



**Crown
Commercial
Service**

**Call Off Order Form for Management Consultancy
Services**

Consultancy Task Force (Analysis Team)
To
Cabinet Office
From
McKinsey and Company, Inc. United Kingdom

Contract Reference CCCC20B06

FRAMEWORK SCHEDULE 4

CALL OFF ORDER FORM

PART 1 – CALL OFF ORDER FORM

SECTION A

This Call Off Order Form is issued in accordance with the provisions of the Framework Agreement for the provision of Consultancy Services dated **04 September 2018**.

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

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

Order Number	To be confirmed following contract award
From	Cabinet Office ("CUSTOMER")
To	McKinsey & Company, Inc. United Kingdom ("SUPPLIER")
Date	10 August 2020 ("DATE")

SECTION B

1. CALL OFF CONTRACT PERIOD

1.1.	Commencement Date: 10 th August 2020
1.2.	Expiry Date: End date of Initial Period: 31 st March 2021 End date of Extension Period: Not applicable Minimum written notice to Supplier in respect of extension: Not applicable

2. SERVICES

2.1.	Services required: In Annex A – Statement of Requirements
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3. PROJECT PLAN

3.1.

Project Plan:

The following Contract milestones/deliverables shall apply:

Milestone/Deliverable	Description	Timeframe or Delivery Date
1	Embed into the Analysis Function teams and key working processes reviewed.	Within week 1 of Contract Award or no later than 7 August
2	Development of analysis framework for assessing Impacts of C19 and resulting policy interventions	Ongoing through contract
3	Development of data streams to inform monitoring and analysis of Covid-19 and resulting policy interventions.	Ongoing through contract
4	Building sustainable handover of analysis to permanent Civil Service teams in Cabinet Office or other government departments.	Ongoing through contract

4. CONTRACT PERFORMANCE

4.1.	Standards: In clause 11 of the contract terms
4.2	Service Levels/Service Credits: Not applied
4.3	Critical Service Level Failure: Not applied
4.4	Performance Monitoring: The Customer will measure the quality of the Supplier's delivery through the monitoring of the adherence to the following standards:

KPI/SLA	Service Area	KPI/SLA description	Target
1	Delivery timescales	Supplier delivering departmental-facing support/interventions within 1 week of contract start.	95%
2	Quality Analysis	Analysis and accompanying products are delivered to a high quality that meet the requirements of the taskforce and on time, understanding that there may be delays and changes in direction outside of the supplier's control.	95%
3	Resource Flexibility	The supplier is able to scale and target resource to meet the needs of the project in a timely and effective way. The right expertise is brought to bear within a week, within the bounds of the overall resource agreement at the given time.	95%

4.5 Period for providing Rectification Plan:
In Clause 39.2.1(a) of the Call Off Terms

5. PERSONNEL

5.1 Key Personnel: Customer: Redacted Supplier: Redacted	
5.2 Relevant Convictions In Clause 28.2 of the Call Off Terms	

6. PAYMENT

6.1 Call Off Contract Charges (including any applicable discount(s), but excluding VAT): Redacted The Call-Off Contract Charges shall not exceed £ 749,300.00 exc. VAT. Redacted	
6.2 Payment terms/profile (including method of payment e.g. Government Procurement Card (GPC) or BACS):	

	<p>Payment shall be made on a monthly basis on receipt of all deliverables and their acceptance by the Customer.</p> <p>Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.</p> <p>Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed. and the total weekly costs that reflect the tender rates and agreed deliverables.</p>
6.3	<p>Reimbursable Expenses:</p> <p>The Call Off Charges are inclusive of all expenses.</p> <p>Consultants will work predominantly from home but may, by exception, require to join meetings in Central London.</p> <p>In the event that the Supplier is expected to travel to these meetings, the base location shall be deemed as:</p> <p>Redacted</p>
6.4	<p>Customer billing address (paragraph 7.6 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):</p> <p>Invoices should be submitted to: Redacted</p>
6.5	<p>Call Off Contract Charges fixed for (paragraph 8.2 of Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):</p> <p>The duration of the contract term.</p>
6.6	<p>Supplier periodic assessment of Call Off Contract Charges (paragraph 9.2 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)) will be carried out on:</p> <p>Not applicable</p>
6.7	<p>Supplier request for increase in the Call Off Contract Charges (paragraph 10 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):</p> <p>Not Permitted</p>

7. LIABILITY AND INSURANCE

7.1	<p>Estimated Year 1 Call Off Contract Charges:</p> <p>£749,300.00 exc. VAT</p>
7.2	<p>Supplier's limitation of Liability</p> <p>In Clause 37.2.1 of the Call Off Terms</p>
7.3	<p>Insurance (Clause 38.3 of the Call Off Terms):</p> <p>The Supplier's standard business insurance shall apply</p>

8. TERMINATION AND EXIT

8.1	<p>Termination on material Default (Clause 42.2 of the Call Off Terms)):</p> <p>In Clause 42.2.1(c) of the Call Off Terms</p>
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8.2	Termination without cause notice period (Clause 42.7 of the Call Off Terms): In Clause 42.7 of the Call Off Terms
8.3	Undisputed Sums Limit: In Clause 43.1.1 of the Call Off Terms
8.4	Exit Management: In Call Off Schedule 9 (Exit Management)

9. SUPPLIER INFORMATION

9.1	Supplier's inspection of Sites, Customer Property and Customer Assets: Not applicable
9.2	Commercially Sensitive Information: The Supplier's proposal and pricing, any Supplier Personal Data and Supplier Background IPR shall be classed as commercially sensitive information.

10. OTHER CALL OFF REQUIREMENTS

10.1	Recitals (in preamble to the Call Off Terms): Recitals B to E Recital C - date of issue of the Statement of Requirements: 15 th July 2020 Recital D - date of receipt of Call Off Tender: 28 th July 2020
10.2	Call Off Guarantee (Clause 4 of the Call Off Terms): Not required
10.3	Security: Short form security requirements shall apply Consultants to be accredited to OFFICIAL. As the Supplier will be working on Cabinet Office IT, the Supplier's proposed team will be expected to adhere to the Cabinet Office ICT policy
10.4	ICT Policy: To be provided by the Customer before the Commencement Date
10.6	Business Continuity & Disaster Recovery: In Call Off Schedule 8 (Business Continuity and Disaster Recovery) Disaster Period: For the purpose of the definition of "Disaster" in Call Off Schedule 1 (Definitions) the "Disaster Period" shall be for the duration of the contract
10.8	Protection of Customer Data

	In Clause 35.2.3 of the Call Off Terms						
10.9	Notices (Clause 56.6 of the Call Off Terms): Customer's postal address: Redacted Supplier's postal address: Redacted						
10.10	Transparency Reports In Call Off Schedule 13 (Transparency Reports) Reports will be provided quarterly, the format will be determined during the inception meeting.						
10.11	Alternative and/or Additional Clauses from Call Off Schedule 14 and if required, any Customer alternative pricing mechanism: The Parties agree and acknowledge that it is not necessary for the Supplier to receive or gain access to any Personal Data from the Customer in relation to this Call-Off Contract. The Customer will inform the Supplier explicitly and seek its prior written consent if it wishes to supply any Personal Data to the Supplier and in which case the Parties will agree suitable Personal Data protection clauses to ensure the integrity and confidentiality of the Personal Data obtained pursuant to this Call-Off Contract. Redacted						
10.12	Call Off Tender: Redacted						
10.13	Publicity and Branding In Clause 36.3.2 of the Call Off Terms						
10.14	Staff Transfer Not applicable						
10.15	Processing Data Call Off Schedule 17 The contact details of the Customers Data Protection Officer are: To be completed upon contract award The contact details of the Suppliers Data Protection Officer are: Redacted						
<table border="1"> <tr> <td>Contract Reference:</td><td>CCCC20B06</td></tr> <tr> <td>Date:</td><td>10 August 2020</td></tr> <tr> <td>Description Of Authorised Processing</td><td>Details</td></tr> </table>		Contract Reference:	CCCC20B06	Date:	10 August 2020	Description Of Authorised Processing	Details
Contract Reference:	CCCC20B06						
Date:	10 August 2020						
Description Of Authorised Processing	Details						

Identity of the Controller and Processor	Where any Personal Data are processed in connection with the exercise of the Parties' rights and obligations under this Call Off Contract, the Parties acknowledge that the Customer is the Data Controller and that the Supplier is the Data Processor
Use of Personal Data	Managing the obligations under the Call Off Contract Agreement, including exit management, and other associated activities,
Duration of the processing	For the duration of the Framework Contract plus 7 years.
Nature and purposes of the processing	
Type of Personal Data	Full name Workplace address Workplace Phone Number Workplace email address Names Job Title
Categories of Data Subject	
10.16	MOD DEFCONs and DEFFORM Not applicable

FORMATION OF CALL OFF CONTRACT

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

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

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

For and on behalf of the Supplier:

Name and Title	Redacted
Signature	Redacted
Date	11/08/2020

For and on behalf of the Customer:

Name and Title	Redacted
Signature	Redacted
Date	19 August 2020

Annex A - Statement of Requirements



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Statement of Requirements

Contract Reference: CCCC20B06 - COVID-19 Consultancy
Task Force (Analysis Unit)

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1. PURPOSE

- 1.1 The Covid-19 Task Force is charged supporting the Prime Minister and Cabinet in developing the Government's COVID-19 response and recovery policies, and leading implementation.
- 1.2 This includes managing the portfolio of priority HMG plans relating to Covid-19 response and recovery; providing a range of analytical services in support of the response; and reporting progress on delivery to Ministers. In particular, the Covid-19 Analysis function within the Taskforce supports Ministers and the Prime Minister with the best possible evidence base on which to make policies. This includes providing analysis, data and modelling of all health, economic and social impacts of Covid-19 and the resulting policies. The Unit combines its own primary analysis with coordinating data and analysis across government and academia, in partnership with the rest of the C19 taskforce. This requires specialist resources to support the scoping of projects, hands on support for planning, and analysis of portfolio data, some of which either cannot be found within HMG or is in short supply.
- 1.3 The purpose of this procurement is to ensure that the Task Force is able to rapidly call on suitably skilled external as well as internal resources in order to deliver these outputs.

2. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 2.1 The COVID-19 Task Force was established in late May 2020, consolidating a range of central COVID-19 response activity and seeking to place it on an enduring footing. Its key tasks are to:
 - 2.1.1 Co-ordinate policy activity with the relevant lead departments; focus on longer-term strategy development and the cross-Whitehall handling of set-piece moments and milestones; and support relevant Cabinet committee meetings; and
 - 2.1.2 Track and drive implementation and delivery activity through a number of lenses, including continuing to track key metrics and data, international comparators, and the development and delivery of plans.
- 2.2 Within the Task Force are a number of teams which might continue to require external support and skills in order to achieve these tasks in future. The Analysis Unit was established within the Task Force to support the delivery of both objectives with the best data and analysis to track the virus and advise on the policy options to suppress it as the least socioeconomic cost.
- 2.3 This procurement seeks to ensure that the Task Force retains sufficient skills and capacity to meet its objectives in these areas, and also, in recognition of the lack of certainty about future scenarios for Covid-19, to ensure that it retains the capability to target resources flexibly at issues as they arise.

3. DEFINITIONS

EXPRESSION OR ACRONYM	DEFINITION

SC Clearance	means Security Check clearance https://www.gov.uk/government/publications/united-kingdom-security-vetting-clearance-levels
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4. SCOPE OF REQUIREMENT

- 4.1 Agile and flexible provision of consultants to enable the Covid-19 Task Force to meet its outputs potentially over both the short and medium term (until the end of the financial year).
- 4.2 The Supplier will provide direct support and knowledge transfer, whilst providing options to flex the team up or down or bring support to an end, with appropriate notice, as key conditions are met: including recruitment of appropriate civil servants resource and/or the achievement of specific goals.
- 4.3 The ability to intelligently manage the numbers and type of deployed consultants and skillsets through variable contract periods is mandatory. This shall include ensuring the grade mix of the team assigned will be flexed to provide the right balance in terms of quality and cost effectiveness.

5. THE REQUIREMENT

- 5.1 This is a contract in relation to the Analysis Function, and would welcome bids. We will require sufficient, appropriately qualified and as a minimum SC-cleared consultants to provide the service. The exact scale and duration are to be determined but for guidance, individual engagements are likely to be for 2-10 individuals for several weeks at a time.
- 5.2 In support of our data and analysis team, we require a range of data and analysis services to consistently and simultaneously assess economic, health and societal impacts of Covid-19 and the policies employed to fight it. Specific deliverables could include:
 - 5.2.1 Supporting the development and application of frameworks of analysis of policy measures across multiple criteria, including economic, societal and net-health impacts.
 - 5.2.2 Development of monitoring and surveillance metrics to track the progress of the virus in partnership with key stakeholders across government.
 - 5.2.3 Providing analysis of international experiences of Covid-19 to draw out policy insight for the UK.
 - 5.2.4 Various ad hoc analytical and research requests to support the sourcing of novel data sets, modelling and presentation of results.
 - 5.2.5 Supporting the production of documents for decision-makers, e.g. slide decks and evidence packs.
 - 5.2.6 Advising and contributing to the development of forecasting and other statistical models.
 - 5.2.7 Identifying potential data sources to support analysis.

- 5.2.8 Providing ad hoc support to facilitate cross-Whitehall and academic input in policy design, e.g. running workshops.

6. MANAGEMENT INFORMATION/REPORTING

- 6.1 The Supplier shall attend monthly contract review meetings as well as any project meetings that are required.
- 6.2 The Supplier is expected to provide information on performance against the service levels in Section 13 and confirm the mechanism on how these will be assessed.

7. VOLUMES

- 7.1 The Analysis Function has been supported by between 4-8 consultants since May 4th, working alongside the Analysis unit as it developed (now c.20 full time civil servants) and the data team in the Civil Contingencies Unit. It is expected that we would continue at this level, with the amount and skillsets of the resource flexing to meet the demands of the Taskforce's work.

8. CONTINUOUS IMPROVEMENT

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

9. QUALITY

- 9.1 The work will require high quality analytical skills, particularly in the areas of economics, health/virology, data analysis and multicriteria strategic analysis.

10. PRICE

- 10.1 The work stated in Section 6.1 of the Call Off Order Form is as known at this time. Due to the fluid nature of the programme of work, the Supplier should expect priorities of these activities to change and therefore the amount allocated to a particular task to be amended as the programme develops.

11. STAFF AND CUSTOMER SERVICE

- 11.1 The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.
- 11.2 The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.
- 11.3 The Supplier shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

12. CONTRACT MANAGEMENT

- 12.1 Attendance at Contract Review meetings shall be at the Supplier's own expense.

13. LOCATION

- 13.1 Consultants will work predominantly from home but may, by exception, require to join meetings in Central London. Consultants will be expected to operate on Cabinet Office IT.
- 13.2 In the event that the Supplier is expected to travel to these meetings, the base location shall be deemed as Cabinet Office, Redacted, England and the Travel & Subsistence costs shall be included in the rates.

Annex B – Tender Return

Redacted