
































**ORDER FORM A****National LGPS Framework for Pensions Administration Operational Support
Services****Reference number – NCCT42210**

FROM

Authority	<i>The Secretary of State for Health & Social Care acting as part of the Crown</i>
Service Address	39 Victoria Street, Westminster, London, SW1H 0EU
Invoice Address	[REDACTED]
Contact Ref:	[REDACTED] [REDACTED] [REDACTED]
Order Number	To be quoted on all correspondence relating to this Order: C363351
Order Date	23/05/2025

TO

Provider:	Acuity Business Solutions Ltd
For the attention of:	[REDACTED]
E-mail	[REDACTED]
Telephone number	[REDACTED]
Address	75 Basepoint Business Centre, Yeoford Way, Marsh Barton, Exeter, EX2 8LB

1. SERVICES REQUIREMENTS															
(1.1) Services and Deliverables Required: As described in Annex 1															
(1.2) Commencement Date: 26/05/2025															
(1.3) Price Payable by Customer															
Product Service															
Reform Programme Management/Programme / Principal Consultant															
Engagement Project Management/Compensation Project Management/Remedy Assurance / Snr Consultant															
Communications and Behaviour Science Lead / Director															
Communications Support / Snr Consultant															
Net total			£541,800.00												
VAT			£108,360.00												
Total			£650,160.00												
<p>The table above is an estimate of expected utilisation and associated fees for the services and deliverables required.</p> <p>This Call off Contract will be provided in accordance with the Framework Agreement which sets out the description of the Services included in Appendix 1, including, where appropriate, the Key Personnel, the Premises, the timeframe, the Deliverables and the Quality Standards. Personnel and rates are shown below.</p> <table border="1"> <thead> <tr> <th>Names</th> <th>Rate</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> </tbody> </table> <p>Expert staff will be required to ensure flexibilities in the delivery can be achieved. This contract is essential to the delivery of the Government's legal responsibilities on the McCloud remedy and these rates reflect the level of staff required.</p>				Names	Rate										
Names	Rate														
															
															
															
															
															
(1.4) Completion Date:															
31/03/2026															

2 FURTHER COMPETITION ORDER - ADDITIONAL REQUIREMENTS

(2.1) Any variations to Call-Off Terms and Conditions, including additions:

- Social Value and Carbon Reduction description of services by the provider, Acuity Business Solutions Ltd.
- Comply with the DHSC / NHSBSA Environmental Policy in the provision of the Services
- Comply with the DHSC / NHSBSA Information Security Policy in the provision of the Services

3. PERFORMANCE OF THE SERVICES [AND DELIVERABLES]

(3.1) Key Personnel of the Provider to be involved in the Services [and Deliverables]:

Services will be drawn from the below resources;

■	[REDACTED]
■	[REDACTED]
■	[REDACTED]
■	[REDACTED]
■	[REDACTED]

(3.2) Performance and Quality Standards

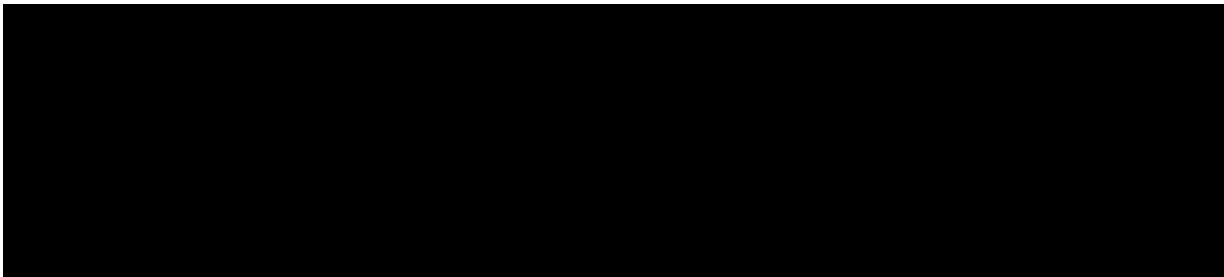
Agreed requirements as outlined in Annex 1 NHS Pensions Scheme – McCloud Programme for Remedies and Implementation.

- Provision of Monthly Assignment Reports detailing:
 - Activities undertaken in the reporting period;
 - Planned activities for the next reporting period;
 - Resource deployed in the reporting period.
- Fortnightly meetings with DHSC and NHSBSA's Programme / Project leads
- Supplementary ad-hoc meetings with DHSC / NHSBSA's Programme / Project Manager to ensure a premium and flexible approach as and when required
- Timely Billing
- Compliance with the Infrastructure Project Authority's guidance for the delivery of PPM services
- Compliance with Green Book guidance for the delivery of Business Cases and supporting addenda
- Managing successful programmes (MSP) Practitioner
- PRINCE 2 project management method

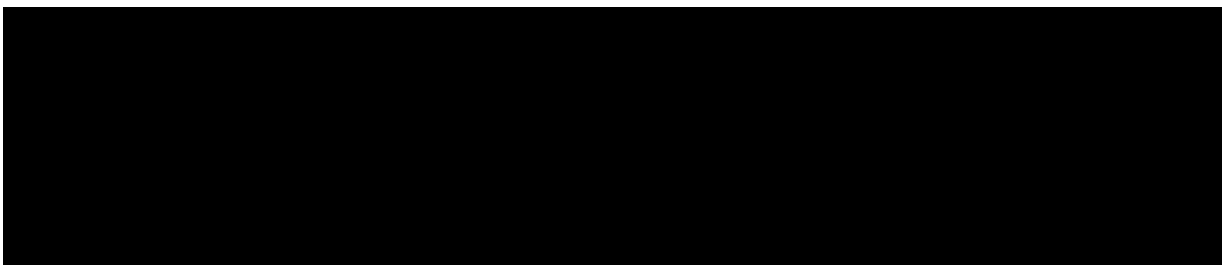
<p>(3.3) Location(s) at which the Services are to be provided:</p> <ul style="list-style-type: none"> • Hesketh House, Broadway, Fleetwood, FY7 8SS • Quarry House, Quarry Hill, Leeds, LS2 7UE • Suppliers Office – 75 Basepoint Business Centre, Yeoford Way, Marsh Barton, Exeter, EX2 8LB • Home based consultancy
<p>(3.4) Contract Monitoring Arrangements</p> <p>Provision of Monthly Assignment Reports detailing:</p> <ul style="list-style-type: none"> • Activities undertaken in the reporting period; • Planned activities for the next reporting period; • Resource deployed in the reporting period <p>Fortnightly meetings with DHSC / NHSBSA's Programme / Project leads</p> <p>Supplementary ad-hoc meetings with the DHSC / NHSBSA's Programme / Project Manager covering detailed subject matter</p> <p>Regular contract review meetings with stakeholders DHSC reviewing performance, risks and finance</p>
<p>4. CONFIDENTIAL INFORMATION</p>
<p>4.1) The following information shall be deemed Commercially Sensitive Information or Confidential Information: -</p> <p>No specific requirements in addition to the usual framework requirements from Acuity's perspective.</p> <p>(4.2) Duration that the information shall be deemed Commercially Sensitive Information or Confidential Information As above</p>
<p>5. DATA PROTECTION</p>
<p>(5.1) The Customer agrees to the Provider appointing the following sub-processors: none stated</p>
<p>6. LIABILITY CAPS</p>
<p>6.1) Any agreed variations to the liability cap provided for under clause 7.1.2 of the Call-off Terms and Conditions: no variations</p>

BY SIGNING AND RETURNING THIS ORDER FORM THE PROVIDER AGREES to enter a legally binding contract with the Customer to provide to the Customer the Services specified in this Order Form (together with, where completed and applicable, the mini-competition order (additional requirements) set out in section 2 of this Order Form) incorporating the rights and obligations in the Call-Off Terms and Conditions set out in the Framework Agreement entered into by the Provider and the Authority on 22nd of April 2022.

For and on behalf of [the Provider](#):-



For and on behalf of [the Customer](#):-



NHS Pensions Scheme – McCloud Programme Management

- 1.1. The NHS Pension Scheme is transitioning through a period of substantial change due to a number of internal and external factors, including but not limited to:
 - Remedial work to the NHS Pension Scheme to implement His Majesty's Treasury's (HMT's) response to the McCloud judgment;
 - The development of Scheme communications;
 - Equalisation of survivor benefits following the Goodwin judgment;
 - Review of member contribution methodology; and
 - The introduction of flexible retirement arrangements.
- 1.2. The requirement is for a Programme Management Service, together with specific domain expertise, to continue to support a number of major changes to the NHS Pension Scheme. The scope of this Programme Management Service includes but is not limited to the activities outlined in Section 2 of this document.
- 1.3. This contract is essential to the delivery of the Government's legal responsibilities in relation to the McCloud judgment.
- 1.4. This is a high priority across public sector pension schemes, and the remedy is a complex administration project with hundreds of thousands of NHS staff in scope.
- 1.5. An efficiently managed team of appropriately skilled resources is required to be provided and utilised to ensure the best value to the Department of Health and Social Care (DHSC).
- 2.1. The implementation of solutions to address the McCloud ruling has been significantly delayed across the whole public sector. All public service pension schemes have been required to await the publication of detailed business rules by HMT before proceeding with commissioning, development, testing and implementation of solutions. This resulted in widescale implementation not taking place until October 2023. In addition to this, Equiniti, a critical supplier of the NHS Pension Scheme, has experienced capability gaps which have led to delays to implementation of the remedy. The Programme requires continued Programme Management Governance and Subject Matter Expert support until its closure and the handover of activities to the DHSC/NHSBSA's business as usual function.
- 2.2. Based on the current programme plan, in order to meet the needs of the DHSC the following activities need to be delivered between May 2025 and March 2026:

a. NHS Pensions McCloud Programme; including but not limited to:

Activity	Roles	Completion Date
Lead McCloud Programme Board updates.	Director	In line with Programme Governance Needs

Completion of the final Addendum to the Programme's Business Case.	Principal Consultant	Sep-25
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Activity	Roles	Completion Date
Liaison with the DHSC Investment Committee regarding the approval of the Remedy Addendum.	Principal Consultant	Sep-25
Production of monthly implementation Highlight Reports for HMT.	Principal Consultant	In line with Programme Governance Needs
Ongoing programme finance monitoring and delivery of a summary report to the SRO on a quarterly basis.	Senior Consultant - PPM	In line with Programme Governance Needs
Co-ordination/hosting of key project working groups.	Principal Consultant	In line with Programme Governance Needs
Develop improved project/product governance processes.	Principal Consultant	In line with Programme Governance Needs
Attendance at external stakeholder meetings as required.	Director / Principal Consultant	In line with Programme Governance Needs
Maintain close working relationship with key stakeholders to enable assurance of project progress.	Principal Consultant	In line with Programme Governance Needs
McCloud Programme Board Meetings secretariat support every 4-6 weeks in the following areas:		
1. Preparation of Board Papers.	Senior Consultant - PPM	In line with Programme Governance Needs
2. Attendance at Board Meetings.	Director / Senior Consultant PPM	In line with Programme Governance Needs
3. Issuing of minutes and actions.	Senior Consultant - PPM	In line with Programme Governance Needs
Maintenance of Programme Definition Document.	Senior Consultant - PPM	In line with Programme Governance Needs
Maintenance of Programme Plan.	Senior Consultant - PPM	In line with Programme Governance Needs
Maintenance of Programme Risk Log and dashboard.	Senior Consultant - PPM	In line with Programme Governance Needs
Leading programme activities in the following areas:		

1.Benefit management – including benefit classification and quantification.	Senior Consultant - PPM	In line with Programme Governance Needs
2.Financial management – production of quarterly updates.	Senior Consultant - PPM	In line with Programme Governance Needs
Attendance at HMT Cross Government Project Management Forum.	Director/Principal Consultant	In line with Programme Governance Needs
Ongoing liaison with the DHSC's Delivery Assurance team regarding requirements for future Gateway Reviews.	Principal Consultant / Senior Consultant PPM	In line with Programme Governance Needs
Attendance at Remedy project board/senior stakeholder meetings.	Director / Principal Consultant	In line with Programme Governance Needs
Completing activities relating to the recommendations of the upcoming gateway review, ensuring their programme-wide implementation.	Senior Consultant - PPM	July 25 / Q1 2026

Activity	Roles	Completion Date
Regular sessions with NHSBSA McCloud Remedy Programme Manager to provide advice/assurance on deliverables.	Principal Consultant	In line with Programme Governance Needs
Complete the final programme lessons learned exercise (Remedy Solutions Development and Implementation).	Senior Consultant - PPM	In line with Programme Governance Needs
Production of project closure documentation	Senior PPM / Principal Consultant	Mar-26
Provision of handover support to NHSBSA and DHSC BAU colleagues.	Senior PPM / Principal Consultant	Mar-26

b. NHS Pensions McCloud Reform Project; including but not limited to:

Activity	Roles	Completion Date
Provision of secretariat for the McCloud Reform Project Board.	Senior PPM Consultant	Sep-25
Maintenance of the McCloud Reform Project Plan.	Senior PPM Consultant	Sep-25
Ongoing maintenance of the Project Risk Log and Dashboard.	Senior PPM Consultant	Sep-25
Production of 6 weekly Highlight Reports for HMT.	Senior PPM Consultant	Sep-25
Support with the delivery of Real Time Re-Banding.	Senior PPM Consultant	In line with Programme Governance Needs

Production of Project Closure documentation.	Senior PPM Consultant	Sep-25
Maintenance of Project Action and Issue Logs.	Senior PPM Consultant	Sep-25
Updating of the member contributions Provision Definition Document.	Senior PPM Consultant	Sep-25
Updating project PID/alignment with project closure objectives.	Senior PPM Consultant	Sep-25
Contributing to the Aggregation Discovery work.	Senior PPM Consultant	In line with Programme Governance Needs
Maintain close working relationship with key stakeholders to enable assurance of project progress.	Senior PPM Consultant	In line with Programme Governance Needs

c. NHS Pensions McCloud Compensation Project; including but not limited to:

Activity	Roles	Completion Date
Provide Project Management support as required to McCloud Compensation project.	Principal Consultant	Handover to begin September 2025
Provision of secretariat for the McCloud Compensation Project Board.	Principal Consultant	30-Nov-25
Maintenance of the McCloud Compensation Project Plans.	Principal Consultant	30-Nov-25

Activity	Roles	Completion Date
Updating project PID / alignment with project closure objectives.	Principal Consultant	30-Nov-25
Ongoing maintenance of the McCloud Compensation Project Risk Logs and Dashboards.	Principal Consultant	30-Nov-25
Maintain close working relationship with key stakeholders to enable assurance of project progress.	Principal Consultant	In line with Programme Governance Needs
Provision of handover support to NHSBSA and DHSC BAU colleagues.	Principal Consultant	From September 2025

d. NHS Pensions McCloud Engagement Project, including but not limited to:

Activity	Roles	Completion Date
Lead the development of a suite of stakeholder- specific communications products, as required by the McCloud Projects.	Director / Senior Comms Consultant	Mar-26
Provide Project Management support as required to McCloud Engagement project.	Principal Consultant	In line with Programme Governance Needs
Provision of secretariat for the McCloud Engagement Project Board.	Principal Consultant	Feb-26

Maintenance of the McCloud Engagement Project Plans.	Principal Consultant	Mar-26
Ongoing maintenance of the McCloud Engagement Project Risk Logs and Dashboards.	Principal Consultant	Mar-26
Updating project initiation document/alignment with project closure objectives.	Principal Consultant	In line with Programme Governance Needs
Delivering Engagement Team communications progress and visibility across NHSBSA and DHSC through the weekly Engagement Team Work in Progress.	Senior Comms Consultant	Mar-26
The production and enhancement of specific communication products to support the McCloud Programme. The list below is not exhaustive, and other communications needs may arise as the programme continues to evolve e.g. Direct Tax Compensation Comms. Leading communications for the NHS McCloud Retrospective Remedy including:		
Retrospective RSS (Cohort 1) - unprotected and claimed 1995 benefits only.	Director / Senior Comms Consultant	31-May-25
Retrospective RSS (Cohort 1) - tapered and claimed 1995 benefits only.	Director/Senior Comms Consultant	31-May-25
Retrospective RSS (Cohort 2) - unprotected and claimed 2008 benefits only.	Director/Senior Comms Consultant	31-May-25
Retrospective RSS (Cohort 2) - tapered and claimed 2008 benefits only.	Director/Senior Comms Consultant	31-May-25

Activity	Roles	Completion Date
Retrospective RSS (Cohort 3) - unprotected and claimed all benefits.	Director/Senior Comms Consultant	31-Jul-25
Retrospective RSS (Cohort 3) - tapered and claimed all benefits.	Director/Senior Comms Consultant	31-Jul-25
Retrospective RSS (Cohort 4) - unprotected and claimed all legacy but only part-claimed reform benefits.	Director/Senior Comms Consultant	31-Jul-25
Retrospective RSS (Cohort 4) - tapered and claimed all legacy but only part-claimed reform benefits.	Director/Senior Comms Consultant	31-Jul-25

Commence Retrospective RSS (Cohort 5) - protected and benefits in payment for remedy period.	Director/Senior Comms Consultant	31-Mar-26
Commence Retrospective RSS (Cohort 6) - retired between 1 October 2023 and 1 July 2025.	Director/Senior Comms Consultant	31-Mar-26
Bereavement - Retrospective RSS (Cohort 1) - unprotected and claimed 1995 benefits only.	Director/Senior Comms Consultant	Within 6 weeks of each delivery deadline above
Bereavement - Retrospective RSS (Cohort 1) - tapered and claimed 1995 benefits only.	Director/Senior Comms Consultant	Within 6 weeks of each delivery deadline above
Bereavement - Retrospective RSS (Cohort 2) - unprotected and claimed 2008 benefits only.	Director/Senior Comms Consultant	Within 6 weeks of each delivery deadline above
Bereavement - Retrospective RSS (Cohort 2) - tapered and claimed 2008 benefits only.	Director/Senior Comms Consultant	Within 6 weeks of each delivery deadline above
Bereavement - Retrospective RSS (Cohort 3) - unprotected and claimed all benefits.	Director/Senior Comms Consultant	Within 6 weeks of each delivery deadline above
Bereavement - Retrospective RSS (Cohort 3) - tapered and claimed all benefits.	Director/Senior Comms Consultant	Within 6 weeks of each delivery deadline above
Bereavement - Retrospective RSS (Cohort 4) - unprotected and claimed all legacy but only part-claimed reform benefits.	Director/Senior Comms Consultant	Within 6 weeks of each delivery deadline above
Bereavement - Retrospective RSS (Cohort 4) - tapered and claimed all legacy but only part-claimed reform benefits.	Director/Senior Comms Consultant	Within 6 weeks of each delivery deadline above
Bereavement - Retrospective RSS (Cohort 5) - protected and benefits in payment for remedy period.	Director/Senior Comms Consultant	Within 6 weeks of each delivery deadline above
Bereavement - Retrospective RSS (Cohort 6) - retired between 1 October 2023 and 1 July 2025.	Director/Senior Comms Consultant	Within 6 weeks of each delivery deadline above
Video scripts for future cohorts based on above RSSs.	Senior Comms Consultant	Within 1 each delivery deadline above
Redundancy.	Director/Senior Comms Consultant	01-Sep-25
Choice on Bereavement.	Director/Senior Comms Consultant	01-Dec-25
Direct tax compensation adjustment letter (overpayment or underpayment).	Senior Comms Consultant	12-Jun-25

Activity	Roles	Completion Date
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Direct tax compensation adjustment HMRC error.	Senior Comms Consultant	12-Jun-25
Direct tax compensation rejection due to no RPSS before completing HMRC Digital Service.	Senior Comms Consultant	12-Jun-25
Delivery of ad-hoc Fast Track RSS requirements.	Senior Comms Consultant	As required - to be delivered within 2 weeks of request
Provision of approved communications covering Retrospective nuances including redundancy, Choice 2 revocation, partial retirement, additional ill health scenarios, nuanced trivial commutation scenarios.	Director/Senior Comms Consultant	Within 10 weeks of brief from Remedy project for each item (depending on complexity)
Delivery of Supporting communications for Retrospective RSS.	Director/Senior Comms Consultant	31-May-25
Provision of post-choice communications for Retrospective RSS.	Director/Senior Comms Consultant	31-May-25
Leading development of key Choice on Retirement Supporting communications.	Director/Senior Comms Consultant	15-Aug-25
Delivery of Choice on Bereavement supporting communications.	Senior Comms Consultant	01-Dec-25
Supporting NHSBSA communications team to deliver appropriate wraparound communications for 121 communications.	Director/Senior Comms Consultant	Weekly
Provision of further compensation 121 communications.	Senior Comms Consultant	In line with project needs - delivered within 3 weeks of each request - completion by 01 Sep 2025
Delivery of approved Reform Full-Book mailing covering Real-Time Rebranding and aggregation ahead of January 2026 mailing.	Senior Comms Consultant	01-Dec-25
Supporting the evaluation of the effectiveness of communication products and ensuring that Lessons Learned are adopted for future communications.	Director/Senior Comms Consultant	For retrospective RSS - 1 Sep 2025 For CoR RSS - 1 Dec 2025
Ongoing liaison with key stakeholders, specifically NHS employers and NHS England to ensure the alignment of all future communications messages.	Director/Senior Comms Consultant	In line with project needs
Leading Engagement activities through the following stages for each communication:	Director/Senior Comms Consultant	Deadlines as listed above
1.Draft.		

2.Review Process.		
3.Refinement.		
4.Approvals.		
Provision of handover support to NHSBSA and DHSC BAU colleagues.	Director/Senior Comms Consultant	Mar-26

e. The above is not an exhaustive list and the DHSC may require additional Deliverables as defined throughout the Programme.

3. CONTRACT PERFORMANCE - STANDARDS: All PPM and PMO tools and processes will align to the standards and expectations set out by the Infrastructure and Projects Authority.

3.2. Resources assigned to the Contract will have the relevant skills and experience to deliver the Contract, including but not limited to:

- i. Working knowledge of the NHS Pension Scheme.
- ii. Experience in managing the implementation of and/or large-scale change to public sector pension schemes.
- iii. Detailed knowledge of the McCloud initiative.
- iv. Practical experience in dealing with NHS Pension Scheme stakeholders including but not limited to:
 1. GAD.
 2. NHS trades unions.
 3. NHS Pensions Board.
 4. NHS Scheme Advisory Board.
 5. Other government departments.
- v. Practical experience of working with NHS Pension Scheme Lead Delivery Organisations including, but not limited to:
 1. NHSBSA
 2. NHS Employers
- vi. Direct experience of the development, assurance and delivery of national communications for public sector initiatives; and Project and Programme Management skills. service levels and performance.

4. REPORTING

4.1. A breakdown of time and materials, charges by role, person and day rate will be provided in monthly reports. Contract Monitoring arrangements include:

- i. Provision of Monthly Assignment Reports detailing:
 1. Activities undertaken in the reporting period.
 2. Planned activities for the next reporting period.

3. Resource deployed in the reporting period.
- ii. Fortnightly meetings with DHSC's Programme/Project leads
 - iii. Supplementary ad-hoc meetings with the DHSC's Programme/Project Manager covering detailed subject matter and to ensure a premium and flexible approach as and when required.
 - iv. Regular contract review meetings with stakeholders from the DHSC, reviewing performance, risks and finance.
 - v. Monitoring communications performance.