



Crown
Commercial
Service

**CALL OFF ORDER FORM FOR MANAGEMENT
CONSULTANCY SERVICES**

FOR

**PROVISION OF CONSULTANCY SUPPORT FOR CIVIL
SERVICE WORKFORCE DATA SPRINT**

CONTRACT REFERENCE: CCCC21B10

CONTRACT FOR

GOVERNMENT CONSULTING HUB

FRAMEWORK SCHEDULE 4

CALL OFF ORDER FORM AND CALL OFF TERMS

PART 1 – CALL OFF ORDER FORM

SECTION A

This Call Off Order Form is issued in accordance with the provisions of the Framework Agreement for the Provision of Consultancy Support for Civil Service Workforce Data Sprint from **RM3745** dated 4th September 2017.

The Supplier agrees to supply the Services specified below on and subject to the terms of this Call Off Contract.

For the avoidance of doubt this Call Off Contract consists of the terms set out in this Call Off Order Form and the Call Off Terms.

Order Number	To be completed at Contract award
From	GOVERNMENT CONSULTING HUB ("CUSTOMER")
To	DELOITTE ("SUPPLIER")

SECTION B

CALL OFF CONTRACT PERIOD

1.1.	Commencement Date: 9 August 2021
	Expiry Date: End date of Initial Period: 8 October 2021 End date of Extension Period: 15 October 2021 Minimum written notice to Supplier in respect of extension: 2 days

SERVICES

2.1	Services required: In Call Off Schedule 2 (Services) See Annex A - Statement of Requirements
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PROJECT PLAN

3.1.

Project Plan: In Call Off Schedule 4 (Project Plan)

This engagement is expected to be for a period of 8-10 weeks. Further milestones will be agreed as part of the mobilisation process and will be dependent on the timing of SR21.

The following Contract milestones/deliverables shall apply:

Milestone/Deliverable	Description	Expected Date
1	Final project scope/plan	No later than 13/08/21 or within week 1 of Contract Award
2	Initial integrated data pack based on analysis of existing data sources, setting out trend analysis, trajectory and PfG data by department	27/08/21
3	Interim report	31/08/21
4	Draft Final Report	24/09/21
5	Updated CS transparency spreadsheet and user guidance.	24/09/21
6	Final Report	30/09/21

CONTRACT PERFORMANCE

4.1.	Standards:
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	In Clause 11 (Standards and Quality) Applied																				
4.2	Service Levels/Service Credits: The Authority will measure the quality of the Supplier’s delivery by: <table><tr><th>KPI/SLA</th><th>Service Area</th><th>KPI/SLA description</th><th>Target</th></tr><tr><td>1</td><td>Service Delivery</td><td>Weekly update reports.</td><td>100%</td></tr><tr><td>2</td><td>Service Delivery</td><td>Meet milestones and provide timely deliverables as set out in 3.1 (Project Plan) above.</td><td>100%</td></tr><tr><td>3</td><td>Service Delivery</td><td>Respond via email to queries from the Authority within 48 hours upon receipt of the query</td><td>100%</td></tr><tr><td>4</td><td>Project Progress / Management</td><td>The supplier will attend weekly progress meetings or calls to discuss the development of the project/reports in order to ensure collaborative working and to maintain project governance.</td><td>100% Attendance at weekly meetings</td></tr></table>	KPI/SLA	Service Area	KPI/SLA description	Target	1	Service Delivery	Weekly update reports.	100%	2	Service Delivery	Meet milestones and provide timely deliverables as set out in 3.1 (Project Plan) above.	100%	3	Service Delivery	Respond via email to queries from the Authority within 48 hours upon receipt of the query	100%	4	Project Progress / Management	The supplier will attend weekly progress meetings or calls to discuss the development of the project/reports in order to ensure collaborative working and to maintain project governance.	100% Attendance at weekly meetings
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4	Project Progress / Management	The supplier will attend weekly progress meetings or calls to discuss the development of the project/reports in order to ensure collaborative working and to maintain project governance.	100% Attendance at weekly meetings																		
4.3	Critical Service Level Failure: Not applied																				
4.4	Performance Monitoring: See Section 4.2 Customer will provide any applicable policies, codes, guidance, procedures or Standards to the Supplier. Supplier is not responsible for Delays that are outside of its control. Supplier Background IPR includes any enhancements and/or modifications																				
4.5	Period for providing Rectification Plan: In Clause 39.2.1(a) of the Call Off Terms																				

PERSONNEL

5.1	Key Personnel: REDACTED
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5.2	Relevant Convictions (Clause 28.2 of the Call Off Terms): Applied
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PAYMENT

6.1	<p>Call Off Contract Charges (including any applicable discount(s), but excluding VAT):</p> <p>REDACTED</p> <p>For the avoidance of doubt, the total contract value will not exceed £216,800.00 exc. VAT</p>
6.2	<p>Payment terms/profile (including method of payment e.g. Government Procurement Card (GPC) or BACS):</p> <p>Due to the relatively short period of engagement, as outlined in Section 3.1 (Project Plan), invoicing will be monthly in arrears or once at the end of the engagement.</p> <p>Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.</p> <p>Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.</p>
6.3	<p>Reimbursable Expenses:</p> <p>Permitted</p> <p>Daily rates must be inclusive of T&S to any location in central London / within the M25 ("base location").</p> <p>Any travel outside the base location (outside of the M25) is to be agreed with the project lead and will be chargeable to the authority in accordance with the Cabinet Office Travel and Subsistence Policy.</p>
6.4	<p>Customer billing address (paragraph 7.6 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):</p> <p>Invoices should be submitted to: REDACTED</p>
6.5	<p>Call Off Contract Charges fixed for (paragraph 8.2 of Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):</p> <p>For the term of the Call Off Contract from the Call Off Commencement Date.</p>
6.6	<p>Supplier periodic assessment of Call Off Contract Charges (paragraph 9.2 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)) will be carried out on:</p> <p>Not Applied</p>
6.7	<p>Supplier request for increase in the Call Off Contract Charges (paragraph 10 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):</p>

	Not Permitted
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LIABILITY AND INSURANCE

7.1	Estimated Year 1 Call Off Contract Charges: The sum of £216,800.00 (excluding VAT)
7.2	Supplier's limitation of Liability (Clause 37.2.1 of the Call Off Terms); In Clause 37.2.1 of the Call Off Terms .
7.3	Insurance (Clause 38.3 of the Call Off Terms): In Clause 38.3 of the Call Off Terms

TERMINATION AND EXIT

8.1	Termination on material Default (Clause 42.2.1(c) of the Call Off Terms): In Clause 42.2.1(c) of the Call Off Terms
8.2	Termination without cause notice period (Clause 42.7.1 of the Call Off Terms): In Clause 42.7.1 of the Call Off Terms
8.3	Undisputed Sums Limit: In Clause 43.1.1 of the Call Off Terms
8.4	Exit Management: Not applied

SUPPLIER INFORMATION

9.1	Supplier's inspection of Sites, Customer Property and Customer Assets: Not Applicable
9.2	Commercially Sensitive Information: To be advised by Deloitte

OTHER CALL OFF REQUIREMENTS

10.1	Recitals (in preamble to the Call Off Terms): Recitals B to E Recital C - date of issue of the Statement of Requirements: 27 July 2021
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	Recital D - date of receipt of Call Off Tender: 2 August 2021
10.2	Call Off Guarantee (Clause 4 of the Call Off Terms): Not required
10.3	Security: Short form security requirements
10.4	ICT Policy: Not applied
10.5	Testing: Not applied
10.6	Business Continuity & Disaster Recovery: In Call Off Schedule 8 (Business Continuity and Disaster Recovery) Disaster Period: For the purpose of the definition of "Disaster" in Call Off Schedule 1 (Definitions) the "Disaster Period" shall be Not Applicable
10.7	NOT USED
10.8	Protection of Customer Data (Clause 35.2.3 of the Call Off Terms): Applied
10.9	Notices (Clause 56.6 of the Call Off Terms): <u>Customer's postal address and email address:</u> 10 South Colonnade, London E14 4PU / 1 Horse Guards Road, London, SW1A 2HQ REDACTED <u>Supplier's postal address and email address:</u> Deloitte, One New Street Square, London, EC4A 3HQ REDACTED
10.10	Transparency Reports In Call Off Schedule 13 (Transparency Reports)
10.11	Alternative and/or additional provisions (including any Alternative and/or Additional Clauses under Call Off Schedule 14 and if required, any Customer alternative pricing mechanism): See Section 10.16 Also: <ul style="list-style-type: none"> - A knowledge transfer protocol will be established jointly to support the knowledge transfer requirements;

	<ul style="list-style-type: none"> - The model (including supporting 'how to' documentation) will be fully working, re-usable, and subject to formal acceptance. 										
10.12	Call Off Tender: See Annex B – Call Off Tender										
10.13	Publicity and Branding (Clause 36.3.2 of the Call Off Terms) Not Applied										
10.14	Staff Transfer Annex to Call Off Schedule 10, List of Notified Sub-Contractors (Call Off Tender).										
10.15	Processing Data Call Off Schedule 17										
	<p>The contact details of the Customer Data Protection Officer is: REDACTED</p> <p>The contact details of the Suppliers Data Protection Officer is: REDACTED</p> <p>Processor shall comply with any further written instructions with respect to processing by the Controller.</p> <p>Any such further instructions shall be incorporated into this Schedule.</p> <table border="1"> <tr> <td>Contract Reference:</td><td>CCCC21B10</td></tr> <tr> <td>Date:</td><td>5 August 2021</td></tr> <tr> <td>Description Of Authorised Processing</td><td>Provision of Consultancy Support for Civil Service Workforce Data Sprint</td></tr> <tr> <td>Identity of the Controller and Processor</td><td>Where any Personal Data is processed in connection with the exercise of the Parties' rights and obligations under this Call Off Contract, the Parties acknowledge that the Customer is the Data Controller and that the Supplier is the Data Processor</td></tr> <tr> <td>Use of Personal Data</td><td>Managing the obligations under the Call Off Contract Agreement, including exit management, and other associated activities.</td></tr> </table>	Contract Reference:	CCCC21B10	Date:	5 August 2021	Description Of Authorised Processing	Provision of Consultancy Support for Civil Service Workforce Data Sprint	Identity of the Controller and Processor	Where any Personal Data is processed in connection with the exercise of the Parties' rights and obligations under this Call Off Contract, the Parties acknowledge that the Customer is the Data Controller and that the Supplier is the Data Processor	Use of Personal Data	Managing the obligations under the Call Off Contract Agreement, including exit management, and other associated activities.
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Use of Personal Data	Managing the obligations under the Call Off Contract Agreement, including exit management, and other associated activities.										

	Duration of the processing	For the duration of the contract only.
	Nature and purposes of the processing	Collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available of information relating to the Provision Consultancy Support for Civil Service Workforce Data Sprint The purpose is to analyse a range of existing data sources and engage with Government departments to provide advice
	Type of Personal Data	Whilst the underlying data set is built on personal data the supplier will only have access to workforce data at an aggregate level, this data will be fully anonymised and will not include any attributable personal details the fields of aggregate workforce data will be: <ul style="list-style-type: none"> - Department - Grade - FTE - Location - Profession / Function - No. of Joiners & Leavers
	Categories of Data Subject	Current personnel, Contractors/Consultants, Customers, Public officers, Suppliers
	Plan for return or destruction of data at end of contract	Data to be returned or deleted as instructed by the Customer.
	4. Any information relating to: - REDACTED	
10.16	MOD DEFCONs and DEFFORM	

	Not Applicable
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FORMATION OF CALL OFF CONTRACT

BY SIGNING AND RETURNING THIS CALL OFF ORDER FORM (which may be done by electronic means) the Supplier agrees to enter a Call Off Contract with the Customer to provide the Services in accordance with the terms Call Off Order Form and the Call Off Terms.

The Parties hereby acknowledge and agree that they have read the Call Off Order Form and the Call Off Terms and by signing below agree to be bound by this Call Off Contract.

In accordance with paragraph 7 of Framework Schedule 5 (Call Off Procedure), the Parties hereby acknowledge and agree that this Call Off Contract shall be formed when the Customer acknowledges (which may be done by electronic means) the receipt of the signed copy of the Call Off Order Form from the Supplier within two (2) Working Days from such receipt.

For and on behalf of the Supplier:

Name and Title	REDACTED
Signature	REDACTED
Date	10 August 2021

For and on behalf of the Customer:

Name and Title	REDACTED
Signature	REDACTED
Date	11 August 2021

Annex A - Statement of Requirements

1. PURPOSE

- 1.1 The Cabinet Office - The Government Consulting Hub, Civil Service Human Resources, Analysis & Insight, the Central Digital and Data Office, and Places for Growth team - is seeking expert consultancy support to analyse a range of existing data sources and engage with Government departments to provide advice for Spending Review 2021 (SR21).

2. BACKGROUND TO THE CONTRACTING AUTHORITY

- 2.1 The Government Consulting Hub (GCH), Civil Service HR (CSHR), Analysis & Insight (A&I) team and the Central Digital and Data Office and the Places for Growth (PfG) team are all part of the Cabinet Office.
- 2.2 The GCH is a new cross-government management consultancy team working at the centre of government. GCH provides senior civil servants and Ministers with the option to use internal Civil Service (CS) resources for complex and time-bound projects and ensures together with the Crown Commercial Service (CCS) and Government Commercial Function (GCF) that we get the most value when HMG does go to market for consultancy.
- 2.3 CSHR provides functional leadership and centralised expert services for CS departments, including HR strategy and policy advice, and centralised support for strategic workforce planning.
- 2.4 The Cabinet Office Analysis and Insight team provides a range of analytical support to the Cabinet Office and the Civil Service HR function, and the Central Digital and Data Office leads on digital, data and technology across Government, including plans for automation. The Places for Growth team leads on the relocation of civil service roles out of London and the South East.

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 3.1 As part of the preparation for the cross-government SR21, and to ensure Ministers and officials have adequate analytics about the CS workforce, the GCH, together with CSHR, Cabinet Office A&I, PfG and CDDO are seeking expert consultancy to form a team with civil servants to deliver cross-government workforce data analysis and advice on achieving workforce efficiencies. This will include producing data sets and analysis with each Civil Service department and where relevant Arms Length Body, as well as additional analysis to support Ministerial discussions

- 3.2 Collating and using workforce data across the Civil Service is a complex and longstanding challenge, which is being addressed longer term through the Interoperability OneData programme and the Shared Services Strategy. However, a tactical solution is required to prepare for 2021 Spending Review (SR21). This will be a critical enabler to support decision making about the size and shape of the Civil Service over the next 4 years.
- 3.3 The Supplier will support the GCH and the wider Civil Service team to deliver this sprint as part of a blended solution bringing expert analytical capability and strategic insight, and working in partnership under the direction of senior Civil Service leaders. The supplier will need to make clear provision for knowledge transfer, analytical techniques, and market insights to GCH and the wider Civil Service teams.

4. DEFINITIONS

Expression or Acronym	Definition
A&I	Cabinet Office Analysis & Insight team
ALB	Arms Length Body
CCS	Crown Commercial Service
CDDO	Central Digital & Data Office
CS	Civil Service
CSHR	Civil Service Human Resources
FTE	Full Time Equivalent - a way to measure the number of employees, irrespective of working pattern, based on full time equivalent.
GCF	Government Commercial Function
GCH	Government Consulting Hub
HMG	Her Majesty's Government
PfG	Places for Growth - a cross Government programme to relocate Civil Service roles out of London and the South East to the regions and Devolved Nations.
SR21	Spending Review 2021 - a significant fiscal event setting spend priorities across government usually for 4 years

5. SCOPE OF REQUIREMENT

- 5.1 Produce an integrated workforce analysis package to inform SR21 decision making, engaging directly with departments and functions to make recommendations on unwinding increases in Civil Service headcount over the the next 5 years, and identifying opportunities to accelerate headcount savings.

This will specifically focus on reducing EU Exit and Covid related roles against a zero-baseline, highlight areas for automation and other efficiencies, and opportunities to accelerate the relocation of Civil Service roles out of London and the South East as part of Places for Growth.

- 5.2 This package will need to draw on a range of existing data sources as well as engaging with departments and functions, and bringing these separate data sources into a single report at the CS level to support senior officials and Ministers.
- 5.3 Implementing the recommendations of the resultant report is out of scope.
- 5.4 Source data will be provided by the Authority. This includes, but is not limited to:
 - 5.4.1 Annual Civil Service Employment Survey (ACSES) for the last 5 years;
 - 5.4.2 The Quarterly SCS database;
 - 5.4.3 SCS Transparency Data;
 - 5.4.4 Workforce Projections;
 - 5.4.5 The Automation Blueprints;
 - 5.4.6 Departmental plans for PfG;
 - 5.4.7 CCS data on Consultancy and Contingent Labour expenditure.

6. THE REQUIREMENT

- 6.1 This requirement is likely to be a closely defined, time-limited task. As a minimum deliverables are to include:
 - 6.1.1 High level plan for the work.
 - 6.1.2 Agreed scoping of data to be included in the final deliverable pack.
 - 6.1.3 Departmental headcount trend analysis over the last 6 years broken down by Full Time Equivalent numbers, grade and profession/function.
 - 6.1.4 Analysis of departmental headcount increases associated with EU Exit and Covid response plus other significant changes, and accompanying narrative based on bilateral engagement with departments.
 - 6.1.5 Departments' forward trajectory for the next 5 years broken down by grade and profession/function showing departments' plans for unwinding EU Exit, Covid and other increases, and opportunities for

automation savings, with accompanying narrative and recommendations on the robustness of these plans, identifying other opportunities to achieve efficiencies and/or accelerate savings. This needs to include estimated cost savings for each initiative/opportunity.

- 6.1.6 Analysis of departmental expenditure on external management consultants and contingent labour, and accompanying narrative and recommendations on scope for achieving reductions.
 - 6.1.7 Analysis of departments' current workforce by location, grade and profession/function.
 - 6.1.8 Analysis of departments' updated Places for Growth plans for reducing headcount and relocating roles out of London and the South East, with accompanying narrative and recommendations on the robustness of these plans, identifying opportunities to go further and/or faster. This needs to include estimated cost savings.
 - 6.1.9 External comparator benchmarks.
 - 6.1.10 Development of the existing complex spreadsheet used to collect and publish CS people related transparency data to include additional data fields, and update the associated user guidance.
- 6.2 All work will be delivered by the Supplier in partnership with GCH and the wider CS team and will require blended working as well as engagement with other Departments. Given the tight timescale for completing this work it will be critical that the supplier can fully mobilise their team on 9th August, and dedicate sufficient resource to produce the interim findings by 31st August.
- 6.3 As a minimum, the Supplier will provide for a transfer of knowledge - production of written case studies/guidance detailing the methodology used and why, ensuring that the approach used is scalable and sharable, and arranging and delivering training for nominated members of the CS team on the methodologies used to carry out the work.
- 6.4 As set out at Section 5 the core requirement is to provide an integrated workforce analysis package to inform SR21 decision making, with accompanying narrative and recommendations on the robustness of existing Civil Service plans for achieving headcount efficiencies and identifying other opportunities to achieve savings.
- 6.5 The spreadsheet used to collect CS transparency data is complex, including conditional logic and macros, which will need to be amended to add extra fields, including locations, staff breakdown by grade and function/profession, and additional pay data.

7. MANAGEMENT INFORMATION/REPORTING

- 7.1 The supplier will be required to provide weekly reports and attend Programme Board and Steering Group meetings/calls.

8. VOLUMES

- 8.1 The Support for Civil Service Workforce Data Sprint is a fixed term piece of work which will last for a maximum of two months during the contract term.

9. CONTINUOUS IMPROVEMENT

- 9.1 The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 9.2 The Supplier should present new ways of working to the Authority during regular Contract review meetings.
- 9.3 Changes to the way in which the Services are to be delivered must be brought to the Authority's attention and agreed prior to any changes being implemented.

10. SUSTAINABILITY

- 10.1 The Authority has a responsibility to act and to support nature, the environment and its vital contributions to biodiversity. The Supplier is required to act in a sustainable manner in the delivery of the Contract, particularly in terms of eliminating waste, reducing travel and minimising energy consumption. The Supplier must comply with all current legislation regarding sustainability and legislation introduced or amended during the period of the contract pertaining to this.
- 10.2 This must include compliance with the Modern Slavery Act 2015 and the Climate Change Act 2008.
- 10.3 The Supplier must consider their carbon footprint in allocating and deploying resources to undertake this requirement.

11. QUALITY

- 11.1 We require skills from consultancy professionals with deep technical and analytical expertise to align and consolidate standalone datasets into a single source, and provide strategic insights and make evidence-based efficiency recommendations.

12. STAFF AND CUSTOMER SERVICE

- 12.1 The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.
- 12.2 The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.

- 12.3 The Supplier shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

13. SECURITY AND CONFIDENTIALITY REQUIREMENTS

- 13.1 REDACTED

14. CONTRACT MANAGEMENT

- 14.1 Please include details that will impact on the Supplier regarding their attendance and/or responsibilities in relation to contract review meetings or progress reporting.
- 14.2 Attendance at Contract Review meetings shall be at the Supplier's own expense.

15. LOCATION

- 15.1 The Services will be mainly carried out remotely but when face-to-face meeting and/or working is required this will normally be at 10 South Colonnade, London E14 4PU and 1 Horse Guards Road, London, SW1A 2HQ.
- 15.2 Submissions shall be inclusive of costs to any location in central London / within the M25 ("base location").
- 15.3 Any travel outside the base location (outside of the M25) is to be agreed with the project lead and will be chargeable to the authority in accordance with the Cabinet Office Travel and Subsistence Policy.

Annex B – Call Off Tender

REDACTED