



Work Order

This document is a Work Order according to the definitions contained within the provisions of the Services Delivery Agreement (SDA) dated **23rd MAY 2024**, between **BLOOM PROCUREMENT SERVICES LTD** and **PUBLIC DIGITAL LIMITED**.

Except where stated herein, all the clauses and conditions specified in the said supplier terms are included herein by reference and form part of this Work Order.

For the avoidance of doubt, the Bloom Standard Terms & Conditions (only where applicable), the SDA and this Work Order constitute the contract between Bloom and the SPS Provider and are hereinafter referred to collectively as the Supplier Terms.

We are delighted to advise that **BLOOM PROCUREMENT SERVICES LTD** have been authorised to obtain the following services on behalf of the Authority.

Project Number:	Project_7114 Contract_17123
Project Name:	NEPRO3 - Public Sector Reform Test, Learn and Grow Strategic Delivery Partner
SPS Provider:	Public Digital Limited
For the Attention of:	REDACTED TEXT under FOIA Section 40, Personal Information
E-mail:	REDACTED TEXT under FOIA Section 40, Personal Information
Telephone Number:	REDACTED TEXT under FOIA Section 40, Personal Information
Address:	REDACTED TEXT under FOIA Section 40, Personal Information

Description of Specialist Professional Services / deliverables required:

Public Digital Limited (PDL) have been appointed by Bloom Procurement Services Ltd on behalf of Cabinet Office to supply a range of services to support a comprehensive programme aimed at enhancing user-centred design, delivery management, digital products and services, change management, strategic storytelling, and experimental design and evaluation. The contract is expected to be two years in length with an option to extend for a third year.

Scope of Contract

The programme will be working with between 10-15 partners across all parts of the United Kingdom to deliver a model which requires some regular physical presence across the country:

- Provision of Skilled Practitioners:
 - Deliver a team of experienced User Centred digital and data practitioners who can integrate into multi-disciplinary teams working on Test & Learn accelerators.
 - Deliver (in collaboration with the core team) approximately 21 'accelerators' across the 3-year programme and 14 'scaling' projects, ensuring rigorous evaluation is integrated into each project phase.
 - Adaptively manage resources and skills required as the project evolves, ensuring the ability to respond to changing demands and outcomes effectively.
 - Enhance local and regional capacity by deploying expertise in policy development, user research, service design, digital product development, data science, behavioural science, and evaluation.
- Capacity Building and Knowledge Transfer:
 - Facilitate the coaching and support of the in-house team and local partners to enable sustainable application of Test, Learn and Grow methodologies.
 - Implement capacity-building programmes across central, regional, and local government.
- Strategic Support:
 - Provide strategic direction and guidance for programme delivery, including support in creating conditions for innovation and testing within government departments.
 - Advise on the strategic direction and succession strategy to ensure the programme's ongoing legacy.
- Experiment Design and Evaluation:
 - Develop and implement experiment designs that embed evaluation and learning, utilising a range of approaches. Importantly, evaluation should be embedded into every stage of the project life cycle.
 - Conduct thorough evaluations for both project-level and fund-level impacts, using both qualitative and quantitative methods to measure success against defined objectives.
- Change Management and Implementation:
 - Support teams to implement multi-disciplinary, user-centred, outcome-focused ways of working, ensuring continuous improvement and adaptation of practices.

- Facilitate knowledge transfer to place-partners to sustainably apply the TLG approach in their context.

- Digital Product and Service Development:

- Assist in the development and implementation of digital products and services that align with programme objectives.

- Strategic Storytelling and Communication:

- Craft strategic narratives and communication plans to effectively share programme insights and outcomes with stakeholders and the public.

- Scalability and Impactful Solutions:

- Develop strategies for scaling successful interventions and generating evidence-based solutions to inform future policy and practice across government.
- Design and execute interventions with scalability in mind, allowing for successful initiatives to be rolled out broadly across other areas or departments.

- Independent Advice on Programme Sustainability:

- Provide expert advice on ensuring the longevity and ongoing impact of the Test, Learn and Grow approach, including assisting with succession planning and reform initiatives.

- Collaborative Innovation with Local Authorities:

- Facilitate collaborative innovation efforts with local authorities to design and test new approaches to public service delivery, with an emphasis on rapid iteration and feedback.

- Governance and Oversight:

- Establish clear governance arrangements including regular milestone reviews, delivery confidence ratings, and comprehensive reporting to the PSR Programme Board and Management Board.

- High-Quality Deliverables:

- Ensure all outputs and deliverables meet predetermined acceptance criteria and quality standards, including client engagement and satisfaction metrics.

- Visibility and Transparency:

- Maintain maximum transparency in all dealings, including procurement processes, financial reporting, and project delivery status, to foster trust and collaboration with all stakeholders.

- Risk Management:

- Implement a proactive risk management strategy that identifies potential risks early in the process and outlines mitigation plans to ensure ongoing project viability.

- Stakeholder Engagement and Facilitation:
 - Proactively engage stakeholders across government to facilitate alignment and buy-in for Test, Learn and Grow initiatives, enhancing collaboration and shared learning.

Ways of Working

The approach to working and managing Statements of Work (SOW) reflects an ambition to form a partnership between HMG and the Strategic Delivery Partner (SDP), focusing on the efficient use of resources across the 'joint team'. Quarterly SOWs and regular quality assessments will keep all parties aligned with project goals, while retrospective workshops and strategic reporting will allow for ongoing improvements.

To initiate any assignment or work under this Agreement, the parties shall collaboratively draft and approve an SOW through the Change Control Notice (CCN) procedure. The pricing of each SOW will be determined based on the effort required, calculated in days against the agreed day rate(s). While it might not capture all the roles required, an SFIA rate card (see annex 5) will ensure transparency and consistency in pricing. The SFIA rate card is for information only, with additional roles captured through subsequent quotes. At the drawdown stage, the scope, deliverables, milestones, acceptance criteria, and project Key Performance Indicators (KPIs) for each work package will be clearly defined, ensuring alignment with the Bloom CCN procedure. Each CCN will, at a minimum, specify the precise details of the assignment, project milestones, payment schedule, and total charge for completing the services. Any changes to the delivery that affect timescales or costs must be pre-approved by the authorised representative of the Cabinet Office, with a revised CCN duly signed to reflect such changes. It is important to note that any work undertaken by PDL outside of this specified process will be at their own expense.

As part of this partnership, both parties will seek to work in line with the following principles, which will be refined over the course of delivery:

1. We are in this together as colleagues with a shared purpose, valuing the expertise of everyone involved
2. Our approach to contracting should help not hinder delivery
3. We build reciprocal trust through being open and transparent, knowing we are all acting in good faith to do what's right
4. We will plan holistically, iterate the work (and milestones), and prioritise based on what we learn
5. We have proportionate governance for change that allows for iteration
6. We can create a shared definition of 'done'
7. We are honest about risks, challenges and motivations
8. As much as possible milestones are outcome based (value delivered) and solution free
9. We work together to understand the value created over the outputs delivered
10. We plan to specific dates while reserving the right to adapt based on evidence and outcomes that emerge through our iterative learning process

The anticipated flow is as follows:

Quarterly Statement of Work Establishment: Each quarter, an SOW (see Annex 2 Draft Statement of Work) is collaboratively developed with the SDP. This process is led by the Director / Deputy Director of PSR in conjunction with the Head of Delivery and Operations. This considers the wider resourcing roadmap, core staff onboarding rates, the maturity of the operating model, and evolving project needs.

Content of Statements of Work: The SOWs will outline the specific outcomes and outputs expected for the next quarter. This ensures precision and an effective focus on deliverables.

Quality Assessment: Quality and performance are assessed each quarter using a RAG rating system and narrative judgement provided by the Director / Deputy Director of Public Service Reform, ensuring alignment with desired outcomes. These will be presented at the TLG Management Board and be sent to the Accounting Officer or her delegate to ensure robust challenge of both provider performance and the maturity of the hybrid model.

Retrospective Workshops: The 'core' programme team and Cabinet Office commercial teams will conduct quarterly 'retrospective' workshops. These sessions are designed to deepen understanding of programme delivery and to perform a 'health check' on the SDP relationship, enabling the commercial team to give informed advice that aligns with the programme's strategic objectives.

Board and Committee Reporting: The TLG Management Board receives monitoring reports encompassing delivery assessments, financial profiles or 'burn rate' analyses, and maturity evaluations of the operating model every two months.

In addition, the inclusion of a stop / review clause and meaningful KPIs further ensures accountability and encourages constructive collaboration. As such, break clauses with clearly defined and proportionate triggers will ensure both flexibility and accountability within the partnership framework. Additionally, KPIs will be established to incentivise value creation and safeguard against potential supplier misconduct, helping to maintain the integrity and success of the collaboration. This combination ensures a balanced approach, fostering a productive and resilient partnership.

Mandatory Requirements

Cyber Essentials accreditation

PDL must hold and maintain Cyber Essential certification. Cyber Essential certification must be renewed annually by PDL for the duration of the Work Order.

Information Security Management

PDL shall remain ISO27001 certified during the period of the Work Order.

Vetting Requirements

PDL undertakes that all SPS Personnel will hold BPSS Security Clearance for the duration of the Work Order.

Data Sharing Agreement (DSA)

PDL and the Cabinet Office acknowledge and agree to sign a data sharing agreement directly between the Cabinet Office and PDL.

Data Processing Agreement (DPA)

PDL and the Cabinet Office acknowledge and agree to sign data processing agreement directly between the Cabinet Office and PDL.

Milestones

REDACTED TEXT under FOIA Section 43 (2), Commercial Information

Service Levels and Key Performance Indicators (KPIs)

REDACTED TEXT under FOIA Section 43 (2), Commercial Information

Contract Management (Measuring Success and Review)	
REDACTED TEXT under FOIA Section 43 (2), Commercial Information	
REDACTED TEXT under FOIA Section 43 (2), Commercial Information	
REDACTED TEXT under FOIA Section 43 (2), Commercial Information	
REDACTED TEXT under FOIA Section 43 (2), Commercial Information	
Commencement Date	23/06/2025

Completion Date	30/06/2027		
REDACTED TEXT under FOIA Section 43 (2), Commercial Information			
REDACTED TEXT under FOIA Section 43 (2), Commercial Information			
REDACTED TEXT under FOIA Section 43 (2), Commercial Information			
REDACTED TEXT under FOIA Section 43 (2), Commercial Information			

REDACTED TEXT under FOIA Section 43 (2), Commercial Information	
Any Further Specific Requirements	REDACTED TEXT under FOIA Section 43 (2), Commercial Information

	<p>REDACTED TEXT under FOIA Section 43 (2), Commercial Information</p>
--	--

Invoicing procedure

The SPS Provider shall complete and submit a Payment Request/Highlight Report via the Technology Platform. This will initiate the Self-Billing Process once approved by the Authority or requirement owner.

Milestone reporting and Payment (Subject to agreed Payment Request/Highlight Report)

Description		Deliverables	Planned Payment Request Submission Date	Total Price
REDACTED TEXT under FOIA Section 43 (2), Commercial Information	REDACTED TEXT under FOIA Section 43 (2), Commercial Information	REDACTED TEXT under FOIA Section 43 (2), Commercial Information	REDACTED TEXT under FOIA Section 43 (2), Commercial Information	REDACTED TEXT under FOIA Section 43 (2), Commercial Information
Total:				£5,000,000

Total Price	Commencement Date	Currency
£5,000,000	23/06/2025	Pounds Sterling

Acknowledgment re supervision and control of SPS Provider personnel

By signing this Work Order and agreeing to the Supplier Terms, the SPS Provider confirms for the duration of the Services provided (subject to the contractual terms governing the Services to be provided):

1. The SPS Provider shall procure that its personnel do not act or operate in a manner which could be perceived in such a way as to infer that the SPS Provider’s personnel are employees of the Authority;
2. The SPS Provider shall always ensure that the Authority shall not supervise or control the work being carried out by the SPS Provider’s personnel;
3. The SPS Provider is free to determine the personnel it uses to provide the services provided that all personnel meet the standards specified by the Authority (including security clearances where applicable);
4. The SPS Provider shall not assume any line management responsibility for any of the Authority’s employees;
5. The SPS Provider shall use their own equipment to deliver the Services, except where the provision of equipment by the Authority is necessary for security purposes;
6. The SPS Provider shall determine their own place and hours of work, except where the nature of the project naturally enforces restriction e.g. attending project meetings at client site during business hours;

If at any time, the SPS Provider fails to comply with the above terms, this shall amount to a material breach of the Work Order which is not capable of remedy for the purposes of the termination clause of the SDA and this Work Order will be terminated with immediate effect. If the SPS Provider breaches these provisions it may be liable for the payment of income tax or national insurance contributions.

ANNEX 1 – to record permitted project specific processing of personal data.

1. The Contractor shall comply with any further written instructions with respect to processing by the Data Controller.
2. Any such further instructions shall be incorporated into this Schedule and this Schedule may be amended at any time during the Term by agreement in writing between the Data Controller and the Contractor to ensure that the description and detail set out in this Schedule with regard to the processing of personal data reflects the arrangements between the Parties, is accurate and is compliant against the Data Protection Legislation.

No	Description	Details
1	Subject Matter of the Processing	Processing of local government data.
2	Duration of the Processing	For the duration of the contract.
3	Nature and Purposes of the Processing	Data collection and analysis for improving service efficiency.
4	Type of Personal Data	N/A
5	Categories of Data Subject	Financial data, numbers of people using a service, service locations.



6	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	Data will be securely deleted within 30 days post-contract, unless otherwise required by law. The controller will retain the data for ongoing planned work.
---	--	---

ANNEX 2

1. This Annex lists the sub-processors that the Data Controller has authorised the Contractor to use in accordance with the Supplier Terms.
2. The Data Controller may, at any time and upon such notice as is reasonable in the circumstances, withdraw its approval in relation to any or all sub-processors listed within this Annex and upon such withdrawal the Contractor must immediately cease using that sub-processor.
3. If the Contractor wishes to propose a new sub-processor for approval, it must provide written notice to the Data Controller detailing the identity of the proposed sub-processor, the nature of the sub-processing and confirmation that a written contract in relation to the sub-processing is in place between the Contractor and the sub-processor. The Data Controller must not unreasonably refuse or delay approval.
4. The Data Controller may at any time and upon reasonable notice request copies of the contracts between the Contractor and its approved sub –processors in relation to the sub-processing.

Sub-contractor details: (name, address and company registration number)	Nature of subprocessing:	Commencement date and term of contract between Contractor and Subprocessor:
REDACTED TEXT under FOIA Section 40, Personal Information	REDACTED TEXT under FOIA Section 43 (2), Commercial Information	REDACTED TEXT under FOIA Section 43 (2), Commercial Information
REDACTED TEXT under FOIA Section 40, Personal Information	REDACTED TEXT under FOIA Section 43 (2), Commercial Information	REDACTED TEXT under FOIA Section 43 (2), Commercial Information



REDACTED TEXT under FOIA Section 40, Personal Information	REDACTED TEXT under FOIA Section 43 (2), Commercial Information	REDACTED TEXT under FOIA Section 43 (2), Commercial Information
--	--	--

Signature Area

Appendix 1 – Rate Card

REDACTED TEXT under FOIA Section 43 (2), Commercial Information

Signature Area

Organisation Name:

REDACTED TEXT under FOIA Section 40,
Personal Information

Role/Title:

REDACTED TEXT under FOIA Section 40,
Personal Information

Name:

REDACTED TEXT under FOIA Section 40,
Personal Information

Signature:

REDACTED TEXT under FOIA Section 40, Personal Information

Organisation Name:

REDACTED TEXT under FOIA Section
40, Personal Information

Role/Title:

REDACTED TEXT under FOIA Section
40, Personal Information

Name:

REDACTED TEXT under FOIA Section
40, Personal Information

Signature: