



**RM6100 Technology Services 3 Agreement  
Framework Schedule 4 - Annex 1  
Lots 2, 3 and 5 Order Form**

## Order Form

This Order Form is issued in accordance with the provisions of the Technology Services 3 Framework Agreement RM6100 dated 16/06/2021 between the Supplier (as defined below) and the Minister for the Cabinet Office (the "**Framework Agreement**") and should be used by Buyers after making a direct award or conducting a further competition under the Framework Agreement.

The Contract, referred to throughout this Order Form, means the contract between the Supplier and the Buyer (as defined below) (entered into pursuant to the terms of the Framework Agreement) consisting of this Order Form and the Call Off Terms. The Call-Off Terms are substantially the terms set out in Annex 2 to Schedule 4 to the Framework Agreement and copies of which are available from the Crown Commercial Service website <https://www.crowncommercial.gov.uk/agreements/RM6100>. The agreed Call-Off Terms for the Contract being set out as the Annex 1 to this Order Form.

The Supplier shall provide the Services and/or Goods specified in this Order Form (including any attachments to this Order Form) to the Buyer on and subject to the terms of the Contract for the duration of the Contract Period.

In this Order Form, capitalised expressions shall have the meanings set out in Schedule 1 (Definitions) of the Call-Off Terms

This Order Form shall comprise:

1. This document headed "Order Form"
2. Attachment 1 – Services Specification
3. Attachment 2 – Charges and Invoicing
4. Attachment 3 – Implementation Plan
5. Attachment 4 – Service Levels and Service Credits
6. Attachment 5 – Key Supplier Personnel and Key Sub-Contractors
7. Attachment 6 – Software
8. Attachment 7 – Financial Distress
9. Attachment 8 - Governance
10. Attachment 9 – Schedule of Processing, Personal Data and Data Subjects
11. Attachment 10 – Transparency Reports; and
12. Annex 1 – Call Off Terms and Additional/Alternative Schedules and Clauses.

The Order of Precedence shall be as set out in Clause 2.2 of the Call-Off Terms being:

- 1.1.1 the Framework, except Framework Schedule 18 (Tender)
- 1.1.2 the Order Form



1.1.3 the Call Off Terms; and

1.1.4 Framework Schedule 18 (Tender).

## Section A General information

Contract Details	
<b>Contract Reference:</b>	C41930
<b>Contract Title:</b>	DELIVERY LEADERSHIP OF COVID PASS PROGRAMME
<b>Contract Description:</b>	Delivery Leadership will provide advice, guidance and leadership for the COVID pass programme.
<b>Contract Anticipated Potential Value:</b> this should set out the total potential value of the Contract	£1,097,497.50
<b>Estimated Year 1 Charges:</b>	£1,097,497.50
<b>Commencement Date:</b>	13/09/2021

### Buyer details

#### Buyer organisation name

Department of Health & Social Care

#### Billing address

Your organisation's billing address - please ensure you include a postcode  
39 Victoria Street, London, SW1A 0EU

#### Buyer representative name

The name of your point of contact for this Order

Information redacted in line with sec

#### Buyer representative contact details

Email and telephone contact details for the Buyer's representative. This must include an email for the purpose of Clause 50.6 of the Contract.

Information redacted in line with section 40 and 43 of the FOIA i.e. personal

#### Buyer Project Reference

Please provide the customer project reference number.

C41930

#13526873v12



## Supplier details

### Supplier name

The supplier organisation name, as it appears in the Framework Agreement  
Deloitte LLP

### Supplier address

Supplier's registered address  
1 New Street Square, London EC4A 3HQ

### Supplier representative name

The name of the Supplier point of contact for this Order

Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information

### Supplier representative contact details

Email and telephone contact details of the supplier's representative. This must include an email for the purpose of Clause 50.6 of the Contract.

Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information respectively

### Order reference number or the Supplier's Catalogue Service Offer Reference Number

A unique number provided by the supplier at the time of the Further Competition Procedure. Please provide the order reference number, this will be used in management information provided by suppliers to assist CCS with framework management. If a Direct Award, please refer to the Supplier's Catalogue Service Offer Reference Number.

C41930



## Section B

### Part A – Framework Lot

#### Framework Lot under which this Order is being placed

Tick one box below as applicable (unless a cross-Lot Further Competition or Direct Award, which case, tick Lot 1 also where the buyer is procuring technology strategy & Services Design in addition to Lots 2, 3 and/or 5. Where Lot 1 is also selected then this Order Form and corresponding Call-Off Terms shall apply and the Buyer is not required to complete the Lot 1 Order Form.

- |  |                                     |
|--|-------------------------------------|
| 1. TECHNOLOGY STRATEGY & SERVICES DESIGN | <input type="checkbox"/>            |
| 2. TRANSITION & TRANSFORMATION           | <input type="checkbox"/>            |
| 3. OPERATIONAL SERVICES                  |                                     |
| a: End User Services                     | <input type="checkbox"/>            |
| b: Operational Management                | <input type="checkbox"/>            |
| c: Technical Management                  | <input type="checkbox"/>            |
| d: Application and Data Management       | <input checked="" type="checkbox"/> |
| 5. SERVICE INTEGRATION AND MANAGEMENT    | <input type="checkbox"/>            |

### Part B – The Services Requirement

#### Commencement Date

See above in Section A

#### Contract Period

Guidance Note – this should be a period which does not exceed the maximum durations specified per Lot below:

Lot	Maximum Term (including Initial Term and Extension Period) – Months (Years)
2	36 (3)
3	60 (5)
5	60 (5)

**Initial Term** Months

6

**Extension Period (Optional)** Two extension periods of 6 months

**Minimum Notice Period for exercise of Termination Without Cause** 10

(Calendar days) Insert right (see Clause 35.1.9 of the Call-Off Terms)

#### Sites for the provision of the Services

Guidance Note - Insert details of the sites at which the Supplier will provide the Services, which shall include details of the Buyer Premises, Supplier premises and any third party premises.



The Supplier shall provide the Services from the following Sites:

**Buyer Premises:**

Supplier to provide service remotely, but will attend NHSX locations in London and Leeds when required (as agreed by the Parties)

**Supplier Premises:**

TBC

**Third Party Premises:**

Not applicable

**Buyer Assets**

*Guidance Note: see definition of Buyer Assets in Schedule 1 of the Call-Off Terms*

Not applicable

**Additional Standards**

*Guidance Note: see Clause 13 (Standards) and the definition of Standards in Schedule 1 of the Contract. Schedule 1 (Definitions). Specify any particular standards that should apply to the Contract over and above the Standards.*

Not applicable

**Buyer Security Policy**

*Guidance Note: where the Supplier is required to comply with the Buyer's Security Policy then append to this Order Form below.*

Not applicable

**Buyer ICT Policy**

*Guidance Note: where the Supplier is required to comply with the Buyer's ICT Policy then append to this Order Form below.*

Not applicable

**Insurance**

*Guidance Note: if the Call Off Contract requires a higher level of insurance cover than the £1m default in Framework Agreement or the Buyer requires any additional insurances please specify the details below.*

Third Party Public Liability Insurance (£) 1,000,000

Professional Indemnity Insurance (£) 1,000,000

**Buyer Responsibilities**

*Guidance Note: list any applicable Buyer Responsibilities below.*

- approving timesheets



- providing access to required equipment and systems
- providing resources that the Supplier Delivery Leads identify (and procuring that third parties do the same)

### Goods

*Guidance Note: list any Goods and their prices.*

Not applicable

### Governance – Option Part A or Part B

*Guidance Note: the Call-Off Terms has two options in respect of governance. Part A is the short form option and Part B is the long form option. The short form option should only be used where there is limited project governance required during the Contract Period.*

Governance Schedule	Tick as applicable
Part A – Short Form Governance Schedule	<input type="checkbox"/>
Part B – Long Form Governance Schedule	X

The Part selected above shall apply this Contract.

### Change Control Procedure – Option Part A or Part B

*Guidance Note: the Call-Off Terms has two options in respect of change control. Part A is the short form option and Part B is the long form option. The short form option should only be used where there is no requirement to include a complex change control procedure where operational and fast track changes will not be required.*

Change Control Schedule	Tick as applicable
Part A – Short Form Change Control Schedule	X
Part B – Long Form Change Control Schedule	<input type="checkbox"/>

The Part selected above shall apply this Contract. Where Part B is selected, the following information shall be incorporated into Part B of Schedule 5 (Change Control Procedure):

Not Applicable



## Section C

### Part A - Additional and Alternative Buyer Terms

#### **Additional Schedules and Clauses** (see Annex 3 of Framework Schedule 4)

This Annex can be found on the RM6100 CCS webpage. The document is titled RM6100 Additional and Alternative Terms and Conditions Lots 2, 3 and 5.

#### **Part A – Additional Schedules**

Guidance Note: Tick any applicable boxes below

<b>Additional Schedules</b>	<b>Tick as applicable</b>
S1: Implementation Plan	Full schedule not used but Implementation Plan required
S2: Testing Procedures	No
S3: Security Requirements (either Part A or Part B)	Part A
S4: Staff Transfer	No
S5: Benchmarking	No
S6: Business Continuity and Disaster Recovery	No
S7: Continuous Improvement	Yes
S8: Guarantee	No
S9: MOD Terms	No

#### **Part B – Additional Clauses**

Guidance Note: Tick any applicable boxes below

<b>Additional Clauses</b>	<b>Tick as applicable</b>
C1: Relevant Convictions	No
C2: Security Measures	No
C3: Collaboration Agreement	No

Where selected above the Additional Schedules and/or Clauses set out in document RM6100 Additional and Alternative Terms and Conditions Lots 2, 3 and 5 shall be incorporated into this Contract.

#### **Part C - Alternative Clauses**

Guidance Note: Tick any applicable boxes below

The following Alternative Clauses will apply:

<b>Alternative Clauses</b>	<b>Tick as applicable</b>
Scots Law	No
Northern Ireland Law	No
Joint Controller Clauses	No



Where selected above the Alternative Clauses set out in document RM6100 Additional and Alternative Terms and Conditions Lots 2, 3 and 5 shall be incorporated into this Contract.

## Part B - Additional Information Required for Additional Schedules/Clauses Selected in Part A

### **Additional Schedule S3 (Security Requirements)**

*Guidance Note: where Schedule S3 (Security Requirements) has been selected in Part A of Section C above, then for the purpose of the definition of "Security Management Plan" insert the Supplier's draft security management plan below.*

The Supplier is not required to produce a Security Management Plan but must comply with the other requirements and standards set out in the Schedule.

### **Additional Schedule S4 (Staff Transfer)**

*Guidance Note: where Schedule S4 (Staff Transfer) has been selected in Part A of Section C above, then for the purpose of the definition of "Fund" in Annex D2 (LGPS) of Part D (Pension) insert details of the applicable fund below.*

Not applicable

### **Additional Clause C1 (Relevant Convictions)**

*Guidance Note: where Clause C1 (Relevant Convictions) has been selected in Part A of Section C above, then for the purpose of the definition of "Relevant Convictions" insert any relevant convictions which shall apply to this contract below.*

Not applicable

### **Additional Clause C3 (Collaboration Agreement)**

*Guidance Note: where Clause C3 (Collaboration Agreement) has been selected in Part A of Section C above, include details of organisation(s) required to collaborate immediately below.*

Not applicable



## Section D Supplier Response

Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information respectively

[Redacted content]

Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information respectively

[Redacted content]

Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information respectively

[Redacted content]

Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information respectively

[Redacted content]



Crown  
Commercial  
Service



## Section E Contract Award

This Call Off Contract is awarded in accordance with the provisions of the Technology Services 3 Framework Agreement RM6100.

### SIGNATURES

#### For and on behalf of the Supplier

Name	Information redacted in line with s
Job role/title	Information redacted in line with section 40 and 43 of the FOI
Signature	Information redacted in line with section 40
Date	<b>14 October 2021</b>

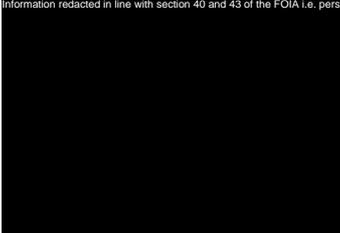
#### For and on behalf of the Buyer

Name	Information redacted in line with s
Job role/title	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information respectively
Signature	Information redacted in line with section 40 and 43
Date	15th October 2021



## Attachment 1 – Services Specification

Information redacted in line with section 40 and 43 of the FOIA i.e. pers.





## Attachment 2 – Charges and Invoicing

### Part A – Milestone Payments and Delay Payments

Not applicable

### Part B – Service Charges

Not applicable

### Part C – Supplier Personnel Rate Card for Calculation of Time and Materials Charges

The services set out in the Services Specification will be delivered on a capped time and materials basis based on the following rate card:

Role	RM6100 Lot 3d Standard Framework Rate	Day Rate that shall be applied to this Contract. £
	Day Rate £	Day Rate £
Information redacted	FOIA i.e. personally identified information and commercially sensitive information respectively	Information redacted
Information redacted	Information redacted	Information redacted
Information redacted	Information redacted	Information redacted
Information redacted	Information redacted	Information redacted
Information redacted	Information redacted	Information redacted
Information redacted	Information redacted	Information redacted
Information redacted	Information redacted	Information redacted

Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information respectively

Any expenses that the buyer pays to the supplier are to be paid in line with the buyer's published expense claims policy.

Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information respectively

Information redacted



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## Part D – Risk Register

Not applicable



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## Part E – Early Termination Fee(s)

The Buyer will pay the Supplier all invoices in respect of services provided and expenses incurred up until the expiry of the 10-day termination period. The amount must be based on the rate card set out in Part C.



### Attachment 3 – Deliverables

#	Role	Deliverables ( <i>bulleted list showing all Deliverables (and associated tasks) required for each Milestone</i> )
D1	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information [Redacted]
D2	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information [Redacted]
D3	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information [Redacted]
D4	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information [Redacted]
D5	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information [Redacted]





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## Attachment 4 – Service Levels and Service Credits

Not applicable



## Attachment 5 – Key Supplier Personnel and Key Sub-Contractors

1.1.5 The Parties agree that they will update this Attachment 5 periodically to record any changes to Key Supplier Personnel and/or any Key Sub-Contractors appointed by the Supplier after the Commencement Date for the purposes of the delivery of the Services.

### Part A – Key Supplier Personnel

[Guidance Note: Insert details of Key Supplier Personnel, their Key Role(s) and Duration in the below table or delete the table in its entirety and insert Not Applicable if there is no Key Supplier Personnel]

Key Supplier Personnel	Key Role(s)	Duration
Information redacted in line with [REDACTED]	commercially sensitive information respective [REDACTED]	Duration of the contract
Information redacted in line with section 40 and [REDACTED]	commercially sensitive information respective [REDACTED]	Duration of the contract

### Part B – Key Sub-Contractors

[Guidance Note: Insert details of Key Sub-Contractors and any additional information required in the below table or delete the table in its entirety and insert Not Applicable if there are no Key Sub-Contractors. This table should be based on the Key Sub-Contractors set out in Schedule 7 of the Framework]

Key Sub-contractor name and address (if not the same as the registered office)	Registered office and company number	Related product/Service description	Key Sub-contract price expressed as a percentage of total projected Charges over the Contract Period	Key role in delivery of the Services
Not Applicable				



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## Attachment 6 – Software

Not applicable

## Attachment 7 – Financial Distress

For the purpose of Schedule 7 (Financial Distress) of the Call-Off Terms, the following shall apply:

### PART A – CREDIT RATING THRESHOLD

Entity	Credit Rating (long term) <i>(insert credit rating issued for the entity at the Commencement Date)</i>	Credit Rating Threshold <i>(insert the actual rating (e.g. AA-) or the Credit Rating Level (e.g. Credit Rating Level 3))</i>
<b>Supplier</b>	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information as	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information as

### PART B – RATING AGENCIES

Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information as

**PART B – LONG FORM GOVERNANCE**

For the purpose of Part B of Schedule 7 (Long Form Governance) of the Call-Off Terms, the following boards shall apply:

SERVICE MANAGEMENT BOARD	
Buyer Members of Service Management Board (include details of chairperson)	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information [Redacted] [Redacted] [Redacted]
Supplier Members of Service Management Board	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information [Redacted]
Start Date for Service Management Board meetings	Started June 2021
Frequency of Service Management Board meetings	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information [Redacted]
Location of Service Management Board meetings	Remote

Programme Board	
Buyer members of Programme Board (include details of chairperson)	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information [Redacted] [Redacted] [Redacted] [Redacted] [Redacted] [Redacted]
Supplier members of Programme Board	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information [Redacted]
Start date for Programme Board meetings	Started July 2021
Frequency of Programme Board meetings	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercially sensitive information [Redacted]
Location of Programme Board meetings	Attendance is Remote

<b>Change Management Board</b>	
Buyer Members of Change Management Board (include details of chairperson)	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information <div style="background-color: black; width: 100%; height: 1em; margin-bottom: 2px;"></div> <div style="background-color: black; width: 100%; height: 1em; margin-bottom: 2px;"></div> <div style="background-color: black; width: 100%; height: 1em; margin-bottom: 2px;"></div> <div style="background-color: black; width: 100%; height: 1em;"></div>
Supplier Members of Change Management Board	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information <div style="background-color: black; width: 100%; height: 1em;"></div>
Start Date for Change Management Board meetings	Started August 2021
Frequency of Change Management Board meetings	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information <div style="background-color: black; width: 100%; height: 1em;"></div>
Location of Change Management Board meetings	Remote

<b>Technical Board</b>	
Buyer Members of Technical Board (include details of chairperson)	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercial <div style="background-color: black; width: 100%; height: 1em; margin-bottom: 2px;"></div> <div style="background-color: black; width: 100%; height: 1em; margin-bottom: 2px;"></div>
Supplier Members of Technical Board	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information and commercial <div style="background-color: black; width: 100%; height: 1em;"></div>
Start Date for Technical Board meetings	
Frequency of Technical Board meetings	
Location of Technical Board meetings	Remote

<b>Risk Management Board</b>	
Buyer Members for Risk Management Board (include details of chairperson)	Information redacted in line with section 40 and 43 of the FOIA i.e. personally identified information <div style="background-color: black; width: 100%; height: 1em; margin-bottom: 2px;"></div> <div style="background-color: black; width: 100%; height: 1em;"></div>
Supplier Members for Risk Management Board	
Start Date for Risk Management Board meetings	
Frequency of Risk Management Board meetings	

Location of Risk Management Board meetings	Remote
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## **Attachment 9 – Schedule of Processing, Personal Data and Data Subjects**

Not applicable

## Attachment 10 – Transparency Reports

Not applicable

**Annex 1 – Call Off Terms and Additional/Alternative Schedules and Clauses**

Not applicable

## Attachment 3 – Service Description

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## 1. BACKGROUND TO THE COVID19 CERTIFICATION STATUS PROGRAMME

- 1.1 Certification refers to the use of testing or vaccination data to confirm in different settings that individuals have a lower risk of getting sick with or transmitting COVID-19 to others.
- 1.2 The aim of the programme is to enable an individual citizen to share their COVID status data with other parties both in the UK for domestic use cases and internationally for travel use cases.
- 1.3 The programme has delivered some early work but the strategy is now starting to change from being focused on building the product to looking at the future space of the product and service. The forward view is to handover work to one of the health organisations at the end of March 2022. In preparation for that, the programme requires a digital service.
- 1.4 The expected programme High-Level Deliverables are:
  - Overall delivery leadership covering 4 products: NHS APP, NHS.UK, Inclusive Service (119), Verifier App (Scanner). This will include the following use cases but not limited to:

Domestic Use, International Travel as well as emerging cases for use by Overseas National and Returning Citizens (both digital and non-digital), trials, Third Party Applications, Overseas Applicants, Developed Administrations and Crown Dependencies as well as a number of emerging Edge Cases.
  - A clear view of all the go-forward product components for the 4 products and a prioritised/sequenced integration of these into the backlog
  - A clear view of live service management in these areas including complaints and feedback, this will include the development of the future model and support any transition to business as usual, as required.
  - Implementation of application performance metrics based on data collated from all 4 products and services.
  - Support on refining the backlog (prioritisation, acceleration, etc.) and streamlining/de-duplicating processes and operating model
  - Working with key delivery partners, and NHS Digital to create a product roadmap and backlog prioritisation.
  - Single view of the product and technical requirements for the post reopening world and associated operating model to deliver
  - Supporting programme roadmap over the next twelve months through implementation of Agile methodologies
  - Co-ordination across the programme - key artefacts and governance cadence will need to be in place to reflect this.
  - Implementation of governance / organisational structures based on a twelve month roadmap.
  - Dependency Management and supporting stakeholder management
  - Programme and performance reporting

## 2. DELIVERY LEADERSHIP DELIVERABLES

2.1 Delivery Leadership is one of 6 areas of advice and leadership that make up the programme. The successful supplier will provide expert technical and performance metrics advice, guidance and leadership. The deliverables are as follows:

- Overall delivery leadership covering 4 products: NHS APP, NHS.UK, Inclusive Service (119), Verifier App (Scanner).
- This will include the following use cases but not limited to:  
  
Domestic and International Travel as well as emerging cases for use by Overseas National and Returning Citizens (both digital and non-digital), trials, Third Party Applications, Overseas Applicants, Developed Administrations and Crown Dependencies as well as a number of emerging Edge Cases.
- Support in maintaining a prioritisation roadmap and milestones plan. This will feed into key governance and 'Go/No Go' processes. This will also require working with key delivery partners and partner organisations. E.g. NHS Digital.
- Regular status reporting at a Senior Leadership Team level as well as provision of content for key programme and delivery boards.
- Single view of the product and technical requirements for the post reopening world and associated operating model to deliver.

## 3. DELIVERY LEADERSHIP REQUIREMENTS

- Responsible for Squad Delivery across the programme – leading and managing resources within the delivery leadership squad, as well as coordinating with squad leads from across the programme - Service, Comms, and Policy teams in particular.
- Each squad / delivery lead will be responsible for owning that particular part of the product, its plan, delivery outcomes, and reporting metrics. Each squad would provide data required to report application and related performance metrics as a component of delivery support.
- Accountable for squad performance - encouraging continuous improvement within the delivery team, identify blockers and help the team overcome them.
- Delivery Leads should be used to proactively managing resources, in line with changing delivery priorities (set out by Central Government and wider programme Senior Leadership Team)
- Requirement to report into programme governance (Programme & Delivery Boards), as well as a need to report into the Senior Leadership Team on an on-going basis
- Engage with key stakeholders to identify and achieve target milestones as required.
- Supporting programme management through contribution to reporting cycles and governance structures.
- Support delivery activities, including governance and risk management.
- Input into sprint planning, scheduling and follow-up ceremonies.

- Lead on the resolution of tech delivery issues outside of the scope of a single delivery partner.
- Develop solutions and potential alternatives to emerging product requirements.
- Oversight of any trials, pilots and Proof of Concept's if required
- Addressing siloed delivery structures - deliver a merger of existing delivery squads to create three focussed squads to ensure the delivery structure enables an integrated delivery. Continue to evolve the team structure using a data led approach, supported by analysis from the Scrum Master.
- Better communication within delivery teams and externally - continued implementation of agile ways of working, establishing a structure that enables stronger communication and integration with all delivery partners including NetCo, NHSD, Cognizant, etc. Delivery Leads will lead all partners in delivery of full end-to-end requirements and create an unambiguous culture of intra-, inter- and extra-squad communications to improve interactions and ensure that the impact of any change in a squad is rapidly understood by the other squads. Strengthen communication across delivery by having a single and consistent point of contact present in delivery forums, facilitating information flow between squads.

#### 4. RELEASE/AGILE MANAGEMENT REQUIREMENTS

4.1 Alongside Delivery Leadership, Release/Agile management is another of the 6 areas of advice and leadership that make up the programme. The requirements for this area are as follows:

- Responsible for the overall programme backlog. In particular, making sure prioritisation takes place for new backlog entries (Product and Tech)
- Co-ordinating continuous release cycle/plans and ceremonies with squad leads.
- Works with Business Analysts to understand key risks and issues
- Work with Programme Management Office function to implement agile related governance structure and associated artefacts
- Works across the programme to highlight plan & requirements for each release, gather performance metrics and provide reports to support service deployment.
- Support Live Service Management lead with the development and execution of the appropriate delivery plans to achieve target milestones as required
- Introduce a change management function to incorporate all service lines – while supporting the release roadmap. This will involve management of change/release boards, and Design Authorities

#### 5. SKILLS AND EXPERIENCE

- Technical leadership, assurance and risk management, governance, management information, application and service performance metrics and project management to deliver a suitable service design
- Relevant experience working with and managing a wide and varied group of stakeholders, including NHS providers

- Management of resources in line with changing priorities
- Experience of employing agile methodology in service design
- An understanding of the health and care services in the NHS
- Relevant experience facilitating knowledge transfer and sharing learnings to support improved service outcomes

## 6. INDICATIVE TIMEFRAMES

- 6.1 The Contract will be for a six (6) month period from September 2021 to March 2022. We are not expecting to extend the contract beyond this end date.

## 7. WORK SET-UP (LOCATION)

- 7.1 The service can be carried out remotely with some onsite attendance required (unless otherwise indicated).

## 8. WORKING ARRANGEMENTS

- 8.1 The successful supplier will be expected to engage with and report to the directing organisation in a manner stipulated by the directing organisations. These expectations will be agreed during contract formalisation.
- 8.2 There is a requirement for the service to be operational from September 2021 to March 2022. It is expected that the supplier will provide named resource(s) to support the effective running of the service. The supplier may be required to provide additional resources when requested. The budgetary impact will be monitored, and a formal review will be conducted on or before 12<sup>th</sup> December 2021.
- 8.3 The demand on the service will be proactively managed through formal agreement between the supplier and the directing authority. This may mean that the supplier may be required to work more or less days on any given week depending on the level of activity.

## 9. DIRECTING ORGANISATION

- 9.1 The directing organisation is NHSX on behalf of the Department of Health & Social Care (DHSC). The Senior Responsible Officer for this work is Information redacted in line with section.

## 10. SERVICE LEVELS AND PERFORMANCE

- 10.1 The Contractor and the Authority will decide on appropriate levels of contract monitoring and management information following contract award.

## 11. BUDGET AND CONTRACT PAYMENT APPROACH

- 11.1 The work will adopt a flexible price contract approach, with payments being made based on the number of resources deployed over a period of previous one month, throughout the course of the contract, to support milestones. Milestones will be agreed upon contract signature.
- 11.2 Suppliers are asked to quote their price by completing 'Attachment 7 – Commercial Envelope V2' of the Invitation to Tender pack. This contains pricing and rate card templates asking suppliers to detail all roles they believe applicable for the project. Supplier quotes must not exceed the DHSC budget for the contract of **£1,100,000 exclusive of VAT**. To cater for and support additional resource requests, the actual spends will be formally reviewed during the

third month, on or before 12<sup>th</sup> December 2021. The monthly spends would be managed by the supplier and details provided when requested.

- 11.3 DHSC is looking for a cost-effective solution as part of the government's efficiency drive to obtain value for money. There should be considerable savings from the Framework rates to provide value for money to the Authority. We are very interested in innovative, yet cost-effective, methodologies that enable us to get usable, actionable, and robust results. At the formal review, during the third month and on or before 12<sup>th</sup> December 2021, a decision will be made with regard to additional funding for the remaining duration of the contract.
- 11.4 Information on how supplier pricing will be evaluated is provided in 'Attachment 5 – Selection Award and Evaluation Guidance V2.'

## 12. EXIT AND KNOWLEDGE TRANSFER

- 12.1 The Supplier will deliver an exit plan within 30 days of the Effective Date ("the Exit Plan"), by the end of the contract period
- 12.2 The Exit Plan must set out the Supplier's proposed methodology for achieving an orderly transition of the relevant Services from the Supplier to the Buyer and/or its replacement supplier on the expiry or termination of this agreement.
- 12.3 This should include the following list of non-exhaustive items:
- Knowledge transfer to the Buyer and any replacement supplier.
  - The return of any data held.
- 12.4 The Exit Plan requires the agreement of the Buyer.