HM Revenue & Customs

HMRC Tier 3 Model ICT Contract
Version 2.0 (April 2019)

SCHEDULE 7.1 | Charges and Invoicing | Fixed Price Cost Model

Schedule 7.1 | Charges and Invoicing

1 DEFINITIONS

In this Schedule, the following definitions shall apply:

"Achieved Profit Margin" the cumulative Supplier Profit Margin calculated from (and including) the first day of each Contract Year to (and including) the last day of the previous Contract Year;

"Anticipated Contract Life Profit Margin" the anticipated Supplier Profit Margin in each Contract Year as reflected in the Financial Model;

Authority Gain Share Amount means the Authority's share of the Earned Gain calculated in accordance with Paragraph 3 of Part D of Schedule 7.1 (Chares and Invoicing);

"Costs" the following costs (without double recovery) to the extent that they are reasonably and properly incurred by the Supplier in providing the Services:

(a) the cost to the Supplier or the Key Sub-contractor (as the context requires), calculated per Man Day, of engaging the Supplier Personnel, including:

(i) base salary paid to the Supplier Personnel;

(ii) employer's national insurance contributions;

(iii) pension contributions;

(iv) car allowances;

(v) any other contractual employment benefits;

(vi) staff training;

(vii) work place accommodation;

(viii) work place IT equipment and tools reasonably necessary to perform the Services (but not including items included within limb (b) below); and

(ix) reasonable recruitment costs, as agreed with the Authority;

(b) costs incurred in respect of those Assets

which are detailed on the Registers and which would be treated as capital costs according to UKGAAP, which shall include the cost to be charged in respect of Assets by the Supplier to the Authority or (to the extent that risk and title in any Asset is not held by the Supplier) any cost actually incurred by the Supplier in respect of those Assets. In both cases limited to the charges to the profit and loss account (such as depreciation or amortisation) according to generally accepted accounting principles within the UK;

(c) operational costs which are not included within (a) or (b) above, to the extent that such costs are necessary and properly incurred by the Supplier in the delivery of the Services;

(d) Reimbursable Expenses to the extent these are properly incurred in delivering the Services in accordance with Paragraph 3 of Part A of Schedule 7.1 (Charges and Invoicing) but excluding:

(i) Overhead;

(ii) financing or similar costs;

(iii) maintenance and support costs to the extent that these relate to maintenance and/or support services provided beyond the Term, whether in relation to Assets or otherwise;

(iv) taxation;

(v) fines and penalties;

(vi) amounts payable as Delay Payments and payable to the Authority under part D of Schedule 7.1 (Charges and Invoicing);

(vii) amounts payable under Schedule 7.3 (*Value For Money*); and

(viii) non-cash items (including depreciation, amortisation, impairments and movements in

provisions);

"Delay Payment Rate"	has the meaning given in Paragraph 1.1(a) of Part **Error! Reference source not found.**;
"Earned Gain"	means the Supplier Profit over the Anticipated Annual Profit Margin;
Financial Reconciliation	means the reconciliation of the Achieved Supplier Profit Margin against the Anticipated Supplier Profit Margin in each Contract Year;
"Forecast Contingency Costs"	the costs which the Supplier forecasts may be incurred in relation to the risks and contingencies set out in their Financial Model;
Gain Share Calculation	means the calculation prepared from time to time in accordance with Part D of Schedule 7.1 (Charges and Invoicing);
"Man Day"	8 Man Hours, whether or not such hours are worked consecutively and whether or not they are worked on the same day;
"Man Hours"	the hours spent by the Supplier Personnel properly working on the Services including time spent travelling (other than to and from the Supplier's offices, or to and from the Sites) but excluding lunch breaks;
"Maximum Permitted Profit Margin"	the Anticipated Annual Profit Margin plus 5%;
"Milestone Retention"	has the meaning given in Paragraph 1.3 of Part **Error! Reference source not found.**;
"Overhead"	those amounts which are intended to recover a proportion of the Supplier's or the Key Sub-contractor's (as the context requires) indirect corporate costs (including financing, marketing, advertising, research and development and insurance costs and any fines or penalties) but excluding allowable indirect costs apportioned to facilities and administration in the provision of Supplier Personnel and accordingly included within limb (a) of the definition of "Costs";

"Reimbursable Expenses"	reasonable out of pocket travel and subsistence (for example, hotel and food) expenses, properly and necessarily incurred in the performance of the Services, calculated at the rates and in accordance with the Authority's expenses policy current from time to time, but not including: (a) travel expenses incurred as a result of Supplier Personnel travelling to and from their usual place of work, or to and from the premises at which the Services are principally to be performed, unless the Authority otherwise agrees in advance in writing; and (b) subsistence expenses incurred by Supplier Personnel whilst performing the Services at their usual place of work, or to and from the premises at which the Services are principally to be performed;
"Supplier Profit"	in relation to a period or a Milestone (as the context requires), the difference between the total Charges (in nominal terms but excluding any Deductions) and total Costs (in nominal terms) for the relevant period or in relation to the relevant Milestone;
"Supplier Profit Margin"	in relation to a period or a Milestone (as the context requires), the Supplier Profit for the relevant period or in relation to the relevant Milestone divided by the total Charges over the same period or in relation to the relevant Milestone and expressed as a percentage;
Supplier Gain Share Amount	means the Supplier's share of the Earned Gain calculated in accordance with Part D of Schedule 7.1 (Charges and Invoicing);
"Supporting Documentation"	sufficient information in writing to enable the Authority reasonably to assess whether the Charges, Reimbursable Expenses and other sums due from the Authority detailed in the information are properly payable, including copies of any applicable Milestone Achievement Certificates or receipts;

PART A | PRICING

1 INTRODUCTION

1.1 This Schedule **Error! Reference source not found.** (*Charges and Invoicing*) is to set out the provisions relating to:

(a) Milestone Payments;

(b) Service Charges;

(c) expenses and capital assets;

(d) adjustments to the Charges, including Delay Payments and payments for Delays due to Authority Cause;

(e) changes to the Charges; and

(f) invoicing and payment terms.

2 FIXED PRICE MILESTONE PAYMENTS OR SERVICE CHARGES

2.1. Where Table 0 or Table **Error! Reference source not found.** of Annex 2 indicates that a Milestone Payment or Service Charge is to be calculated by reference to a Fixed Price pricing mechanism, the relevant Charge shall be the amount set out against that Charge in Annex 1.

3 CAPITAL ASSETS

3.1. If the Supplier procures on behalf of the Authority any capital assets from third parties on a pass-through basis, the Supplier shall not be entitled to apply any margin to the costs charged by such third parties to the Supplier in its pass-through charge to the Authority.

PART B | CHARGING MECHANISMS

1 MILESTONE PAYMENTS

1.1 Subject to the provisions of Paragraph 1.3 of Part **Error! Reference source not found.** in relation to the deduction of Delay Payments, on the Achievement of a Milestone the Supplier shall be entitled to invoice the Authority for the Milestone Payment associated with that Milestone less the applicable Milestone Retention in accordance with this Part **Error! Reference source not found.**.

1.2 Each invoice relating to a Milestone Payment shall be supported by a Milestone Achievement Certificate and the relevant Supporting Documentation.

1.3 The "**Milestone Retention**" for each Milestone shall be 10% of the Charges for that Milestone and, in the case of a Key Milestone, prior to deduction from the Milestone Payment of any Delay Payment attributable to that Key Milestone and without taking account of any amount payable by the Supplier pursuant to Paragraph 1.3 of Part **Error! Reference source not found.**.

Release of Milestone Retentions

1.4 On Achievement of a CPP Milestone relating to the Supplier Solution or one or more Services (as the case may be), the Supplier shall be entitled to invoice the Authority for an amount equal to all Milestone Retentions that relate to Milestones identified in the *"CPP Milestone Charge Number"* column of Table 1 (or, in relation to Milestone Retentions in respect of Optional Services, Table **Error! Reference source not found.**) of Annex 2 and corresponding CPP Milestone Charge Number as being payable in respect of that CPP Milestone and have not been paid before such CPP Milestone.

2 SERVICE CHARGES

2.1 Each Service to which a Service Charge relates shall commence on the Achievement of the Milestone set out against that Service in the "*Service Charge Trigger Event*" column of Table **Error! Reference source not found.** of Annex 2.

2.2 If the relevant Service commences on a day other than the first day of a month; and/or ends on a day other than the last day of a month, the Service Charge for the relevant Service Period shall be pro-rated based on the proportion which the number of days in the month for which the Service is provided bears to the total number of days in that month.

2.3 Service Charges shall be invoiced by the Supplier for each Service Period in arrear in accordance with the requirements of Part **Error! Reference source not found.**.

2.4 NOT USED

3 CHARGES FOR TRANSITION

3.1 NOT USED

4 CHARGES FOR PROJECTS

4.1 NOT USED

5 OPTIONAL SERVICES

If the Authority gives notice pursuant to Clause 5.10 (*Optional Services*) that it requires the Supplier to provide any or all of the Optional Services:

(a) the Milestone Payments (if any) for the relevant Optional Services shall be calculated by reference to the pricing mechanism for those Optional Services set out in Table **Error! Reference source not found.** of Annex 2; and

(b) the Service Charges for the relevant Optional Services shall be calculated by reference to the pricing mechanism for those Optional Services set out in Table **Error! Reference source not found.** of Annex 2,

in both cases using the relevant rates and prices specified in Annex 1.

PART C | ADJUSTMENTS TO THE CHARGES AND RISK REGISTER

1 DELAY PAYMENTS

1.1 If a Key Milestone has not been Achieved on or before the relevant Milestone Date, the Supplier shall pay a Delay Payment to the Authority in respect of that Key Milestone. Delay Payments shall accrue:

(a) at the daily rate (the "**Delay Payment Rate**") determined in accordance with Paragraph 1.2;

(b) from (but excluding) the relevant Milestone Date to (and including) the earlier of:

(i) the date on which the Key Milestone is Achieved; and

(ii) the expiry of the Delay Deduction Period (which for the avoidance of doubt shall be 30 (thirty) calendar days from the relevant Milestone Date); and

(c) on a daily basis, with any part day's Delay counting as a day.

1.2 Where a Delay Payment is payable in respect of a Key Milestone, the Delay Payment Rate shall be:

(a) where the Supplier has given the Authority less than three (3) months' prior notice of the Delay, the amount set out in column 3 of Table 0 of

ANNEX 2: Charging mechanism and adjustments for the Key Milestone;

(b) where the Supplier has given the Authority between three (3) months' and 6 months' prior notice of the Delay, the amount set out in column 5 of Table 1 of Annex 2 for the Key Milestone; or

(c) where the Supplier has given the Authority more than six (6) months' prior notice of the Delay, the amount set out in column 6 of Table 1 of

ANNEX 2: Charging mechanism and adjustments for the Key Milestone.

1.3 Where the Supplier serves a notice pursuant to Paragraph 1.2(b) or 1.2(c), the Supplier shall, within five (5) Working Days of the date the notice is served:

(a) pay to the Authority in cleared funds on account of the relevant Delay Payment (but subject always to Paragraph 1.4) an amount equal to:

(i) in the case of a notice served pursuant to Paragraph 1.2(b), 5 days of Delay Payments; or

(ii) in the case of a notice served pursuant to Paragraph 1.2(c), 10 days of Delay Payments in accordance with paragraph 1.4,

in each case calculated at the applicable Delay Payment Rate; and

(b) issue a credit note to the Authority in respect of the relevant amount.

Failure to make payment within ten (10) Working Days of the Supplier's notice shall invalidate the notice.

1.4 Any amounts paid to the Authority pursuant to Paragraph 1.3 shall not be refundable to the Supplier in any circumstances, including where a Delay as referred to in the Supplier's notice:

(a) does not occur; or

(b) does occur but continues for fewer days during the relevant Delay Deduction Period than the number of days referred to in Paragraph 1.3(a) or 1.3(b) as the case may be.

1.5 The Parties agree that Delay Payments calculated in accordance with the applicable Delay Payment Rates:

(a) in each case a genuine pre-estimate of the Losses which the Authority will incur as a result of any failure by the Supplier to Achieve the relevant Key Milestone by the Milestone Date; and

(b) do not impose a detriment on the Supplier out of all proportion to the legitimate interests of the Authority.

1.6 Delay Payment Rates are stated exclusive of VAT.

1.7 The Delay Payment in respect of a Key Milestone (net of any payment made in respect of that Key Milestone pursuant to Paragraph 1.3) shall be shown as a deduction from the amount due from the Authority to the Supplier in the next invoice due to be issued by the Supplier after the date on which the relevant Key Milestone is Achieved or the

expiry of the Delay Deduction Period (as the case may be). If the relevant Key Milestone is not Achieved by the expiry of the Delay Deduction Period and no invoice is due to be issued by the Supplier within ten (10) Working Days of expiry of the Delay Deduction Period, then the Supplier shall within ten (10) Working Days of expiry of the Delay Deduction Period:

(a) issue a credit note to the Authority in respect of the total amount of the Delay Payment in respect of the Key Milestone (net of any payment made in respect of the Key Milestone pursuant to Paragraph 1.3); and

(b) pay to the Authority as a debt a sum equal to the total amount of the Delay Payment in respect of the Key Milestone together with interest on such amount at the applicable rate under the Late Payment of Commercial Debts (Interest) Act 1998, accruing on a daily basis from (and including) the due date up to (but excluding) the date of actual payment, whether before or after judgment.

2 PAYMENTS FOR DELAYS DUE TO AUTHORITY CAUSE AND COLLABORATION FAILURE

2.1 If the Supplier is entitled in accordance with Clause 31.1 (*Authority Cause*) to compensation for failure to Achieve a Milestone by its Milestone Date, then, subject always to Clause 25 (*Limitations on Liability*), such compensation shall be determined in accordance with the following principles:

(a) the compensation shall reimburse the Supplier for additional Costs incurred by the Supplier that the Supplier:

(i) can demonstrate it has incurred solely and directly as a result of the Authority Cause; and

(ii) is, has been, or will be unable to mitigate, having complied with its obligations under Clause 31 (*Authority Cause*)

together with an amount equal to the Anticipated Contract Life Profit Margin thereon;

(b) the compensation shall not operate so as to put the Supplier in a better position than it would have been in but for the occurrence of the Authority Cause;

(c) the compensation shall include such amount as is appropriate to maintain the Supplier Profit Margin set out in respect of the relevant Milestone in Annex 1; and

(d) where the Milestone Payment includes any Charges which are capped, then to the extent that the compensation agreed pursuant to this Paragraph 2 results in the Authority paying additional Time and Materials Charges for resources or effort which the Supplier demonstrates are required as a result of the Authority

Cause, such additional Time and Materials Charges shall be disregarded for the purposes of calculating the relevant cap.

2.2 The Supplier shall provide the Authority with any information the Authority may require in order to assess the validity of the Supplier's claim to compensation.

3 SERVICE CREDITS

3.1 NOT USED

4 CHANGES TO CHARGES

4.1 Any Changes to the Charges shall be developed and agreed by the Parties in accordance with Schedule 8.3 (*Change Control Procedure*) and on the basis that:

(a) the Supplier Profit Margin on such Charges shall:

(i) be no greater than that applying to Charges using the same pricing mechanism as at the Effective Date (as set out in the Contract Inception Report); and

(ii) in no event exceed the Maximum Permitted Profit Margin.

(b) such Changes to the Charges shall be calculated in accordance with the underlying principles in the Financial Model which make up the charges prior to the Change.

4.2 The Authority may request that any Impact Assessment presents Charges without Indexation for the purposes of comparison.

4.3 For the avoidance of doubt, the Supplier may not vary Charges to take account of Indexation at any time.

5 RISK REGISTER

The Parties shall review the Risk Register set out in Annex 4 from time to time and as otherwise required for the purposes of Schedule 8.1 (*Governance*).

PART D | EXCESSIVE SUPPLIER PROFIT MARGIN

1. GAIN SHARE CALCULATION

1.1 No earlier than 45 days after the last day of each Contract Year, the Supplier shall deliver to the Authority the Gain Share Calculation as at the date of the last day of each Contract Year.

1.2 The Gain Share Calculation shall be prepared in accordance with this schedule and the gain sharing rates set out in paragraph 3 of this Part **Error! Reference source not found.** shall apply.

1.3 Each Gain Share Calculation shall:

(a) be constructed using the Final Reconciliation and shall be supplied in both paper and electronic copy;

(b) be certified as correct and accurate by a director of the Supplier;

(c) calculate, in accordance with the methodology used for the calculation of the Financial Model, the Supplier Profit and the Anticipated Annual Profit Margin;

(d) calculate, in accordance with the methodology used in the Financial Model the Earned Gain during each Contract Year;

(e) show separately the amounts of Earned Gain (falling into Band 1, Band 2, and Band 3 as defined in the Appendix to Part A of this schedule); and

(f) show separately the Earned Gain, the Supplier's Gain Share Amount and the Authority's Gain Share Amount.

1.4 Following receipt by the Authority of a Gain Share Calculation, the Supplier shall at its own expense provide to the Authority any such additional information as it may reasonably request so that the Authority can verify the accuracy of the Gain Share Calculation.

1.5 Within 30 days of receipt of the Gain Share Calculation and all additional information required pursuant to paragraph 1 of this part **Error! Reference source not found.** of this schedule, the Authority shall notify the Supplier whether it agrees with or disputes the Gain Share Calculation.

2. PAYMENT OF GAIN SHARE

Following agreement or determination of the Gain Share Calculation based on the Final Reconciliation, the Supplier shall pay to the Authority the Authority's Gain Share Amount calculated in accordance with paragraph 3 below.

3. GAIN SHARING RATIOS

The following table details the manner in which Earned Gain achieved by the Supplier over each Contract Year above the level of the Anticipated Contract Annual Profit Margin shall be shared between the Authority and the Supplier:

Band	Where the Earned Gain is	Supplier % share of Gain Share Amount	Authority % share of Gain Share Amount
Band 1	Less than or equal to Anticipated Annual Profit Margin	N/A	N/A
Band 2	More than the Anticipated Annual Profit Margin and less than or equal to the Maximum Permitted Profit Margin	75%	25%
Band 3	More than the Maximum Permitted Profit Margin	0%	100%

PART E: INVOICING AND PAYMENT TERMS

2 SUPPLIER INVOICES

1.1 The Authority agrees to an automated billing process whereby charges are calculated quarterly by the Supplier and pre-notified to the Authority by email at least 15 days before the amount is automatically debited to the nominated Supplier account.

1.2 The Supplier shall prepare and provide to the Authority for approval of the format a template invoice within ten (1) Working Days of the Effective Date which shall include, as a minimum, the details set out in Paragraph **Error! Reference source not found.** together with such other information as the Authority may reasonably require to assess whether the Charges that will be detailed therein are properly payable. If the template invoice is not approved by the Authority then the Supplier shall make such amendments as may be reasonably required by the Authority. Where the Authority chooses to use an electronic transaction system as per Clause 10.3 (*Charges and Invoicing*), the Supplier shall comply with the requirements of that system.

1.3 The Supplier shall ensure that each invoice is submitted in the correct format for the Authority's chosen electronic transaction system and/or that it contains the following information:

(a) the date of the invoice;

(b) a unique invoice number;

(c) the Service Period or other period(s) to which the relevant Charge(s) relate;

(d) the correct reference for this Agreement;

(e) the reference number of the purchase order to which it relates;

(f) the dates between which the Services that are the subject of each of the Charges detailed on the invoice were performed;

(g) a description of the Services;

(h) the pricing mechanism used to calculate the Charges (such as Guaranteed Maximum Price with Target Cost, Fixed Price, Time and Materials etc);

(i) any payments due in respect of Achievement of a Milestone, including the Milestone Achievement Certificate number for each relevant Milestone;

(j) the total Charges gross and net of any applicable deductions and, separately, the amount of any Reimbursable Expenses properly chargeable to the Authority under the terms of this Agreement, and, separately, any VAT or other sales tax payable in respect of each of the same;

(k) details of any Delay Payments or similar deductions that shall apply to the Charges detailed on the invoice;

(l) reference to any reports required by the Authority in respect of the Services to which the Charges detailed on the invoice relate (or in the case of reports issued by the Supplier for validation by the Authority, then to any such reports as are validated by the Authority in respect of the Services);

(m) a contact name and telephone number of a responsible person in the Supplier's finance department in the event of administrative queries;

(n) the banking details for payment to the Supplier via electronic transfer of funds (i.e. name and address of bank, sort code, account name and number);

(o) For Service Charges charged on a Fixed Price Mechanism, the invoice shall contain the "top line" detail of the relevant Service; and

(p) for Service Charges charged on a consumption basis, the Supplier shall use the measurement period from the 16th of the preceding Service Period to the 15th of the Service Period to which the invoice relates.

1.4 The Supplier shall invoice the Authority in respect of Services in accordance with the requirements of Part **Error! Reference source not found.**. The Supplier shall first submit to the Authority a draft invoice setting out the Charges payable, in a timely fashion. The Parties shall endeavour to agree the draft invoice within five (5) Working Days of its receipt by the Authority, following which the Supplier shall be entitled to submit its invoice.

1.5 Each invoice shall at all times be accompanied by Supporting Documentation. Any assessment by the Authority as to what constitutes Supporting Documentation shall not be conclusive and the Supplier undertakes to provide to the Authority any other documentation reasonably required by the Authority from time to time to substantiate an invoice.

1.6 The Supplier shall submit all invoices and Supporting Documentation through the Authority's chosen electronic transaction system.

1.7 All Supplier invoices shall be expressed in sterling or such other currency as shall be permitted by the Authority in writing.

1.8 The Authority shall regard an invoice as valid only if it complies with the provisions of this Part **Error! Reference source not found.**. Where any invoice does not conform to the Authority's requirements set out in this Part **Error! Reference source not found.**, the Authority shall promptly return the disputed invoice to the Supplier and the Supplier shall promptly issue a replacement invoice which shall comply with such requirements.

1.9 If the Authority fails to consider and verify an invoice in accordance with Paragraphs **Error! Reference source not found.** and **Error! Reference source not found.**, the invoice shall be regarded as valid and undisputed for the purpose of Paragraph **Error! Reference source not found.** (*Payment in 30 days*) after a reasonable time has passed.

1.10 The Supplier may only raise invoices as follows:

(a) In respect of Milestones (both in respect of Transition and Termination Services), no earlier than the Achievement of the relevant Milestone;

(b) For Service Charges on the second Working Day of the Service Period following the Service Period to which the Charge relates; and

(c) For Projects, in accordance with the relevant Project Work Order.

2 PAYMENT TERMS

2.1 Subject to the relevant provisions of this Schedule, the Authority shall make payment to the Supplier within thirty (30) days of verifying that the invoice is valid and undisputed.

2.2 Unless the Parties agree otherwise in writing, all Supplier invoices shall be paid in sterling by electronic transfer of funds to the bank account that the Supplier has specified on its invoice.

ANNEX 1: PRICING MECHANISM

Fixed PRICES

Charge	Fixed Charge (£)
CoP check	REDACTED

To note: Confirmation of Payee (CoP) Check is subject to VAT. The above Charge is exclusive of VAT.

ANNEX 2: CHARGING MECHANISM AND ADJUSTMENTS

NOT USED

ANNEX 3: Pro-forma Certificate of Costs

I [*NAME OF CFO OR DIRECTOR OF FINANCE OR EQUIVALENT AS AGREED IN ADVANCE IN WRITING WITH THE AUTHORITY*] **OF [***INSERT NAME OF SUPPLIER***], CERTIFY THAT THE FINANCIAL INFORMATION PROVIDED AS PART OF THIS CERTIFICATE OF COSTS, INCURRED IN RELATION TO THE [***INSERT NAME/REFERENCE FOR THE AGREEMENT****]* **(**THE **"**AGREEMENT**") IN RELATION TO THE FOLLOWING [MILESTONE/MILESTONE GROUP]:**

[*INSERT DETAILS OF MILESTONE/MILESTONE GROUP***]**

HAS BEEN REASONABLY AND PROPERLY INCURRED IN ACCORDANCE WITH [*NAME OF SUPPLIER*]'S BOOKS, ACCOUNTS, OTHER DOCUMENTS AND RECORDS;

IS ACCURATE AND NOT MISLEADING IN ALL KEY RESPECTS; AND

IS IN CONFORMITY WITH THE AGREEMENT AND WITH ALL GENERALLY ACCEPTED ACCOUNTING PRINCIPLES WITHIN THE UNITED KINGDOM.

SIGNED [*DIRECTOR OF FINANCE OR EQUIVALENT***]**

[*NAME OF SUPPLIER***]**

ANNEX 4: RISK REGISTER

Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7	Column 8	Column 9	Column 10	Column 11	Column 12
Risk Number	Risk Name	Description of risk	Timing	Likelihood	Impact (£)	Impact (description)	Mitigation (description)	Cost of mitigation	Post-mitigation impact (£)	Forecast Contingency Costs	Owner

ANNEX 5: SUPPLIER'S BID PROPOSAL

REDACTED