Crown Commercial Service

Call-Off Order Form for RM6187 Management Consultancy Framework Three (MCF3)

Framework Schedule 6 (Order Form and Call-Off Schedules)

Order Form

Call-off reference:	**TRHR3225**
The buyer:	**Department for Transport**
Buyer address:	**Great Minster House, 33 Horseferry Road, London, SW1P 4DR**
The supplier:	**Boston Consultancy Group**
Supplier address:	[redacted]
Registration number:	**00958970**

Applicable framework contract

This Order Form is for the provision of the Call-Off Deliverables and dated

13 June 2022

It is issued under the Framework Contract with the reference number RM6187 for the provision of management consultancy services.

Call-off Lot: 3

Call-off incorporated terms

The following documents are incorporated into this Call-Off Contract.
Where schedules are missing, those schedules are not part of the agreement and cannot be used. If the documents conflict, the following order of precedence applies:

1. This Order Form including the Call-Off Special Terms and Call-Off Special Schedules.
2. Joint Schedule 1(Definitions and Interpretation) RM6187
3. The following Schedules in equal order of precedence:

Joint Schedules for RM6187 Management Consultancy Framework Three

- Joint Schedule 1 (Definitions)
- Joint Schedule 2 (Variation Form)
- Joint Schedule 3 (Insurance Requirements)
- Joint Schedule 4 (Commercially Sensitive Information)
- Joint Schedule 7 (Financial Difficulties)
- Joint Schedule 10 (Rectification Plan)

4. Order Schedules for RM3764iii
    - Order Schedule 4 (Order Tender)
    - Order Schedule 5 (Attachment 5 - Pricing Details)
    - Order Schedule 20 (Attachment 3 - Order Specification)

5. CCS Core Terms (version 3.0.7)
6. Joint Schedule 5 (Corporate Social Responsibility)
7. Call-Off Schedule 4 (Call-Off Tender) as long as any parts of the Call-Off Tender that offer a better commercial position for the Buyer (as decided by the Buyer) take precedence over the documents above**.**

Supplier terms are not part of the Call-Off Contract. That includes any terms written on the back of, added to this Order Form, or presented at the time of delivery.

Call-off start date: **14th June 2022**

Call-off expiry date: **30th June 2022**

Call-off deliverables:

See details in Call-Off Schedule 20 Order Specification

Maximum liability

The limitation of liability for this Call-Off Contract is stated in Clause 11.2 of the Core Terms.

Call-off charges

Attachment 5 Pricing Schedule

Payment method

Suppliers must be in possession of a written purchase order (PO), before commencing any work under this contract. You must quote the aforementioned PO number on all invoices, and these must be submitted directly to:

ssa.invoice@sharedservicesarvato.co.uk

or via post to:

Accounts Payable,
Shared Services arvato,
5 Sandringham Park,
Swansea Vale,
Swansea
SA7 0EA

Invoices received without the correct PO number will be returned to you and will delay receipt of payment.

BUYER'S AUTHORISED REPRESENTATIVE

Commercial:
[redacted]

Supplier's authorised representative

[redacted]

Supplier's contract manager

[redacted]

Progress report frequency

See details in Call-Off Schedule 20 Order Specification

Progress meeting frequency

See details in Call-Off Schedule 20 Order Specification

Key staff

As per Call-Off Schedule 4 (Call-Off Tender)

Key subcontractor(s)

n/a

Commercially sensitive information

Duration of Confidentiality: In perpetuity
Details:

- Attachment 5 Pricing Schedule
- Order Schedule 4 (Order Tender)

Service credits

Not applicable

Additional insurances

Not applicable

Guarantee

Not applicable

Formation of call off contract

By signing and returning this Call-Off Order Form the Supplier agrees to enter a Call-Off Contract with the Buyer to provide the Services in accordance with the 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.

For and on behalf of the Supplier:

[redacted]

For and on behalf of the Buyer:

[redacted]

Order Schedule 4 (Order Tender)

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

Order Schedule 20 (Attachment 3 - Order Specification)

OVERVIEW OF THE AUTHORITY

The Department has a requirement to appoint an external partner to work within a team of civil servants to support with the delivery of a review to examine DfT Group's delivery model and opportunities for efficiency and effectiveness.

BACKGROUND TO YOUR REQUIREMENT

The Chancellor of the Exchequer presented the outcome of the 2021 Spending Review to parliament on 27th October 2021. The Spending Review took place as the country focuses on recovering from a period of unparalleled global economic uncertainty and challenge. It set departmental budgets for each year out to 2024/25 and provides the resources to enable departments to deliver an agreed programme of work over the same time period.

Further to the Spending Review, on 13th May 2022 Cabinet Secretary Simon Case set out a letter to Civil Servants the intention to return to 2016 staffing levels, ensuring that the Civil Service is as efficient as possible and making sure there is no duplication of efforts across departments.

As a result of this ask, work is required at pace to scope options to improve efficiency and reduce overall headcount across the Group by 2025 as part of the Headcount Efficiencies Review Programme. This includes but is not limited to Rail Strategy and Services, Rail Infrastructure, High Speed Rail, Roads, Places and Environment, Corporate Delivery, Decarbonisation, Technology and Strategy, Government Legal and so on.

Through the month of June, an internal project team is being set up across three workstreams to support with initial recommendations;

1) Digitisation, digitilisation and delivery models;
2) Great British Rail;
3) DfT Group: streamlining and simplification;

This requirement is focused on Workstream 1; Digitisation, digitilisation and delivery models across DfT Group. The other workstreams and wider programme management will be undertaken by a dedicated DfT Director and project team which will coordinate all workstreams

YOUR REQUIREMENT

The Department is establishing a small, dedicated team of civil servants to develop and oversee the review, led by a DfT Project Director. The DfT team will draw on expertise and experience from across the department to ensure a diverse range of views and encourage innovative solutions, both in the way the review is conducted, and in the final recommendations.

To ensure that Workstream 1 (Digitisation, digitilisation and delivery models) has sufficient momentum, objectivity, credibility and specialist skills on digital and service delivery models, we are looking to engage an external partner to assist and provide external insight and challenge alongside the small, dedicated team.

The external partner and their associated lead will be responsible for delivering the activities in support of each of the agreed milestones using suitably qualified and experienced teams flexibly and consistently. They will draw on the required skills and expertise usually working

at pace in areas such as data analysis, project management, managing complexity, sustainable knowledge transfer, communication and collaborating. In delivering the options required under workstream 1, the team will be required to produce a number of outputs, generally in the form of written reports, visual presentations, and will be required to provide verbal briefings and attend meetings with other workstreams and the DfT senior management team.

The external partner will be dealing with senior operational delivery teams on transformational projects and programmes which focus on automation and removal of paper-based processes. In addition to this, they will have experience of advising on alternative delivery models for public-facing organizations that work with volume-based tasks and delivery.

The Headcount Efficiencies Review Programme is envisaged to progress in two phases:

Phase 1; High level options (by 16th June 2022)
This will include developing, challenging and agreeing the options to deliver radical savings through digitisation, automation, and organisational efficiency across the Department's Group portfolio of responsibilities. At a high level;

1) A review of the organisational baseline utilising existing data and insight wherever possible.
2) Identification of high-level options for digitisation, digitilisation and automation of key processes and/ or functions and alternative delivery models. This includes actions which could be taken in the shorter term plus longer-term innovation, technology and models for delivery.
3) An evaluation and shortlist of options alongside costings/ benefits and with an initial risk and opportunities assessment. This will be presented to accountable senior leaders, including the SRO for the workstream who will sign the output off. A lessons learned and transfer of knowledge will also be required.

Phase 2; Implementation
Using the outputs produced above, a final options review with a recommendation that incorporates input from the Department and aligns to delivering the options to improve efficiency and reduce overall headcount across the Group by 2025.

The initial phase of work under this contract is for a maximum of 4-6 weeks to scope high level options in response to an immediate and time-critical review of workforce efficiency opportunities FTE (Full Time Equivalent) reduction).

Based on the outcomes of the first phase of this work, it is possible that we will be running a further tender exercise for a more detailed operating model and implementation phase.

Key Milestones

The Potential Provider should note the following anticipated project milestones that the Authority will measure the quality of delivery against:

Mile-stone	Description	Deadline
1	External Partner appointed	No later than 13th June 2022
2	Workplan developed and validated	13th June 2022
3	Initial recommendations of options for review	16th June 2022
4	Second iteration of options recom-mendation	23rd June 2022
5	Plan beyond June 2022	8th July 2022

DEPARTMENT'S RESPONSIBILITIES

A point of contact will be provided who will manage and run this contract. Workforce management FTE baselines will be provided by DfT along with current transformation work and commitments in-train. A core business team will be provided who will work alongside the external partner and who will be responsible for coordinating workstreams. DfT will appoint a Contract Lead.

REPORTING

The external partner team resources will work alongside DFT staff and a DFT led review team. They will be required to participate in daily engagement with the team, alongside regularcheck point meetings with the Project Director and their Deputy and the Contract Lead to review performance and to provide feedback. We would require the external support to report regular progress (e.g. twice weekly check in), milestone plans, risks, issues and resource and cost management alongside a forecast of spend measured against workplan and agreed deliverables through to completion.

CONTINUOUS IMPROVEMENT

The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.

Changes to the way in which the Services/Projects are to be delivered must be brought to the Department's attention and agreed prior to any changes being implemented.

SUSTAINABILITY

The supplier acknowledges that the Department must always be seen to be actively promoting sustainable development through its environmental, social and economic responsibilities.

The supplier will confirm at contract initiation that they have detailed their environmental management measures by completing and publishing a Carbon Reduction Plan and providing a link to the most recently published plan, or confirm that their organisation is taking steps to reduce GHG Emissions over time and is publicly committed to achieving Net Zero by 2050.

The supplier must be able to provide by contract initiation their organisation's modern slavery statement.

STAFF AND CUSTOMER SERVICE

The Department requires the provision and allocation of sufficient and appropriate resource throughout the duration of the contract.

All resources engaged on the Contract shall have the relevant skills and experience to deliver the Contract.

FEE MANAGEMENT

The Department will require a Fixed Price based on a proposed programme of work and milestones. The supplier will report against this and this fee estimate must not be exceeded in relation to the current scope of work. Any changes/variations in scope must be identified before any work is undertaken. Please review Attachment 5 (Pricing Schedule) and include the rates for all resources identified and indicate the number of dates and rates for each resource.

SECURITY REQUIREMENTS

All members of the team must already have baseline security vetting and clearance.

INTELLECTUAL PROPERTY RIGHTS (IPR)

Please see RM6187 Lot 3 Framework Terms and Conditions regarding Intellectual Property Rights.
All data and documentation produced throughout delivery of this project will remain the property of the Department and must be returned to the Department in full at contract expiry.

CONFLICTS OF INTEREST

The supplier must confirm that they do not have any current or recent conflict of interests, supported by a declaration. In relation to this work, a conflict would be considered to exclude participation where your organisation is currently or has recently (last 3 month) been engaged or involved in respect of any infrastructure project delivery, project assurance or audit for the DfT or any of its Arm's Length Bodies (ALBs) https://www.gov.uk/government/organisations#department-for-transport.

CONFIDENTIALITY

This opportunity is Strictly Confidential. Please refer to the RM6187 Core Terms, particularly Clause 15 'What you must keep confidential'.
All members of the team must already have baseline security vetting and clearance.

Commercially Sensitive Information will be defined in Joint Schedule 4 (Commercially Sensitive Information)

BASE LOCATION

The main location is Great Minster House, 33 Horseferry Road, London, SW1P 4DR

A mix between remote working and office working is expected including some travel to alternative regional offices. Any expenses must be discussed and cleared with the DfT Contract Lead before any booking is made and will be subject to the DfT travel and subsistence policies.

PAYMENT The supplier shall submit an invoice to DfT at monthly intervals in arrears. Payment will be made monthly by bacs. Any invoices should be submitted electronically to:

Shared Services Arvato
5 Sandringham Park
Swansea
SA7 0EA

The Supplier shall email invoices to:

Email Address	Finance Contact Name	Telephone Number
ssainvoice@sharedservicesarvato.co.uk	Shared Services Supplier Invoice Team	0844 892 03043

DEFINITIONS AND ACRONYMS

Expression or Acronym	Meaning
DfT Group	Department for Transport as a whole, including all Agencies (listed below)
The Department	Department for Transport
Agencies	Agencies of the Department including DVLA, DVSA, VCA and MCA
ALBs	Arm's Length Bodies
Senior Sponsor	Bernadette Kelly, DfT Permanent Secretary

No other Supplier terms will be part of the Call-Off Contract awarded as a result of this ITT.