



Crown
Commercial
Service

**Provision of Business Architecture Strategy Support
Consultancy Services**

To

Crown Commercial Service

From

PA Consulting Services Ltd

Contract Reference: CCCC20B40

Crown Commercial Service

Call Off Order Form for Management Consultancy Services

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 Call Off Order Form and the Call Off Terms.

Order Number	To be confirmed following contract award
From	Crown Commercial Service ("CUSTOMER")
To	PA Consulting Services Ltd ("SUPPLIER")
Date	30.10.2020 ("DATE")

SECTION B

1. CALL OFF CONTRACT PERIOD

1.1.	Commencement Date: 02.11.2020
1.2.	Expiry Date: End date of Initial Period: 31.03.2021 End date of Extension Period: 30.09.2021 Minimum written notice to Supplier in respect of extension: 1 month

2. SERVICES

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

3.1.	Project Plan: As outlined in the Key Milestones at section 6 in Annex A – Statement of Requirements. Each Statement of Work will provide further clarity for Key Milestones.
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4. CONTRACT PERFORMANCE

4.1.	Standards: In Clause 11 of the Call Off Terms
4.2	Service Levels/Service Credits: As outlined in section 13 of Annex A – Statement of Requirements
4.3	Critical Service Level Failure: Not applied
4.4	Performance Monitoring: As outlined in section 13 of Annex A – Statement of Requirements
4.5	Period for providing Rectification Plan: In Clause 39.2.1(a) of the Call Off Terms

5. PERSONNEL

5.1	Key Personnel: Crown Commercial Service: REDACTED PA Consulting: 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): The maximum value of the contract shall be up to £300,000.00 (ex VAT). REDACTED
6.2	Payment terms/profile (including method of payment e.g. Government Procurement Card (GPC) or BACS): Invoices will be submitted monthly in arrears. Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.

	Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
6.3	Reimbursable Expenses: Permitted, in line with section 17 of Annex A – Statement of Requirements. Travel outside of the base location will be reimbursed in line with the Crown Commercial Service Travel & Subsistence policy.
6.4	Customer billing address (paragraph 7.6 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)): Crown Commercial Service 151 Buckingham Palace Road, London, SW1W 9SZ Invoices should be submitted to: REDACTED
6.5	Call Off Contract Charges fixed for (paragraph 8.2 of Schedule 3 (Call Off Contract Charges, Payment and Invoicing)): The duration of the contract term including any extensions
6.6	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: Not applicable
6.7	Supplier request for increase in the Call Off Contract Charges (paragraph 10 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)): Not Permitted

7. LIABILITY AND INSURANCE

7.1	Estimated Year 1 Call Off Contract Charges: Up to a maximum of £300,000.00 (ex VAT)
7.2	Supplier's limitation of Liability (Clause 37.2.1 of the Call Off Terms); In clause 37.2.1 of the Call Off Terms
7.3	Insurance (Clause 38.3 of the Call Off Terms): The Supplier's standard business insurance shall apply.

8. TERMINATION AND EXIT

8.1	Termination on material Default (Clause 42.2 of the Call Off Terms): In Clause 42.2.1(c) of the Call Off Terms
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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), to include the transfer and materials related to the work delivered.

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, rates and pricing shall be deemed as commercially sensitive information, along with the following information.		
	Sensitive Information	Reason for sensitivity	Location in contract
	Identity of professional staff and skills experience.	Risk of 'poaching' by professional competitors.	Annex B – Proposed Team
	Fee rates for professional staff.	Of competitive value to professional competitors.	Call Off Order Form: Section B, 6.1 Payment
	PA Consulting Methodologies and Tools.	Of competitive value to professional competitors.	Annex B

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: 23.09.2020 Recital D - date of receipt of Call Off Tender: 06.10.2020
10.2	Call Off Guarantee (Clause 4 of the Call Off Terms): Not required
10.3	Security: Short form security requirements AND

	Security requirements as outlined in section 15 of Annex A – Statement of Requirements.
10.4	ICT Policy: Not applicable
10.5	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 defined if required during the contract term.
10.6	Protection of Customer Data: In Clause 35.2.3 of the Call Off Terms
10.7	Notices (Clause 56.6 of the Call Off Terms): Customer’s postal address and email address: Crown Commercial Service 151 Buckingham Palace Road Victoria London SW1W 9SZ Email: REDACTED Supplier’s postal address and email address: REDACTED PA Consulting Services Ltd 10 Bressenden Place London SW1E 5DN Email: REDACTED
10.8	Transparency Reports Not applicable
10.9	Alternative and/or Additional Clauses from Call Off Schedule 14 and if required, any Customer alternative pricing mechanism: Not applicable
10.10	Call Off Tender: REDACTED
10.11	Publicity and Branding: In Clause 36.3.2 of the Call Off Terms
10.12	Staff Transfer Not applicable
10.13	Processing Data

	Call Off Schedule 17 The contact details of the Customers Data Protection Officer are: REDACTED The contact details of the Suppliers Data Protection Officer are: REDACTED																												
<table border="1"> <tr> <td>Contract Reference:</td> <td>CCCC20B40</td> <td></td> </tr> <tr> <td>Date:</td> <td>To be confirmed on contract award</td> <td></td> </tr> <tr> <td>Description Of Authorised Processing</td> <td>Details</td> <td></td> </tr> <tr> <td>Identity of the Controller and Processor</td> <td>The Parties acknowledge that for the purposes of the Data Protection Legislation the Customer is the Data Controller and the Supplier is the Data Processor under this Framework Agreement.</td> <td></td> </tr> <tr> <td>Use of Personal Data</td> <td>Managing the obligations under the Call Off Contract Agreement, including exit management, and other associated activities,</td> <td></td> </tr> <tr> <td>Duration of the processing</td> <td>For the duration of the Framework Contract plus 7 years.</td> <td></td> </tr> <tr> <td>Nature and purposes of the processing</td> <td></td> <td></td> </tr> <tr> <td>Type of Personal Data</td> <td> Full name Workplace address Workplace Phone Number Workplace email address Names Job Title </td> <td></td> </tr> <tr> <td>Categories of Data Subject</td> <td></td> <td></td> </tr> </table>			Contract Reference:	CCCC20B40		Date:	To be confirmed on contract award		Description Of Authorised Processing	Details		Identity of the Controller and Processor	The Parties acknowledge that for the purposes of the Data Protection Legislation the Customer is the Data Controller and the Supplier is the Data Processor under this Framework Agreement.		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		
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10.14	MOD DEFCONs and DEFFORM																												

	Not applicable
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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	04.12.2020

For and on behalf of the Customer:

Name and Title	REDACTED
Signature	REDACTED
Date	07.01.2021

Annex A – Statement of Requirements

1. PURPOSE

- 1.1. The Crown Commercial Service (CCS, hereafter referred to as ‘the Customer’) are looking to appoint a single Supplier with relevant consultancy expertise to provide strategy delivery support that includes Business Architecture services. The Supplier will work with the Customer’s current design of the five year strategy and the future CCS high level blueprint for the final target operating model.

2. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

2.1. Background

- 2.2. The Customer’s transformation programme set out the need to develop a five year strategy, we are in the process of engaging the business to design and consider options for delivery. The Customer has developed the vision and purpose.

- 2.3. The Service Offer in diagram 1.0 based on the sigmoidal growth model has been a prompt for our leadership thinking.

- 2.4. **Purpose** - our purpose is to deliver value for the nation by helping the entire public sector save time and money when buying common goods and services to meet the needs of citizens.

- 2.5. **Vision** - our vision is to be trusted and admired for our expertise which helps public sector customers develop impactful commercial solutions to meet their needs.

- 2.6. CCS has also set out the strategic narrative (see Appendix E).

- 2.7. See diagram 2.0 the ‘CCS Vision’ that sets the internal vision for the Customer’s future. The Customer will continue to support demand from the customer and must therefore maintain operational stability throughout the addition of business architecture skills within the business.

- 2.8. This contract award is issued while we are amidst COVID 19, the Customer has accelerated some of the strategic thinking to support the demand and would want to accelerate, test and learn how we transform at pace.

2.9. Five year strategy and integrated planning

- 2.10. The foundations for a five year strategy commenced with the transformation programme setting the digital access to our commercial agreements, embedding Customer First principles, enhancing ways of working, addressing capability and culture, and setting the long term five year strategy. We are in the second year of the five year strategy. The Supplier is required to support

the Customer with building upon the existing two-year foundations from the CCS transformation programme and a significant portfolio of projects.

- 2.11. The Customer's senior management and Executive Board are compiling the strategic inputs, from the eight strategic themes and three services solutions see diagram 1.0.
- 2.12. The strategy delivery will combine projects within the programme or the portfolio all of which will be part of the five year integrated plan. The Supplier is required to assure the roadmap and provide advice on prioritisation as we decide on our future investment sequence.
- 2.13. The Supplier will be required to support the strategy design and where we are still gathering strategy inputs, these will be consolidated to create appropriate delivery projects.
- 2.14. The strategy inputs contain fundamental capability requirements which will inform the Supplier about the business high level blueprint.
- 2.15. The final blue print will be designed using business architecture services, it will illustrate how the real life functions work together as a system. CCS plans to deliver the five year strategy and augment into a new operating model.
- 2.16. Business architecture services will be governed by the Business Design Authority already set up within the Customer Department and will monitor and manage projects that address or impact the blueprint.

REDACTED

Diagram 1.0 The CCS Service Offer

2.17. Overview to the requirement

- 2.18. The Customer has completed a preliminary discovery exercise about which Business Model we will consider, this included the gap analysis of the strategic inputs. We will mobilise an internal Business Architecture resource in line with this contract.
- 2.19. The Business Architecture capability is part of the Strategy Team and funded by the CCS Transformation programme. As such stakeholder engagement with the business will be managed by the transformation directorate.

REDACTED

Diagram 2.0 CCS Vision

- 2.20. The Customer requires that the Supplier shall be able to describe the business functions of the future organisation and support the testing of complex concepts for the future and the learning from them during the long-term planning process.

The future target operating model will assess the outcomes versus our return on investment as shown in diagram 3.0.

- 2.21. The Customer has commenced with the development of Enterprise (digital, data and technology) architecture, therefore Business Architecture will complement with those layers also in diagram 3.0.

REDACTED

Diagram 3.0 Business Architecture layers

3. DEFINITIONS

EXPRESSION OR ACRONYM	DEFINITION
Business Architecture	The services required to create a business design based on the expertise to implement the design into to a Future Target Operating Model.
BAU	Business As Usual
Blueprint	Is the design of the future Target Operating Model, is a combination of the capabilities within a business that form the operational benefits and efficiencies to their Customers.
Business Design Authority	The Business Design Authority is a conduit to future business activity ensuring business design standards are adhered to.
CCS	Crown Commercial Service
Capabilities	Capabilities for businesses are made up of our people and their skills, information, processes, IT, facilities, culture, leadership, suppliers and channels.
GDS	Government Digital Services
Commercial Agreement	A contract between one or more contracting authorities and one or more economic operators, the purpose of which is to establish the terms governing contracts to be awarded during a given period, in particular with regard to price and where appropriate, the quantity envisaged.
KPI	Key Performance Indicator
OJEU	Official Journal Of The European Union
RAID	Risks, Assumptions, Issues & Dependencies
TOGAF	The Open Group Architecture Framework is a framework for enterprise architecture that provides an approach for designing, planning, implementing, and

	governing an enterprise information technology architecture.
Target Operating Model	Target Operating Model, is a combination of the Capabilities within a business that form the Operational benefits and efficiencies to their Customers.

4. SCOPE OF REQUIREMENT

- 4.1. The Customer expects the following outcomes from the Supplier to provide the strategy support and business architecture services. The scope does not include the organisational design.

	<u>Outcomes</u>	<u>Why this matters</u>
1	Analysis of the As-Is CCS Strategy Inputs	So that we understand the baseline to build on existing capabilities.
2	Articulate the future “live Business Architecture”	So that CCS can evolve and adapt to meet future demands & capitalise on opportunities of an increasingly fast changing world beyond the 5 years.
3	Clearly justified options comprising benefits and efficiencies.	So that CCS can assess the benefits of the solution offer and how its outputs and outcomes deliver those benefits and efficiencies.
4	Outline high-level implementation roadmap options	So that CCS can understand the key milestones and when it can expect them to be delivered.
5	A sustainable and maintainable solution that clearly shows how it would deliver the metrics set to measure the success of the target operating model	So that CCS can continuously improve and enhance the solution offered, and use it for Organisational Design activities and to support a new Business Design Authority to assess benefits, impacts and interdependencies of proposed

		future transformation projects
6	Accessible Common Business Language (not internal)	Agree and embed common business language across CCS

- 4.2. The Supplier shall deliver the outcomes by working collaboratively with the Customer's Transformation Team.
- 4.3. We reserve the right to change strategy terminology during the contract term, as we are in the design phase of the strategy.
- 4.4. While the Customer is transitioning the business focus to augment the future service offer, we have commissioned strategy design visuals that provide an external perspective of the Customer's service offering. Please see diagram 4.0 and Appendixes B, C and D.
- 4.5. We have included further design materials which explain the service solutions and their intended benefits and efficiencies in the future. They are still in draft however the latest version is in Appendix A 1, 2, 3.
- 4.6. Please note these materials indicate future user stories and draft design materials, they do not represent the final contract and terminology CCS will use.
- 4.7. The Customer is currently developing the initial concepts for the three service solutions: Self-Serve (SS), Commercial Hub (CH) and Advisory (A) and offer the spectrum of support to the customer depending on their range of needs and commercial delivery model.
- 4.8. Each service solution will be inextricably linked to each other by the business architecture layers set out in diagram 2.0. By creating this service offer CCS intends to connect the data, analysis and learnings from our customers to continuously enhance our service to them.
- 4.9. The Self-Serve business offer will provide buyers and suppliers with easier access to the ready-made commercial agreements and technical procurement expertise across CCS.
- 4.10. The Commercial Hub business offer will provide the buyers and suppliers with an assisted service that utilises digitised ways of working, category support or

technical procurement expertise for more complex non self-serve types of spend

- 4.11. The Advisory part of the business would be for complex business problems which require multiple categories (programmes) or complete CCS solutions for broader commercial problems.

REDACTED

Diagram 4.0 The Customer View Of CCS

5. THE REQUIREMENT

- 5.1. The Supplier shall provide consultancy services to develop the blueprint and business architecture skills, and provide strategy development support to consolidate the strategic inputs from the ongoing strategic approach and methodology.
- 5.2. The delivery of the services must set out the clear progression from the current business model to the future business model, once decided upon.
- 5.3. The key stages of this contract are expected to be;
- 5.4. **Review of Strategy, Scope & Definition:**
- 5.5. The Supplier shall support the Customer to develop the scope and distil relevant aspects of the 5 year strategy, which is still in progress (see attachment Transformation Strategy Update). The business inputs are currently being designed by the Customer. This articulates the ambition of our business and how we expect to transform ourselves in the future (see the diagram 4.0).
- 5.6. NOTE: The strategy inputs are still in design and have been reviewed as a result of the lessons learnt from COVID 19 impacts so far. The board has approved the approach to develop a business wide integrated plan and assurance. The Customer has implemented change control to strategy design.
- 5.7. The frequency of governance is set out under the programme board, strategy steering committee and Executive Board meetings. The Supplier shall support delivery of materials and presentation to those meetings.
- 5.8. The Supplier shall have qualified experts to deliver Business Architecture services, some of these qualifications should be indicated in the bid submission, for example The Open Group Architecture Framework (TOGAF), or other relevant skills, or expertise. The Customer would expect the Supplier's project lead to have more than 10 years business model transformation experience.

REDACTED

Diagram 5.0 Strategic themes

5.9. Strategy Input consolidation & Current Operating Model review:

5.10. Strategy input and consolidation

5.11. The Supplier shall provide strategy support services to enable consolidation of the strategy inputs. The Customer is progressing the objectives set out in each strategic theme by developing the delivery options. The Customer will remain the interface with the working groups and may call upon the Supplier to inject energy and pace as requested.

5.12. The Supplier shall have a proven track record of integrated planning, mitigation of pitfalls during digital transformation, converting organisations to adaptive/agile delivery and calling upon their associates to inject external expertise to the strategy development.

5.13. **Current Operating Model Review**

5.14. The Supplier shall develop the blueprint in collaboration with CCS and finalise the blueprints for approval by CCS governance boards. The use of business architecture skills will co-consolidate and convert strategy to implementation, including test and learn. The Customer will adopt a live business architecture blueprint that we change during its life to rapidly enhance our current business abilities.

5.15. The Supplier must provide advice/ support to ensure we map the dependencies robustly and mitigate critical business gaps in strategy development.

5.16. The Supplier shall review the Customer's return on investment compared with the impact of outcomes as shown in diagram 3.0. These will be critical success factors to measure.

5.17. **Transformation technology**

5.18. The Customer already uses Microsoft project online, Power BI, Microsoft Office, Google Mail and analytics. The Supplier will need to access and store documentation or agree methodology to collaborate using our software as we embed business architecture.

5.19. It is imperative that the Supplier communicates in plain English throughout the engagement. The use of consultancy terminology must be minimised and a dictionary of phrases and common language established across CCS as part of this contract.

5.20. We operate customer relationship management via Salesforce and e-Sourcing and contract management via Jaegger, this connects our customer and Supplier relationships. Upon review of our systems, the Supplier will be expected to advise on whether business architecture can be maintained through the existing software or whether the Customer should acquire specialist licences for business architecture management.

- 5.21. **Review of existing operating model and Blueprint for the future Target Operating Model Design.**
- 5.22. The Supplier shall provide a light touch review of the business operational activities and capabilities. The Supplier must articulate simply so that we can communicate clearly in plain English how we transition the operational model.
- 5.23. The Customer is focused on developing its culture, therefore it is essential that the Supplier works closely with us to provide clear communications that mitigate concerns and truly understand the human factors when we address changes in an operating model.
- 5.24. Given the recent global crisis it is essential that we check-in and connect our future model to a robust approach to crisis management.
- 5.25. The Customer recognises that we will review the business capabilities that exist and complimentary organisations that may become indirect partners in the future. We will design test pilot's as part of the delivery approach to ensure the strategy is fit for purpose and truly builds the future business model. Once business architecture has identified the final blueprint the Customer will deliver the organisational design under a separate project within the people strategy.
- 5.26. The Customer will still meet the CCS strategic KPI's, customer first principles, and follow our values. There is no need to revisit that as part of this scope. See diagram 6.0 below.
- REDACTED
- See diagram 6.0
- 5.27. The Supplier may conduct where appropriate, root cause analysis and create a high level recommendations to support the augmentation of our business architecture.
- 5.28. The Supplier will support change control to capture in-flight changes to the business design of the blueprint as part of how we manage strategy during delivery.
- 5.29. The Supplier will support the Customer to set up uncommon model assessment, to include special projects and service design for bespoke rapid response teams as a channel for the Customer to ramp up and de-escalate at speed c48hrs.
- 5.30. **Transition, Implementation & Evolution:**
- 5.31. The Customer will assess the impact of the proposed changes based on the variance of the current status.
- 5.32. The Customer will prioritise changes based on the value and challenge versus the return on investment.

- 5.33. The Customer will review the future blend of external support and any separate procurement and contract to articulate the benefits and efficiencies of the future operational model. CCS expects to develop capacity for change and create a roadmap for the launch of our desired blueprint.
- 5.34. The Customer requires the Supplier's insight's based on lessons learned from other organisations they have supported.
- 5.35. **Implementation Method:**
- 5.36. The Supplier will support the Customer to articulate implementation options and minimise operational disruption for our customers.
- 5.37. The Supplier will support the Customer to indicate new processes, working with the in house Business improvement and Change teams to move to a system of processes across the CCS.
- 5.38. The Supplier will be expected to link to the digital and data architecture enterprise wide, including scale to embed delivery thinking.
- 5.39. The Customer and the Supplier will ensure that the ways of working, life-cycle management and customer first is essential to improve the value we offer our customers.
- 5.40. The Supplier will need to consider the in-flight changes to our working environment:
- 5.41. The Customer's offices and working environment is currently under review to meet smarter working objectives set by the government property agency. The location of our offices will be varied to support our customers.
- 5.42. The Supplier shall clarify the environment needs across the property estate, for smarter working.
- 5.43. CCS will indicate how the Business Design Authority has an interplay once the contract has started, this will result from the governance review that is underway.
- 5.44. The Supplier will support the Customer to design pilots which test swiftly how we sprint forward into the future business model. It is important that we bring to life pace, success, and progress and communicate this throughout the business.
- 5.45. We should then continue to repeat the process of test and learn throughout setting up the business model, therefore setting out guidance for strategy delivery and testing of a complex concepts.
- 5.46. The CCS milestones are outlined in Appendix F, they set out the business commitment to create a blueprint and insert business architecture skills into the strategy development process.

- 5.47. The Supplier shall provide support where the introduction of quality or regulatory standards require a business case.
- 5.48. The Supplier shall offer expertise which includes lessons learned which will ensure CCS delivers Business Architecture within our strategy.
- 5.49. The Supplier shall provide a risk management as part of monthly contract reporting.
- 5.50. Statement of works: once awarded, CCS has the right to invoke sprints of work dedicated to specific activities and milestones set out in the contract. The Supplier will agree through statement of works and support the development of those swiftly for approval within the programme authority.
- 5.51. The Supplier and the Customer will clarify the organisation map and stakeholder engagement plan. Thereafter it is critical that both parties are clear about roles and expectations of commitment, to progress delivery to the milestones set out within each Statement of Work.

6. KEY MILESTONES AND DELIVERABLES

- 6.1. The services will follow the milestones attached below.

Milestone/Deliverable	Description	Timeframe or Delivery Date
1	The Supplier will support the Customer with our leadership agreement to a business model by November 2020. This will require CCS board level review and feedback.	No later than 30/11/2020
2	The Supplier shall support the Customer to consolidate inputs and join the thinking from the strategic themes, service solutions and design pilots in November 2020. Approval and review of these pilots will be required by the strategy steer committee and Executive Board.	No later than 30/11/2020
3	The Supplier will support the inputs required to secure prioritisation and allocation of investment in future years. It is essential that we prioritise short medium and long term projects with within the programme, the portfolio, and business led. These must be	No later than 30/11/2020

	approved by Customer governance boards.	
4	The Supplier will complete the high level business architecture in mid-December 2020 and review with the Customer Executive Board for submission to the Customer board in January 2021. The deliverables and format to be agreed with the transformation.	Within week 1 of Contract Award or no later than 18/12/2020
5	The Supplier will work with the Customer to finalise the blueprint and refine contract outcome three, to ensure that we are in a robust position to continue implementation.	31/03/2021
6	The Supplier will support strategy to embed the Business Design Authority governance process and employ the uncommon business stakeholders to validate the thinking for the Customer.	No later than 31/12/2020
7	The Supplier will support the Customer to ensure we prepare information flow, connection with digital, data enterprise architecture as a result of this contract.	31/03/2021
8	The Supplier will support the Customer to prepare the information required for the benefits and efficiencies measurement under the business design authority, and that connection to the finance and value stream calculations by the end of this contract.	TBC

7. MANAGEMENT INFORMATION/REPORTING

- 7.1. It is expected the Supplier will provide:
- 7.2. Resource profiles - forecasts/actuals versus deliverables, and burn rate of use of consultants' time versus deliverables.
- 7.3. Weekly progress reports including RAID.

- 7.4. Contract day usage versus deliverables, we then have the periodic (monthly) review meetings to ensure quality and timely deliverables.
- 7.5. A monthly update note which is to be sent to the Contract Manager within 4 working days of the monthly Contract Review meeting.
- 7.6. Attendance at the monthly Contract Review meeting
- 7.7. Attendance at the weekly Review meeting with the Contract Manager.
- 7.8. It is also expected that the Supplier will report the spend and pay levy invoiced on a monthly basis.

8. VOLUMES

- 8.1. The volume of work required will vary depending on the requirements of the programme.

9. CONTINUOUS IMPROVEMENT

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

10. SUSTAINABILITY

- 10.1. Meetings will be held in the most effective format i.e. use of technology instead of face to face meetings where appropriate, provision of electronic report to prevent high paper usage.
- 10.2. The Customer expects the Supplier to comply with all current legislation regarding sustainability and legislation introduced or amended during the period of the contract pertaining to this.
- 10.3. This should include compliance with the Modern Slavery Act 2015 and Climate Change Act 2008.
- 10.4. The Supplier shall consider their carbon footprint in allocating and deploying resources to undertake requirement.

11. QUALITY

- 11.1. The Customer would expect the work to inform and develop the Customer's future 5 year vision's Business Architecture and recommend plans to the Customer Board.

11.2. The Supplier shall deliver the services in accordance with the standards outlined in sections 2.7 and 2.8 which includes, the Government's 'Seven lenses of transformation'. HMG Security Policy Framework and the HMG Minimum Cyber Security Standard.

11.3. The introduction of quality or regulatory standards may require a business case and investment support by the Supplier.

12. STAFF AND CUSTOMER SERVICE

12.1. Please also note the Open contract standards which the Customer must adhere to during the design of scale:
<https://www.gov.uk/government/publications/open-standards-for-government/open-contracting-data-standard-profile>

12.2. The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.

12.3. The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.

12.4. The Supplier shall ensure that staff understand the Customer's vision and objectives and will provide excellent customer service to the Customer throughout the duration of the Contract.

12.5. This contract is for the business architecture blueprint design, and final approval is with the Customer board. The Supplier should offer sufficient days and appropriately graded consultants to deliver this work within reasonable budgets.

13. SERVICE LEVELS AND PERFORMANCE

13.1. The Customer will measure the quality of the Supplier's delivery by:

KPI/SLA	SERVICE AREA	KPI/SLA DESCRIPTION	TARGET
1	Supplier Performance	Adherence to the Key Milestones.	In line with the dates set out in section 7.
2	Service Delivery	The Supplier shall provide a Security Management Plan	Within 15 days of the contract start date.
3	Supplier Performance	Any security threat, issue or breach relating to any level of it infrastructure of the delivery partner or the Customer to be reported to the	Within 24 hours of the breach discovered.

		Customer by the delivery partner.	
4	Statement Of Work (SOW)	The Customer and Supplier will work together to develop a Statement of Work (SOW) containing sprint deliverables for subsequent milestones within 5 working days before the start of the next milestone.	To be agreed/commercialised 5 working days before the start of next milestone
5	Contract Management	Attendance at the monthly contract review meeting	Monthly
6	Contract Management	Monthly update note sent to the contract manager within 4 working days of a monthly contract review meeting	Monthly
7	Replacement Of Key Personnel	Attendance at the weekly review meeting with the contract manager.	Weekly

13.2. The Customer shall raise any concerns regarding capability and progress during the weekly Review meeting. Due to the timescales of delivery, if there are any issues regarding progress, this is expected to be resolved promptly by the Supplier within 2 weeks.

14. SECURITY AND CONFIDENTIALITY REQUIREMENTS

14.1. All personnel employed under this contract shall hold, as minimum, Baseline Personnel Security Standard (BPSS) Security Clearance for the entirety of their involvement in this contract. All personnel will be required to hold a physical security pass (only obtained with proof of BPSS), when visiting any of the Customer's offices.

14.2. It is not expected that this service will require integration with the Customer's systems, however a security and resilience plan should be provided to the Customer within 15 days of commencing delivery.

- 14.3. As part of the delivery of the services, the Supplier will be required to communicate with the Customer via Google Hangouts and Google Community for document sharing and management. The Customer will provide the necessary access to the Supplier for the document sharing and management element.

15. PAYMENT AND INVOICING

- 15.1. Invoices are to be submitted monthly and paid in arrears.
- 15.2. Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.
- 15.3. Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
- 15.4. Travel expenses are to be broken down by location.
- 15.5. Electronic Invoices should be submitted to: **REDACTED**
- 15.6. All submitted invoices should contain the Contract Reference, Purchase Order number and a full detailed breakdown of all incurred costs including breakdown by resource, time, work and cost.
- 15.7. The Customer invokes the right to pause the contract for up to one month, after giving written notice two weeks during the timeframe of the contract and extension. This will not be repeated more than twice during the contract term.

16. CONTRACT MANAGEMENT

- 16.1. The Supplier shall attend and report on Programme delivery, and the Transformation working groups, stand ups and communication events.
- 16.2. The delivery partner will provide a dedicated account manager with a nominated deputy who can act in their absence.
- 16.3. The delivery partner will provide details of their business continuity/disaster recovery arrangements to ensure deliverables are met.
- 16.4. Attendance at Contract Review meetings shall be at the Supplier's own expense.

17. LOCATION

- 17.1. The location of the Services will be carried out at the offices of the Supplier or the Customer, please note the Customer is working remotely and will need to kick off the services in the same manner. Future location strategies are not available at this point in time. It is expected that meetings will be held in locations nationally.

- 17.2. The base location of the services will be deemed as the CCS London office at 151 Buckingham Palace Road, Victoria, London, SW1W 9SZ.
- 17.3. All Travel and Subsistence claims outside the Customer's standard Travel and Subsistence policy and will need to be approved by the Customer prior to any travel arrangements being booked.
- 17.4. For any pre-approved travel outside of the base location, the Customer will pay reasonable out of pocket travel and subsistence expenses which are in line with the Customer's Travel and Subsistence policy (using the most economical mode of transport), properly and necessarily incurred in the performance of the services.
- 17.5. Given the current economic and operational impacts of the COVID-19. The Customer recognises that there may be some wider challenges in delivering this project. The Customer expects the Supplier to have the ability to work remotely and organise virtual collaboration and engagement if necessary in order to meet the project timetable.