: Phase 2 and phase 3
 modelling and analytics to support: invites and reminders
 strategy, site/vaccine availability, STP and site-level
 allocations decisions, delivery model operations tram.
- PMO: facilitation of key Information Cell meetings, reporting to Team oversight group, routine reporting into central programme PMO
- 6. Requirements: Engagement across programme stakeholders (leadership, workstreams, delivery models, analysts) to understand reporting requirements for phase 3. Triage of user requirements into development pipelines and analysis teams. Ongoing support to manage data quality queries and issues. Lead the coordination between development/analytics teams and development teams and programme users to ensure products address the evolving requirements of the programme into Phase 3. Carry out user research and work with developers to ensure user feedback is incorporated in product design.
- 7. Documentation: Complete documentation for Phase 2 products. Complete additional documentation for phase 3 products. Develop a process to ensure documentation is kept updated
- 8. Training: Design and delivery of training in vaccine information products across the programme. Expected to include running national and regional training sessions, designing and writing user guides and other online training resources, responding to user queries. Work closely with developers to co-ordinate the release and deployment of new products, including managing the communications for training and new releases.
- Foundry development pods: Design, development, maintenance and release of phase 3 products in the Foundry platform.

Contract Managers	Authority's Contract Manager		
	Supplier's Contract Manager(s)		
Lead Contract Manager (if applicable)	NA		
Person(s) to receive notices under the Contract	Authority's nominated person and contact details for service of notices NHS England Skipton House 80 London Road London SE1 6LH PA Consulting Services		
Contract	Supplier's nominated person and contact details for service of notices 10 Bressenden Place London SW1E 5DN With a copy to the Head of Group Legal at the address above		
Notified Sub- contractors in the event of a TUPE	N/A		
transfer at a Relevant Commencement Date			
	<u>General</u>		
Issue of this Order Form is an "invitation to treat" by the Authority following the Suppliers' Call-Off ITT Response submitted by the Supplier(s) in response to the relevant mini-competition conducted under and in accordance with the Framework Agreement. On the signature of the Order Form by the Suppliers and its return to the Authority, the signature of the Order Form by the Authority shall be the point at which a contract is formed between the Authority and the Suppliers. This Order Form, together with the Call-Off Terms and Conditions and the applicable provisions of the Framework Agreement (and the other provisions as set out in the Call-Off			

	Terms and Conditions) form a contract (defined as "the Contract" in the Call-Off Terms and Conditions) between the parties as at and from the date of this Order Form.		
All terms defined in the Call-Off Terms and Conditions h same meaning when utilised in this Order Form.			
	The Call-Off Terms and Conditions comprise the following Schedules of Appendix A of the Framework Agreement:		
	Schedule 1	Key Provisions	
	Schedule 2	General Terms and Conditions	
	Schedule 3	Definitions and Interpretations Provisions	
	Schedule 4	This Order Form	
	Schedule 5	Information Governance	
	Schedule 6	Security Management	
	Schedule 7	Standards	
	Schedule 8	Software	
Call-Off Terms and	Schedule 9	Installation and Commissioning Services	
Conditions	Schedule 10	Maintenance Services	
	Schedule 11	Guarantee	
	Schedule 12	Staff Transfer	
	Schedule 13	Change Control Process	
	Schedule 14	Calculation of Termination Sum	
	Schedule 15	Not Used	
	Schedule 16	Acceptance Testing	
	Schedule 17	Benchmarking	
	Schedule 18	Governance	
	Any additional Extra Key Provisions set out at Annex 2 below shall be incorporated into the Contract formed by the signature and completion of this Order Form.		
Framework Agreement	The Health Systems Support Framework established by NHS England for and on behalf of NHS England and other contracting authorities. (the "Framework Agreement").		
Call-Off ITT	The Call-Off ITT as issued by the Authority to invite responses to the relevant mini-competition conducted under and in accordance with the Framework Agreement.		

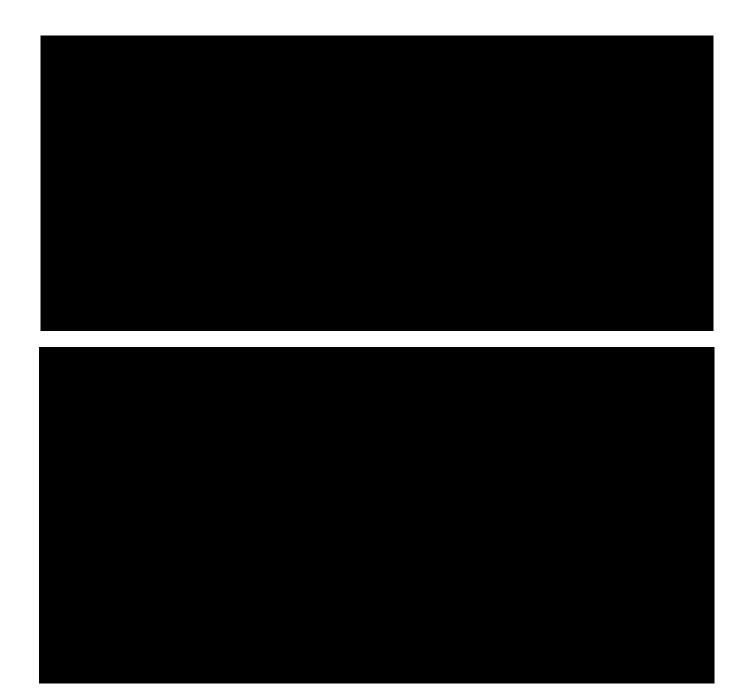
Call-Off ITT Response	The Suppliers' response to the relevant Call-Off ITT submitted by the Suppliers in response to the relevant mini-competition conducted under and in accordance with the Framework Agreement and initiated by the issue of a Call-Off ITT by the Authority.	
Contract Meetings	Contract meetings will take place on a monthly basis. The Authority will minute each meeting in accordance with Clause 11 of Schedule 2 of the Call-Off Terms and Conditions. Please note that any changes to the Processing arrangements outlined in Annex 7 of this Order Form should be dealt with under the procedure outlined in Clause 31.3 of the Call-Off Terms and Conditions.	
Fast-track Change values	NA	
Contract Term and Termination Provisions		
Term of the Contract	 Commence date: 1 September 2021 End date: 31 March 2022 (with potential renewal for a further 12 months) 	
Extension of Term	The Authority has the right to extend on one or more occasions, on at least 2 months' notice, up to a maximum 12 Months extension in aggregate.	
Unilateral Authority right of termination notice period	6 months	
Maximum Payments following Unilateral Authority right to terminate	NA	
Maximum Permitted Profit Margin	NA	
Variation to Termination Sum calculation	NA	

Insurance on Expiry or Termination	On the expiry or earlier termination of this Contract, the Suppliers are required to ensure that: unless otherwise required in the Extra Key Provisions, any ongoing liability that they have or may have arising out of this Contract shall continue to be the subject of appropriate insurance and/or indemnity arrangements and/or membership of the risk pooling statutory schemes for the period of six (6) years from termination or expiry of this Contract; and where the Deliverables or any part of them could result in liability to any patient in respect of care and/or advice funded by an NHS body, any ongoing liability that the Suppliers have or may have arising out of this Contract shall continue to be the subject of appropriate insurance and/or indemnity arrangements and/or membership of the risk pooling statutory schemes for the period of up to twenty-one (21) years from termination or expiry of this Contract. (See Clauses 20.8 and 20.9 of of the Call-Off Terms and Conditions, respectively).	
Contract Deliverables		
Deliverables	The Deliverables to be provided by the Supplier(s) under the Contract shall be the Services and/or Ad Hoc Services and/or Goods and/or any other requirement whatsoever (including without limitation any item, feature, material, outcome or output). The Deliverables are described at Annex 1 Part 1 of this Order Form ("the Specification"),shall be provided from the Deliverables Commencement Date set out below in accordance with the KPIs set out in the Specification. Where the Suppliers are comprised of more than a single Supplier the Supplier Matrix at Annex 1 of the Order Form, shall indicate which portion of the Deliverables are to be provided by which of the Suppliers.	
Priority Deliverable	NA NA	
Deliverables Commencement Date	1 September 2021	
Services Commencement Date	1 September 2021	

Goods Commencement Date	N/A	
Long Stop Date	N/A	
Implementation Plan	N/A	
Quality Plans	N/A	
Information Security Management Plan	If deemed required an Information Security Management Plan will be agreed and completed by the Supplier within 30 days of signing this order form and appended (Annex 5) to the Agreement through a contract variation. This may be amended from time to time in accordance with Schedule 6 of the Call-Off Terms and Conditions.	
Insurance	As per the framework (£5 million)	
Supplier Specific Standards	N/A	
Premises and Property		
Premises and Location(s) for the Delivery of the Deliverables Property Licence(s)	N/A N/A	
and/or Lease(s) granted to the Suppliers	IVA	
Information Governance		
Information Governance Provisions (Schedule 5)	The Authority shall act as a Controller and the Supplier shall act as a Processor.	
Processing of Personal Data	If deemed necessary as a result of the identification of processing of personal data within the services, Annex 7 of the Order Form will be agreed and completed between the Authority and the	

	Supplier within 30 days of contract signature and appended to the Agreement through a contract variation.	
Intellectual Property Rights and Licencing		
Intellectual Property	Any variants to Clause 14 of Schedule 2 of these Call-Off Terms and Conditions will be agreed between the Authority and the Supplier within 30 days of signing this order form.	
Local Health and Care Record Exemplar (LHCRE) Specific IPR	 Where the Contract concerns LCHREs, the Authority shall own the Foreground IPR. For the avoidance of doubt, Clauses 14.6, 14.14 and 14.15 of Schedule 2 of the Call-Off Terms and Conditions shall not apply. 1. The Authority hereby grants to the Suppliers a royalty-free and fully paid up, non-exclusive, perpetual, sub-licensable licence to use the Foreground IPR, any Output and any Specially Written Software for any purpose. 2. The Suppliers shall not charge any NHS Beneficiary for the right to use the Foreground IPR, any Output and any Specially Written Software for the NHS Beneficiary's use for any purpose for the NHS Beneficiary's own benefit, and including, without limitation, the NHS Beneficiary's right to sub-licence to any third party as is reasonably necessary for such use. 	
Supplier Owned Foreground IPR	Any variants to Clause 14 of Schedule 2 of these Call-Off Terms and Conditions will be agreed between the Authority and the Supplier within 30 days of signing this order form.	
Standard Licence Terms	To be stipulated and agreed between the Authority and the Supplier within 30 days of signing this order form.	

Supplier Software and Third Party Software	To be stipulated and agreed between the Authority and the Supplier within 30 days of signing this order form.	
Contract Price and Payment		
Contract Price		
Financial Model	The Suppliers' Financial Model submitted if required by the Authority in the Supplier's Call-Off ITT Response and reproduced at Annex 3.	
Total Contract Price for the purposes of Clause 19 (Limitation of Liability) Contracts conditional	As outlined in Annex 3 of this Order Form NA	
on the execution of a Guarantee	IVA	
Guarantee in favour of NHSE	NA	
Payment Provisions	The payment terms for the payment by the Authority to the Suppliers of the Contract Price for the Services, as set out in the Call-Off ITT and reproduced at Annex 3; and The level of reimbursement by the Suppliers to the Authority relating to any service credits in respect of failures by the Suppliers to meet the KPIs, as set out in the Call-Off ITT and reproduced at Annex 3.	



Order Form Annexes

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Part 2: KPI Overview

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Part 4: Calculation of Service Credits

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Annex 1 Part 1: Specification

Background and Introduction

The COVID-19 Vaccines Programme Information Cell (the team) serves national, regional and local decision makers across the COVID-19 Vaccine Deployment Programme (the Programme) with the data they need to make operational decisions. The workstream provides data and insight through a set of consolidated data visualisation products and specialised modelling, reporting and analytical services.

The functions of the team include ensuring that:

- The user data and analytics needs of the vaccine programme are fully understood and that the products and tools developed are useful and fit for purpose
- Requests from programme users are received and actioned on a timely basis
- Support, training and ongoing assistance are facilitated via the Data and Analytics team who own the Foundry platform and its products, and that the tools and training are appropriately tailored to the vaccine programme users
- Ongoing engagement with related stakeholders both internally and externally where programme data is needed for wider purposes e.g. DHSC, HMT, ONS, PHE and others

Additional assistance is required to fulfil the above functions as part of a diverse, multi-organisational team. The support provided must be underpinned by a detailed knowledge of NHS data and NHS England technical and analytical ways of working.

This specification is to procure a service to deliver support in the delivery of the Team's functions at varying levels for the remainder of the financial year ending 31 March 2022. The contract can be extended up to a further 12 months in total, based on ongoing review of operational requirements.

Standards and Service Specifications

The key objectives and areas of responsibility to be supported by this contract include:

10. Planning and Allocation: Provision of strategic modelling input into senior and Ministerial reporting, provision of a core set of models to inform the planning for Phase 3 (the Autumn/Winter COVID vaccination programme), assistance to supply chain colleagues with modelling and analysis to support the allocations process, provide modelling support to all workstreams, as required, across the programme.

- 11. **Population Insights**: Build demand models, generate insights into cohort behaviours and Programme performance, support the Programme to understand performance in equality of uptake and measure the impact of equality interventions deployed. Support Ministerial reporting, as required.
- 12. **Performance Insights**: Provide the programme with timely insights and performance monitoring, for stakeholders, such as the Programme's Performance Team, Clinical Cell, Operational colleagues and Regional delivery leadership
- 13. **VC/CP/Invites modelling**: Modelling support and reporting to ensure public are invited to be vaccinated at the appropriate time, and that sites have sufficient vaccination appointment availability to meet demand
- 14. **PMO**: Lead the delivery of key PMO activities within the Team, coordinate with the central Programme PMO, interface across the Team to monitor, and intervene where required, in relation to team and individual wellbeing
- 15. **User requirements**: Engage across programme stakeholder groups to understand current and future data and reporting requirements. Development of user requirements and in liaison with development pods and analysis teams within the programme, direct work to the most appropriate teams. Connect users to emerging data, analysis and insight to reduce duplication of requests across the Programme. Carry out user research and analyse user experience intelligence to ensure continuous improvements in product design. Lead on complex data quality investigations across the Programme and provide advice to the Information Cell on necessary changes to improve data quality across Foundry
- 16. **Documentation**: Ensure technical documentation is completed for all Foundry products and shared across the cell.
- 17. **Training**: Design and delivery of training in vaccine information products across the programme, to include national and regional operational users and the COVID analytics community.
- 18. **Foundry development pods**: Design, development, maintenance and release of programme products in the Foundry platform.

The key deliverables with which the Team are likely to require support under the proposed contract include:

- 10. **Planning and Allocation**: Phase 3 planning models including the demand model for Flu/COVID, phase 2 completion modelling to track against July programme delivery targets, Ministerial reporting processes, programme modelling deep dive sessions
- 11. Population Insights: Data analyses to support equalities team in improving vaccine uptake in minority populations, or other population group of interest and to evaluate interventions, monitoring performance for Phase 3 and providing data enabling the programme to identify successful interventions and to predict possible points of failure and raise them as risks before they cause issues
- 12. **Performance Insights**: Regular regional performance reports, analysis of Phase 2 performance improvement opportunities for OLT and delivery model teams. Development of exception reporting for phase 3 performance management. Development of Foundry products to support performance team maximise programme capacity through the remainder of phase 2 and into phase 3.

- 13. **VC/CP/Invites modelling**: Phase 2 and phase 3 modelling and analytics to support: invites and reminders strategy, site/vaccine availability, STP and site-level allocations decisions, delivery model operations tram.
- 14. **PMO**: facilitation of key Information Cell meetings, reporting to Team oversight group, routine reporting into central programme PMO
- 15. **Requirements**: Engagement across programme stakeholders (leadership, workstreams, delivery models, analysts) to understand reporting requirements for phase 3. Triage of user requirements into development pipelines and analysis teams. Ongoing support to manage data quality queries and issues. Lead the coordination between development/analytics teams and development teams and programme users to ensure products address the evolving requirements of the programme into Phase 3. Carry out user research and work with developers to ensure user feedback is incorporated in product design.
- 16. **Documentation**: Complete documentation for Phase 2 products. Complete additional documentation for phase 3 products. Develop a process to ensure documentation is kept updated
- 17. **Training**: Design and delivery of training in vaccine information products across the programme. Expected to include running national and regional training sessions, designing and writing user guides and other online training resources, responding to user queries. Work closely with developers to co-ordinate the release and deployment of new products, including managing the communications for training and new releases.
- 18. **Foundry development pods**: Design, development, maintenance and release of phase 3 products in the Foundry platform.

Phase 2 is expected to complete in July 2021 with Phase 3 commencing in September 2021. Ongoing requirements of the Programme will continue to need servicing in the longer term including continued improvement in existing products and processes and development of new products and processes dependent on future demands of the Programme. Resource requirements will vary over time depending on ongoing roles being filled by NHS secondees and CSU staff. We anticipate some reduction in this team over the life of the contract as the programme stabilises into autumn 2021 and beyond.

Resource requirements to support the Team, based on current assumptions, are:

- 1. Planning and Allocation: includes leadership, modellers and demand modelling
- Population Insights: includes population insight generation and population insight Foundry tool development
- Performance Insights: includes performance analysts plus additional FTE responsible for Prime Minister's briefing pack
- 4. VC/CP/Invites modelling
- 5. **PMO**
- 6. Requirements: includes engagement managers plus User Research
- 7. **Documentation**: includes technical authors
- 8. **Training**: includes training resource plus communications resource

- 9. **Foundry development pods**: includes BA resource and Foundry developers
- 10. **Leadership, output review, quality assurance**: includes leadership and support to team, including quality assurance and review of key outputs

Other requirements and considerations

- There is a high degree of knowledge and understanding of the Programme data, technology (particularly Foundry), structure and operations required to operate effectively. For new staff this takes considerable onboarding time and effort. We will therefore expect continuity of resources brought into the programme under the contract and training and upskilling of new joiners is a core part of the team's work.
- Team members will need to be able to pick up complex work effectively, in a fast-paced, high profile
 and high demand environment and be able to present outputs clearly and succinctly to senior
 stakeholders.
- The team is expected to work as a blended team with NHS staff and other suppliers. Roles in many of
 the sub-teams may require shift working to cover out-of-hours demand on evenings and weekends.
 There is also a need for people to work weekends and unsociable hours at times to meet these
 demands.

Essential technical skills and experience

- Recent demonstrable experience of working in blended, multi-partner teams to deliver data products.
- Extensive recent knowledge and involvement in major NHS England delivery programmes and experience in NHS knowledge management.
- Strong expertise and experience in working with NHS data sets including an understanding of the content and governance requirements of NHS data.
- Experience working at all levels of the NHS, with particular experience and understanding of the impact of COVID.
- Knowledge and understanding of NHS England data, programmes and people.
- Knowledge of working with the core datasets in the Vaccine programme.
- Experience developing analytics, products and models in Foundry.
- Knowledge of the existing models in the Programme including the supply phasing model and the invites/allocation model.
- Evidence of working with the NHS Foundry platform for development of data driven tools for the NHS
- Demonstrable ability to analyse large, complex Foundry datasets, ability to interrogate Foundry, good domain knowledge
- Demonstrable ability to work quickly and present outputs to senior audiences.
- Strong expertise and experience in data science and analysis with a proven track-record in drawing intelligence out of data for the NHS.
- Strong expertise and experience of modelling in excel and other environments such as python.
- Strong expertise and evidence of demand and capacity modelling, as well as predicting demand.
- Strong evidence of drawing insights from data and communicating them with impact.
- Strong evidence of communicating highly technical information with impact to technical and non-technical audiences.
- Ability to scope out complex technical problems and to think strategically.
- Extensive experience of healthcare digital product development and deployment and of developing analytical products for the health and/or care system
- Strong expertise and experience in developing or working with digital applications utilising Okta identity and access management.
- Strong expertise and experience in Agile product development in line with GDS standards, including Business Analysis, Product Management, Development & QA.
- Strong expertise and experience in User Research, UX and delivery of user focused, data driven products at scale.

Annex 1 Part 2: KPI Overview

Key performance indicators will be agreed with the supplier within 30 days of signing the order form. These should provide regular measures of knowledge and skills transfer from the supplier.

NHSEI will look to form a steering group under the contract with a clearly defined remit to support contract governance and manage the expectations of internal stakeholders. Regular collaborative governance meetings will be scheduled with the supplier with the aim to review progress, review performance, provide feedback and discuss challenges/lessons learned.

NHSEI and the supplier will agree and articulate key personnel at contract kick off including the SRO, key points of contact for data requirements and the consulting team. The contract will include provisions to be able to manage changes to any key personnel. NHSEI and consultant leadership teams will be expected to stay in close contact and work together in order to face challenges together and assure effective knowledge transfer.

In line with exit planning requirements NHSEI and the supplier will prepare for exit in good time with the supplier ensuring internal staff are in full ownership of deliverables and working documents well before the end of engagements (including any intellectual property where appropriate). Handover pack should be provided to NHSEI to include final deliverables and structure working papers.

Annex 2 Extra Key Provisions

Contract Price and Payment Terms

Contract Price		

Contract Price for permitted extensions to the Term

NA.

Total Contract Price for the purposes of Clause 19 (Limitation of Liability)



Payment Provisions

Customer billing address:

X24 Payables K005, Phoenix House, Topcliffe Lane, Wakefield, WF3 1WE All invoices to be submitted via Tradeshift.com in electronic format

Maximum Payments on Unilateral Termination by Authority

NA



Implementation Plan (if any)

Not used

Information Security Management Plan

To be stipulated and agreed between the Authority and the Supplier within 30 days of signing this order form.

Supplier Solution



Processing of Personal Data

This annex shall be inserted as the Annex to Schedule 5 of the Call-Of Terms and Conditions.

- 1. The Suppliers are only authorised to Process Personal Data in accordance with this Annex.
- 2. The Suppliers shall comply with any further written instructions with respect to Processing from the Authority from time to time.
- 3. Any such further instructions shall be incorporated into this Annex. To be stipulated and agreed between the Authority and the Supplier within 30 days of signing this order form.

Description	Data
Subject matter of the processing	1 [This should be a high level, short description of what the processing is about i.e. its subject matter]
Duration of the processing	2 [Clearly set out the duration of the processing including dates]
Nature and purposes of the processing	[Please be as specific as possible, but make sure that you cover all intended purposes.
	The nature of the processing means any operation such as collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction of data (whether or not by automated means) etc.]
Type of Personal Data	[Examples here include: name, address, date of birth, NI number, telephone number, pay, images, biometric data etc.]
Categories of Data Subject	[Examples include patients, members of the public users of a particular website etc.]
Plan for return and destruction of the data once the processing is complete UNLESS requirement under union or member state law to preserve that type of data	[Describe how long the data will be retained for, how it will be returned or destroyed.]

For the avoidance of doubt this list will be amended through the Contract Meetings as set out above and in line with Clause 31.3 of Annex 2 of this Order Form.

[As referenced in Schedule 18 of the Call-Off Terms and Conditions]

BOARD REPRESENTATIONS AND STRUCTURES

Standard Licence Terms

Notified Sub-Contractors

Supplier Software and Third Party Software