

**Crown Commercial Service**

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

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**PROVISION OF CONSULTANCY SUPPORT FOR  
IPA VIA BLOOM CONSULTANCY SERVICES  
LIMITED**

**CONTRACT REFERENCE: CCCC20A38**

**CONTRACT FOR**

**INFRASTRUCTURE AND PROJECTS AUTHORITY  
(IPA)**

**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 Support 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	<b>REDACTED</b>
From	Infrastructure and Projects Authority (IPA) <b>("CUSTOMER")</b>
To	Bloom Procurement Services Limited <b>("SUPPLIER")</b>
Date	22 <sup>nd</sup> April 2020 <b>("DATE")</b>

### SECTION B

#### 1. CALL OFF CONTRACT PERIOD

<b>1.1.</b>	<b>Commencement Date:</b> 22 <sup>nd</sup> April 2020
<b>1.2.</b>	<b>Expiry Date:</b> End date of Initial Period: 21 <sup>st</sup> November 2020. End date of Extension Period: 21 <sup>st</sup> January 2021. Minimum written notice to Supplier in respect of extension: 10 working days.

## 2. SERVICES

<b>2.1</b>	<p><b>Services required:</b></p> <p>In Call Off Schedule 2 (Services) and shown at Annex 1 of this Call-off-order form.</p>
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## 3. PROJECT PLAN

<b>3.1.</b>	<b>Project Plan:</b> In Call Off Schedule 4 (Project Plan).	
<b><u>Project Milestones / Deliverables</u></b>		
Milestone/ Deliverable	Description	Timeframe or Delivery Date
1	<p><b>(Work Package 1- Internal IPA assurance operating model) As-Is document</b></p> <p>Review previous IPA and ARP work.</p>	Within Week 1 of Engagement. (1 Day commitment).
2	<p><b>(Work Package 1- Internal IPA assurance operating model) To-Be document</b></p> <ol style="list-style-type: none"> <li>1. Review output from ARP meetings and workshops.</li> <li>2. Review where there is divergence of opinion on ways of working and make recommendations.</li> <li>3. Review the new ways of working to ensure it includes functional responsibilities, team responsibilities, actions and interactions, end-to-end processes and tools.</li> </ol> <p>Ensure approval from key stakeholders including the SRO.</p>	To be completed 1 week prior to the end of the engagement. (10 Day Commitment).
3	<p><b>(Work Package 1- Internal IPA assurance operating model) Transition plan</b></p> <ol style="list-style-type: none"> <li>1. Plan the transition to the new model including critical activities that need to</li> </ol>	To be completed 1 week prior to the end of the engagement. (10 Day Commitment).

	<p>stop, start and continue, and the cut-over approach.</p> <p>2. Produce communications material for the transition which demonstrates the new operating model, the plan and schedule of the cut-over from current to new model, and the key task that need to be completed to demonstrate that cutover has occurred.</p> <p>Seek approval for the transition plan from key stakeholders including the SRO.</p>	
4	<p><b>(Work Package 1- Internal IPA assurance operating model) Transition Execution</b></p> <ol style="list-style-type: none"> <li>1. Prepare communications material which can be used to guild stakeholders through the transition.</li> <li>2. Prepare communications material which demonstrates the new operating model and procedures, roles, responsibilities and interactions at a functional, team and individual level to be used as the basis for an operating hand book once transition is complete.</li> <li>3. Support the execution of the transition from the current to the new model by facilitating training sessions in IPA/HMT/CO and for departments and key ALBs.</li> </ol>	<p>To be completed 1 week prior to the end of the engagement. (30 Day Commitment).</p>
5	<p><b>(Work Package 2 – Internal IPA Insights) Insights assessment and improvement recommendations</b></p> <ol style="list-style-type: none"> <li>1. Assess the insights derived from reviews past and present to determine the level of maturity and change required based on the new operating model.</li> <li>2. Document proposed revisions to insights analysis to support better decision making and seek approval from SRO.</li> <li>3. Produce a data standard for review reporting, and insight analysis.</li> </ol>	<p>To be completed 1 week prior to the end of the engagement. (20 Days Commitment)</p>
6	<p><b>(Work Package 3 – Support the delivery of the new assurance process). Advice and guidance, and delivery support</b></p>	<p>To be completed 1 week prior to the end of the engagement.</p>

	<ol style="list-style-type: none"> <li>1. Support the SRO with assurance related activity in the new operating model.</li> <li>2. Act as a PPM SME to support decision making on high risk projects and programmes.</li> <li>3. Provide delivery support for assurance operations.</li> </ol>	(20 Days Commitment)
7	<p><b>(Work Package 3 – Support the delivery of the new assurance process)</b></p> <p><b>Ongoing delivery support (if required)</b></p> <ol style="list-style-type: none"> <li>1. Support the SRO with assurance related activity in the new operating model.</li> <li>2. Act as a PPM SME to support decision making on high risk projects and programmes.</li> <li>3. Provide delivery support for assurance operations.</li> </ol>	To be completed 1 week prior to the end of the engagement. (up to 60 Days Commitment)

#### 4. CONTRACT PERFORMANCE

<b>4.1.</b>	<b>Standards:</b> As defined in Annex 1 – Services Required, of this document.
<b>4.2</b>	<b>Service Levels/Service Credits:</b> Not applied.
<b>4.3</b>	<b>Critical Service Level Failure:</b> Not applied.
<b>4.4</b>	<b>Performance Monitoring:</b> Not applied.
<b>4.5</b>	<b>Period for providing Rectification Plan:</b> In Clause 39.2.1(a) of the Call Off Terms.

#### 5. PERSONNEL

<b>5.1</b>	<b>Key Personnel:</b> <b>REDACTED ("CUSTOMER")</b>
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	<b>REDACTED (“SUPPLIER”)</b>
<b>5.2</b>	<b>Relevant Convictions</b> (Clause 28.2 of the Call Off Terms):  Not applied.

## 6. PAYMENT

<b>6.1</b>	<b>Call Off Contract Charges</b> (including any applicable discount(s), but excluding VAT):  In Annex 1 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing), and at Annex 2 – Call Off Contract Charges, of this document.  Contracted Services will be provided for up to a maximum of £481,950.00, including all extension options, but excluding VAT.
<b>6.2</b>	<b>Payment terms/profile</b> (including method of payment e.g. Government Procurement Card (GPC) or BACS):  In Annex 2 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing).  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.  All invoices must include the relevant Purchase Order number which will be provided at the commencement of the contract.  Payment will be via BACS.
<b>6.3</b>	<b>Reimbursable Expenses:</b>  Permitted, with the Customer’s Prior Written approval and in line with the Customer’s existing Travel and Subsistence Policy, details of which are available on request.
<b>6.4</b>	<b>Customer billing address</b> (paragraph 7.6 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):  Invoices should be submitted to: <b>REDACTED</b>
<b>6.5</b>	<b>Call Off Contract Charges firm for</b> (paragraph 8.2 of Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):  Call Off Contract Charges are held firm for the duration of the Contract, including the extension option.

<b>6.6</b>	<b>Supplier periodic assessment of Call Off Contract Charges</b> (paragraph 9.2 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)) will be carried out on: Not Applied.
<b>6.7</b>	<b>Supplier request for increase in the Call Off Contract Charges</b> (paragraph 10 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)): Not Permitted.

## 7. LIABILITY AND INSURANCE

<b>7.1</b>	<b>Estimated Year 1 Call Off Contract Charges:</b> The sum of £481,950.00.
<b>7.2</b>	<b>Supplier's limitation of Liability</b> (Clause 37.2.1 of the Call Off Terms);
<b>7.3</b>	<b>Insurance</b> (Clause 38.3 of the Call Off Terms): The Supplier's Standard Business Insurance will apply.

## 8. TERMINATION AND EXIT

<b>8.1</b>	<b>Termination on material Default</b> (Clause 42.2 of the Call Off Terms): In Clause 42.2.1(c) of the Call Off Terms.
<b>8.2</b>	<b>Termination without cause notice period</b> (Clause 42.7 of the Call Off Terms): The period of thirty (30) Working Days in Clause 42.7 shall be modified to 10 (10) Working Days.
<b>8.3</b>	<b>Undisputed Sums Limit:</b> In Clause 43.1.1 of the Call Off Terms.
<b>8.4</b>	<b>Exit Management:</b> In Call Off Schedule 9 (Exit Management).

## 9. SUPPLIER INFORMATION

<b>9.1</b>	<b>Supplier's inspection of Sites, Customer Property and Customer Assets:</b> Not Applied.
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<b>9.2</b>	<b>Commercially Sensitive Information:</b> Not Applied.
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## 10. OTHER CALL OFF REQUIREMENTS

<b>10.1</b>	<b>Recitals</b> (in preamble to the Call Off Terms): Recital A.
<b>10.2</b>	<b>Call Off Guarantee (Clause 4 of the Call Off Terms):</b> Not Required.
<b>10.3</b>	<b>Security:</b> Refer to Schedule 7: Security short form – Paragraphs 1 to 5.
<b>10.4</b>	<b>ICT Policy:</b> Not Applied.
<b>10.6</b>	<b>Business Continuity &amp; Disaster Recovery:</b> In Call Off Schedule 8 (Business Continuity and Disaster Recovery).  <b>Disaster Period:</b> For the purpose of the definition of “Disaster” in Call Off Schedule 1 (Definitions) the “Disaster Period” shall be N/A.
<b>10.7</b>	<b>NOT USED</b>
<b>10.8</b>	<b>Protection of Customer Data</b> (Clause 35.2.3 of the Call Off Terms): In clause 35.2.3 (Protection of Customer Data).
<b>10.9</b>	<b>Notices</b> (Clause 56.6 of the Call Off Terms): <b>REDACTED</b>
<b>10.10</b>	<b>Transparency Reports</b> In Call Off Schedule 13 (Transparency Reports).
<b>10.11</b>	<b>Alternative and/or Additional Clauses from Call Off Schedule 14 and if required, any Customer alternative pricing mechanism:</b> Not Applied.
<b>10.12</b>	<b>Call Off Tender:</b> In Schedule 15 (Call Off Tender) and in Annex 3 of this Call-off-order form.

<b>10.13</b>	<b>Publicity and Branding (Clause 36.3.2 of the Call Off Terms)</b>
	In clause 36.3.2 of the Call Off Terms.

<b>10.14</b>	<b>Processing Data</b>
	Call Off Schedule 17

<b>Contract Reference:</b>	<b>CCCC20A38</b>
<b>Date:</b>	21 <sup>st</sup> April 2020
<b>Description Of Authorised Processing</b>	
Identity of the Controller and Processor	The Parties acknowledge that for the purposes of the Data Protection Legislation the Parties are independent controllers of Personal Data 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	Data Processing is not a factor within the Statement of Requirements for this contract.
Type of Personal Data	In the event Data Processing were a factor of this contract, the types of data may include, but not be limited to:  Full name Workplace address Workplace Phone Number Workplace email address Names Job Title Compensation Tenure Information Qualifications or Certifications Nationality Education & training history Previous work history

	<ul style="list-style-type: none"> <li>Personal Interests</li> <li>References and referee details</li> <li>Driving license details</li> <li>National insurance number</li> <li>Bank statements</li> <li>Utility bills</li> <li>Job title or role</li> <li>Job application details</li> <li>Start date</li> <li>End date &amp; reason for termination</li> <li>Contract type</li> <li>Compensation data</li> <li>Photographic Facial Image</li> <li>Biometric data</li> <li>Birth certificates</li> <li>IP Address</li> <li>Details of physical and psychological health or medical condition</li> <li>Next of kin &amp; emergency contact details</li> <li>Record of absence, time tracking &amp; annual Leave</li> </ul>	
<p>Categories of Data Subject</p>	<p>There no categories of Data Subject within the scope of the contracted services. In the event there were such subjects, they would consist of employees of the Customer's organisations and any nominated bodies it is working with regarding this contract; employees of the Contractor's organisation; employees of the sub-contractor's organisation.</p>	

**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	REDACTED

**For and on behalf of the Customer:**

Name and Title	REDACTED
Signature	REDACTED
Date	REDACTED

# ANNEX 1 – SERVICES REQUIRED

## 1. PURPOSE

- 1.1 This Requirement seeks to provide targeted support to the Infrastructure and Projects Authority (IPA) Assurance Refresh Project (ARP). to:
  - 1.1.1 Develop an Operating Model to support changes to assurance and plan/execute the transition from “as is” to “to be.”
  - 1.1.2 Define and deliver a process for analysis of reviews on an ongoing basis and conduct options analysis on suitable technology solutions.
  - 1.1.3 Support the delivery of new assurance processes and approaches through pilots into live usage.

## 2. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 2.1 The key objective of the ARP is to help IPA focus on driving greater impact in making evidence based recommendations to strengthen our approach to Programme Assurance including ‘sharper teeth’ which in some situations will mean recommending programmes do not receive full funding for the next phase of work until key risks are mitigated, or in some cases stop or reset. It is critical that assurance is applied comprehensively, with all items on the GMPP going through our full Gateway process, aligned to Treasury and other approval points. We also need to coordinate with other control and assurance events, and ensure our Review teams are staffed with the right people. Lastly, the work needs to drive quality, by ensuring reviews focus on the right areas for all types of projects and have the right skills and experience represented on review teams.
- 2.2 The overall objective of this assignment is to support the IPA’s core aim of bringing increased rigour and quality to its Gateway Assurance and drive greater impact. Though IPA does not have the ability or mandate to stop programmes, where projects are not ready to proceed to the next phase or should be stopped, assurance reviews must call this out and IPA influence those that do have the power to act on those recommendations.
- 2.3 This work is sponsored by the IPA’s Senior Leadership Team, and led by the Deputy Director for the Assurance Refresh Programme.

- 2.4 The selected Supplier will be required to build on the current core processes that deliver reviews and analysis of them aligned to roles and governance in the new IPA2020 structure.
- 2.5 IPA2020 is changing team responsibilities and roles internally, including aspects of its internal assurance activity moving from one Director to another within the IPA.

### 3. DEFINITIONS

EXPRESSION OR ACRONYM	DEFINITION
ARP	Assurance Refresh Project
DCA	Delivery Confidence Assessment
FBC	Full Business Case
GIAA	Government Internal Audit Agency
GMPP	Government Major Projects Portfolio
HMT	Her Majesty's Treasury
IPA	Infrastructure and Projects Authority
IPA2020	Infrastructure and Projects Authority reorganisation branding that covers the array of restructuring changes.
NAO	National Audit Office
OBC	Outline Business Case
PPM	Project Programme Management
SRO	Senior Responsible Officer

### 4. SCOPE OF REQUIREMENT

- 4.1 The Supplier team must have strong PPM experience on large projects and programmes and be an expert in the design and delivery of best practice assurance in government and more broadly, and have a strong knowledge of assurance systems in those different environments. This includes:

- 4.1.1 Background knowledge and experience of conducting assurance across large infrastructure or capital projects alongside similar experience in transformation, digital and large change projects/programmes.
  - 4.1.2 Understanding of the complex interfaces between IPA and other central organisations, such as HMT, GIAA and NAO with government departments and their programmes.
  - 4.1.3 Exceptional analytical, technical and stakeholder engagement skills as well as significant change management experience.
  - 4.1.4 Demonstrable and extensive experience of working in government.
- 4.2 Including illustrative examples to support experience in delivering comparable products and processes is essential as part of the tender process. Deploying senior leaders with a track record of major project delivery and assurance of major projects would be an advantage.
- 4.3 The team will be agile with their approach and maintain a flow of communication and feedback with the Project Lead from the IPA as well as other members of the IPA as appropriate in order to fulfil the brief and expectations laid out, and avoid unproductive deviations.
- 4.4 The Supplier will engage the following sub-contractor to undertake delivery of all contracted services. The Supplier warrants that it is responsible for the sub-contractor's satisfactory delivery of all contracted outputs, with regards to timeliness, suitability and quality. Sub-contractor details are as follows:

Simplex Consulting  
51 Clarendon Road  
Watford,  
WD17 1HP  
Will Richardson, Managing Director  
Tel: 07595174903

## 5. THE REQUIREMENT

- 5.1 There are two major components to the ARP:

6.1.1. **Component 1:** The external activity: Assurance activity performed by the IPA in projects and programmes across government including the

Gateway Reviews and Project Assessment Reviews which each have structures, operating procedures, and workbooks. We understand that the types of reviews (Gateway and PAR) are not changing fundamentally and neither are their operating procedures, we understand that the workbooks are being changed to meet the objectives set out above.

6.1.2. **Component 2:** The internal activity: Assurance related activity that occurs in the IPA itself including decisions relating to which when and how reviews are conducted, what is done with the information gleaned from the reviews, relationship management with government departments, resourcing reviews, insight and analytics and reporting and communications.

5.2 The IPA would like support on the ARP Project from focusing on Component 2 above but also in Component 1.

## 6. KEY MILESTONES AND DELIVERABLES

6.1 The following Contract milestones/deliverables shall apply:

Milestone/ Deliverable	Description	Timeframe or Delivery Date
1	<p><b>(Work Package 1- Internal IPA assurance operating model) As-Is document</b></p> <p>Review previous IPA and ARP work.</p>	<p>Within Week 1 of Engagement. (1 Day commitment).</p>
2	<p><b>(Work Package 1- Internal IPA assurance operating model) To-Be document</b></p> <p>4. Review output from ARP meetings and workshops.</p> <p>5. Review where there is divergence of opinion on ways of working and make recommendations.</p> <p>6. Review the new ways of working to ensure it includes functional responsibilities, team responsibilities,</p>	<p>To be completed 1 week prior to the end of the engagement. (10 Day Commitment).</p>

	<p>actions and interactions, end-to-end processes and tools.</p> <p>Ensure approval from key stakeholders including the SRO.</p>	
3	<p><b>(Work Package 1- Internal IPA assurance operating model) Transition plan</b></p> <ol style="list-style-type: none"> <li>3. Plan the transition to the new model including critical activities that need to stop, start and continue, and the cut-over approach.</li> <li>4. Produce communications material for the transition which demonstrates the new operating model, the plan and schedule of the cut-over from current to new model, and the key task that need to be completed to demonstrate that cutover has occurred.</li> </ol> <p>Seek approval for the transition plan from key stakeholders including the SRO.</p>	To be completed 1 week prior to the end of the engagement. (10 Day Commitment).
4	<p><b>(Work Package 1- Internal IPA assurance operating model) Transition Execution</b></p> <ol style="list-style-type: none"> <li>4. Prepare communications material which can be used to guild stakeholders through the transition.</li> <li>5. Prepare communications material which demonstrates the new operating model and procedures, roles, responsibilities and interactions at a functional, team and individual level to be used as the basis for an operating hand book once transition is complete.</li> <li>6. Support the execution of the transition from the current to the new model by facilitating training sessions in IPA/HMT/CO and for departments and key ALBs.</li> </ol>	To be completed 1 week prior to the end of the engagement. (30 Day Commitment).
5	<p><b>(Work Package 2 – Internal IPA Insights)</b></p>	To be completed 1 week prior to the

	<p><b>Insights assessment and improvement recommendations</b></p> <ol style="list-style-type: none"> <li>4. Assess the insights derived from reviews past and present to determine the level of maturity and change required based on the new operating model.</li> <li>5. Document proposed revisions to insights analysis to support better decision making and seek approval from SRO.</li> <li>6. Produce a data standard for review reporting, and insight analysis.</li> </ol>	end of the engagement. (20 Days Commitment)
6	<p><b>(Work Package 3 – Support the delivery of the new assurance process). Advice and guidance, and delivery support</b></p> <ol style="list-style-type: none"> <li>4. Support the SRO with assurance related activity in the new operating model.</li> <li>5. Act as a PPM SME to support decision making on high risk projects and programmes.</li> <li>6. Provide delivery support for assurance operations.</li> </ol>	To be completed 1 week prior to the end of the engagement. (20 Days Commitment)
7	<p><b>(Work Package 3 – Support the delivery of the new assurance process)</b></p> <p><b>Ongoing delivery support (if required)</b></p> <ol style="list-style-type: none"> <li>4. Support the SRO with assurance related activity in the new operating model.</li> <li>5. Act as a PPM SME to support decision making on high risk projects and programmes.</li> <li>6. Provide delivery support for assurance operations.</li> </ol>	To be completed 1 week prior to the end of the engagement. (up to 60 Days Commitment)

## 7. MANAGEMENT INFORMATION/REPORTING

7.1 The Supplier will provide a weekly written update via email to the IPA Project Sponsor on:

- 7.1.1 Project status including key achievements and issues for attention.
- 7.1.2 Completion of deliverables and achievement of outcomes.
  
- 7.2 The Supplier will work with the Project Lead and provide day to day input.
  
- 7.3 The Supplier is required to bring to attention at these meetings any issues, concerns or potential delays in obtaining access to relevant material, information or individuals necessary to complete the work. The IPA will assist in attempting to unblock these issues but the Supplier will need to make alternative arrangements to obtain alternative information.
  
- 7.4 The IPA has set up a High Level Design Authority which will be a key stakeholder, comprising internal and external assurance experts, and those working on IPA2020. The Authority will act as the main sign-off prior to final agreement from the IPA SLT members.
  
- 7.5 If Supplier believes that there is insufficient material available to undertake the assessment for a project or programme, they should bring this to the attention of the Project Sponsor as soon as practicable.
  
- 7.6 As well as the above engagements the Supplier may be required to provide progress reports to CEO of the IPA and the Directors of Operations and Strategy and Policy.

## **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 at review/working group 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 Effective and high standard quality assurance is a fundamental requirement for all work carried out by the Supplier. The project will report to the Design Authority, Directors of Operations and Strategy and Policy and CEO of the Civil Service. To ensure the quality of this project the Supplier will be required to:

9.1.1 Gain approval from IPA with regard to all deliverables stated.

9.1.2 Understand that sign off will not be given by the IPA for deliverables if it believes approval from the Authorities indicated in 10.1 may not be granted.

## 10. STAFF AND CUSTOMER SERVICE

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

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

10.3 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.

## 11. SERVICE LEVELS AND PERFORMANCE

11.1 The Authority will measure the quality of the Supplier's delivery by:

KPI/SLA	Service Area	KPI/SLA description	Target
1	Work Packages	Deliverables described completed and signed off	100%
2	Resource	Allocate sufficient resources for the duration of the project.	100%
3	Delivery	Production of stakeholder management plan	100%
4	Reporting	Weekly written update report	100%
5	Reporting	Progress reports as required	100%

## **12. SECURITY AND CONFIDENTIALITY REQUIREMENTS**

- 12.1 The team members should have appropriate security clearance in order to access relevant data, and Security Check (SC) level will be required for certain programmes.
- 12.2 All work conducted should be considered confidential. We recognise that this assignment may require access to sensitive data both within government and the private sector. The appointed consultants will be required to sign up to appropriate agreements regarding Non-Disclosure and Confidentiality both in respect of specific projects and wider implications of the report. In certain circumstances it might be that access to project data, by either the consultant and/or IPA may be limited. In such cases there may be a need to caveat the outcome report and/or anonymise the data.

## **13. CONTRACT MANAGEMENT**

- 13.1 The responsibility for managing the Contract is between the Contacting Authority and the Supplier, not the Agent (CCS).
- 13.2 The Contracting Authority will contract manage in accordance with Key Milestones and SLA's included within the Statement of Requirements.

## **14. LOCATION**

- 18.1 The base location of the Services will be regarded as being carried out at **REDACTED** Daily rates offered should be inclusive of travel costs to this location.
  - 18.1.1 Over the duration of COVID-19 Crisis measures where the UK Government continues to require Social-Distancing measures, services may be carried out remotely without need for permission from the Customer.
- 18.2 Travel and subsistence costs, if any, are to be charged at Authority rates if any work is required at locations not covered by this main base location. The Authority's rates are available on request. Normal travel time / costs for Supplier's operatives' journeys from home to their usual place of work are not included.

## **ANNEX 2 – CALL OFF CONTRACT CHARGES**

**REDACTED**

## **ANNEX 3 – CALL OFF TENDER**

**Tender Evaluation Question 4.1:**

***Explain the relevant skills and knowledge you have to complete the project. Include knowledge of developing a target operating model from initial stages to the execution and running in Government bodies? Include CV's of individuals used on the project; these individuals must remain part of the team for the duration of the project unless otherwise agreed with IPA.***

**REDACTED**