

Health Systems Support Framework
Digital Staff Passports Service Design and Adoption Support
Order Form

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| Contract Title | NHS Digital Staff Passports_Service Design and Adoption Support |
| Atamis Portal Reference | C66714 |
| Purchase Order Number | 600209755 |
| Date of Order Form | 7th March 2022 |
| Authority | National Health Service Commissioning Board (Known as NHS England) |
| Supplier | PricewaterhouseCoopers LLP |
| Principal Supplier(s) | N/A |
| Status of Order Form | Issue of this Order Form is an “invitation to treat” by the Authority following the Suppliers’ Call-Off ITT Response submitted by the Supplier(s) in response to the relevant mini-competition conducted under and in accordance with the Framework Agreement. On the signature of the Order Form by the Suppliers and its return to the Authority, the signature of the Order Form by the Authority shall be the point at which a contract is formed between the Authority and the Suppliers. This Order Form, together with the Call-Off Terms and Conditions and the applicable provisions of the Framework Agreement (and the other provisions as set out in the Call-Off Terms and Conditions) form a contract (defined as “the Contract” in the Call-Off Terms and |

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| | <p>Conditions) between the parties as at and from the date of this Order Form.</p> <p>All terms defined in the Call-Off Terms and Conditions have the same meaning when utilised in this Order Form.</p> | |
| Call-Off Terms and Conditions | The Call-Off Terms and Conditions comprise the following Schedules of Appendix A of the Framework Agreement: | |
| | Schedule 1 | Key Provisions |
| | Schedule 2 | General Terms and Conditions |
| | Schedule 3 | Definitions and Interpretations Provisions |
| | Schedule 4 | This Order Form |
| | Schedule 5 | Information Governance |
| | Schedule 6 | Security Management |
| | Schedule 7 | Standards |
| | Schedule 8 | Software |
| | Schedule 9 | Installation and Commissioning Services |
| | Schedule 10 | Maintenance Services |
| | Schedule 11 | Guarantee |
| | Schedule 12 | Staff Transfer |

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| | Schedule 13 | Change Control Process | |
| | Schedule 14 | Calculation of Termination Sum | |
| | Schedule 15 | Standard Licence Terms | |
| | Schedule 16 | Acceptance Testing | |
| | Any additional Extra Key Provisions set out at Annex 2 below shall be incorporated into the Contract formed by the signature and completion of this Order Form. | | |
| Framework Agreement | The Health Systems Support Framework established by NHS England for and on behalf of NHS England and other contracting authorities and other organisations in relation to the provision of deliverables that may be required for the facilitation and support of sustainable transformation partnerships and/or integrated care systems (the "Framework Agreement") to which suppliers were appointed following their submission of responses to the framework ITT ("Framework ITT"). | | |
| Call-Off ITT | The Call-Off ITT as issued by the Authority to invite responses to the relevant mini-competition conducted under and in accordance with the Framework Agreement. | | |
| Call-Off ITT Response | The Suppliers' response to the relevant Call-Off ITT submitted by the Suppliers in response to the relevant mini-competition conducted under and in accordance with the Framework Agreement and initiated by the issue of a Call-Off ITT by the Authority. | | |
| Term of the Contract | The total contract term is a maximum of 6-months up to 30 th September 2022. | | |
| Extension of Term | On agreement by both parties in-line with the HSSF Terms and Conditions | | |
| Unilateral Authority right of termination notice period | 4 weeks | | |

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| Maximum Payments following Unilateral Authority right to terminate | N/A |
| Maximum Permitted Profit Margin | N/A |
| Variation to Termination Sum calculation | N/A |
| Deliverables | <p>The Deliverables to be provided by the Supplier(s) under the Contract shall be the Services and/or Ad Hoc Services and/or Goods and/or any other requirement whatsoever (including without limitation any item, feature, material, outcome or output) set out at Annex 1 to this Order Form ("the Specification") and shall be provided from the Deliverables Commencement Date set out below in accordance with the KPIs set out in the Specification.</p> <p>Where the Suppliers are comprised of more than a single Supplier the Supplier Matrix shall indicate which portion of the Deliverables are to be provided by which of the Suppliers.</p> |
| Priority Deliverable | As outlined in Annex 1 |
| Deliverables Commencement Date | 25 th April 2022 |
| Services Commencement Date | 25 th April 2022 |
| Long Stop Date | 30 th September 2022 |
| Implementation Plan | The implementation plan submitted as part of the Call-Off ITT Response (if required by the relevant mini-competition conducted in accordance with the Call-Off ITT) and set out at Annex 4 below. |
| Information Security Management Plan | The information security management plan submitted as part of the Call-Off ITT Response (if required by the relevant mini-competition conducted in accordance with the Call-Off ITT) and set out at Annex 5 below, as may be |


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| | amended from time to time in accordance with Schedule 6 of these Call-Off Terms and Conditions. |
| Insurance | As per the HSSF Call-Off Terms and Conditions. |
| Insurance on Expiry or Termination | <p>On the expiry or earlier termination of this Contract, the Suppliers are required to ensure that:</p> <ol style="list-style-type: none"> 1) unless otherwise required in the Extra Key Provisions, any ongoing liability that they have or may have arising out of this Contract shall continue to be the subject of appropriate insurance and/or indemnity arrangements and/or membership of the risk pooling statutory schemes for the period of six (6) years from termination or expiry of this Contract; and 2) where the Deliverables or any part of them could result in liability to any patient in respect of care and/or advice funded by an NHS body, any ongoing liability that the Suppliers have or may have arising out of this Contract shall continue to be the subject of appropriate insurance and/or indemnity arrangements and/or membership of the risk pooling statutory schemes for the period of up to twenty-one (21) years from termination or expiry of this Contract. <p>(See Clauses 20.8 and 20.9 of Schedule 2 of the Call-Off Terms and Conditions, respectively)</p> |
| Key Roles for the supply or performance of the Deliverables and the personnel who will fill those Key Roles (“Key Personnel”) | <p>Engagement Partner - Sandie Grimshaw - sandie.grimshaw@pwc.com - Accountable for overall quality of delivery</p> <p>Engagement Director - Matthew Rutter matthew.r.rutter@pwc.com - Responsible for the strategic direction of the delivery of the programme</p> <p>Engagement Senior Manager - Tom Woodburn tom.woodburn@pwc.com - Responsible for immediate escalations of programme issues and risks</p> <p>Engagement Manager - Ailsa Hatton ailsa.hatton@pwc.com - Responsible for the day to day management of the programme</p> |

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| Premises and Location(s) for the Delivery of the Deliverables | As this is a national programme of work, the supplier will need to be prepared to work with localities across England. In line with current operating models it is expected that most work will be undertaken remotely. Any travel arrangements should be made in line with government advice on Covid restrictions, with teams encouraged to work remotely as far as feasible. |
| Licence(s) and/or Lease(s) granted to the Suppliers | N/A |
| Information Governance Provisions (Schedule 5) | See Schedule 5 of the Call-Off Terms and Conditions. |
| Processing of Personal Data | See Schedule 5 of the Call-Off Terms and Conditions. |
| Intellectual Property | See Clause 14 of Schedule 2 of the Call-Off Terms and Conditions. |
| Supplier Owned Foreground IPR | N/A |
| Standard Licence Terms | N/A |
| Acceptance Testing | N/A |
| Contract Price | The price(s) to be paid by the Authority to the Suppliers for the provision of the Services, as set out in the Call-Off ITT Response and reproduced at Annex 3. |
| Financial Model | The Suppliers' Financial Model, submitted if required by the Authority in the Supplier's Call-Off ITT Response and reproduced at Annex 3. |
| Contract Price for the purposes of Clause 19 (Limitation of Liability) | The price(s) to be paid by the Authority to the Suppliers for the provision of the Services, as set out in the Call-Off ITT Response and reproduced at Annex 3. |

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| Guarantee | N/A | | | | |
| Guarantee in favour of NHSE | N/A | | | | |
| Payment Provisions | <p>The payment terms for the payment by the Authority to the Suppliers of the Contract Price for the Services, as set out in the Call-Off ITT and reproduced at Annex 3; and</p> <p>The level of reimbursement by the Suppliers to the Authority relating to any service credits in respect of failures by the Suppliers to meet the KPIs, as set out in the Call-Off ITT and reproduced at Annex 3.</p> | | | | |
| Contract Managers | <table border="1"> <tr> <td><i>Authority's Contract Manager</i></td><td><i>Elaine Yip – Programme Manager</i></td></tr> <tr> <td><i>Supplier's Contract Manager(s)</i></td><td><i>Matthew Rutter - Engagement Director</i></td></tr> </table> | <i>Authority's Contract Manager</i> | <i>Elaine Yip – Programme Manager</i> | <i>Supplier's Contract Manager(s)</i> | <i>Matthew Rutter - Engagement Director</i> |
| <i>Authority's Contract Manager</i> | <i>Elaine Yip – Programme Manager</i> | | | | |
| <i>Supplier's Contract Manager(s)</i> | <i>Matthew Rutter - Engagement Director</i> | | | | |
| Lead Contract Manager (if applicable) | <p><i>Insert the Lead Contract Manager at the commencement of this Contract</i></p> <table border="1"> <tr> <td><i>Supplier's Lead Contract Manager</i></td><td><i>Matthew Rutter - Engagement Director</i></td></tr> </table> | <i>Supplier's Lead Contract Manager</i> | <i>Matthew Rutter - Engagement Director</i> | | |
| <i>Supplier's Lead Contract Manager</i> | <i>Matthew Rutter - Engagement Director</i> | | | | |
| Contract Meetings | <p>The supplier will be expected to attend weekly / fortnightly progress meetings with NHS England and NHS Improvement, and other relevant stakeholders, and attend Boards where relevant/required.</p> | | | | |
| Fast-track Change values | N/A | | | | |

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| Contract Reports – additional information | Not used | |
| Person(s) to receive notices under the Contract | <i>Authority's nominated person and contact details for service of notices</i> | Angela Maragna a.maragna@nhs.net Elaine Yip elaine.yip2@nhs.net |
| | <i>Supplier's nominated person and contact details for service of notices</i> | Name Matthew Rutter 1 Embankment Pl, London WC2N 6RH Email Address matthew.r.rutter@pwc.com |

Signed by the authorised representative of the AUTHORITY

| | | |
|-----------|---|-----------------------------|
| Name: | Adrian Snarr | Signature: |
| Position: | Director of Financial Control | |
| Email: | <div>DocuSigned by:</div> Adrian Snarr@nhs.net  | |
| Date: | 17F29B60E0CF430... | |

Full Name: adrian snarr

Job Title/Role: director of financial control

Date Signed: 28/4/22

Signed by the authorised representative of the SUPPLIER

| | | |
|-----------|---|------------------------|
| Name: | Sandie Grimshaw | Signature |
| Position: | Legal Partner | |
| Email: | DocuSigned by: sandie.grimshaw@pwc.com | |
| Date: | <i>Sandie Grimshaw</i> 7E20D407AA0C401 | |

Full Name: Sandie Grimshaw

Job Title/Role: Partner

Date Signed: 27.04.22

Health Systems Support Framework, NHS Digital Staff Passports Service Design and Adoption Support

Order Form Annexes

Annex 1

Part 1: Specification

Part 2: KPI Overview

Part 3: KPIs

Part 4: Calculation of Service Credits

Part 5: Termination Trigger for Accrued KPI Failures

Part 6: Excusing Events

Annex 2

Extra Key Provisions

Annex 3

Contract Price and Payment Terms

Maximum Payments on Unilateral Termination

Supplier's Financial Model

Annex 4

Implementation Plan

Annex 5

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Annex 7

Information Security Management Plan

Annex 8

Acceptance Testing

Annex 1

Part 1: Specification

Digital Staff Passports Service Design and Adoption Support

Scope of this procurement

1. This tender is associated with the commitment in the NHS People Plan to streamline induction and onboarding processes and to passport training and skills from previous employers and more recently with the Secretary of State's commitment to offer a digital staff passport for Doctors in Training (DiT) and other staff groups from March 2022.
2. The long-term ambition is to provide an NHS Digital Staff Passport to all staff to improve staff experience when they move from one NHS organisation to another, providing the new employer a digital, verified record of identity, previous employment and training.
3. The scope for this Order Form is to provide support to NHSE&I Enabling Staff Movements Team in the design and delivery of the NHS Digital Staff Passports Programme, the service design and adoption of this digital service. The expectation is to become integral to the Enabling Staff Movements Team providing additional resource, via a 'buddy-system' to complement / add capacity to the existing core Enabling Staff Movements team (consisting of 1 x SRO, 3 x project leads, 1 x project manager, 1 x strategic advisor) and deliver against 7 core work packages.
- 3.1 **Programme design and delivery** – working with the SRO and team to evolve the current programme into a full-scale national programme able to deliver the intended outcomes with appropriate governance and oversight. Clear definition of roles, responsibilities and resources at national, regional, ICS and provider level and fully costed plan to deliver the programme.
- 3.2 **Service design** – definition of end state and interim states for the digital staff passport service ensuring an optimal end-to-end user journey working with the NHSE&I Corporate IT team (providing the managed service) and the two suppliers that will be selected to make sure there is clear definition of the service design and interfaces.
- 3.3 **Change journey and adoption approach** – production of communications and engagement strategy, plan and key materials to ensure that all regions, ICSs, providers and staff are informed, engaged and ready to adopt the digital staff passport service when it is made available to them. Careful management of expectations is essential as is ensuring that prerequisites have been completed ahead of planned usage and therefore a 'change journey' is anticipated to ensure all parties know what they need to do and when in order to optimise their experience of the service and maximise benefits. In addition, this will involve development of detailed registration processes, training materials and adoption plans with toolkits and artefacts to facilitate the cultural and process changes that will inform and support users to make the most of the digital service provided.
- 3.4 **Benefits realisation approach** – including development of a dashboard to monitor staff movements and adoption of the service as well as measurement of benefits realised.

- 3.5 **Blueprint for how other authoritative issuers / verifiers** (other than NHS Organisations, e.g. Health Education England (HEE) or the General Medical Council (GMC) can connect into the NHS Digital Staff Passport Service.
- 3.6 **Blueprint for other digital staff passport projects to** connect with the NHS Digital Staff Passport Service (e.g. Department of Health and Social Care (DHSC) social care skills passport or the devolved nations) to expand the user cases beyond the NHS in England.
- 3.7 **Multi-year business case** for the NHS Digital Staff Passport service to be rolled out to all other staff groups and movement types beyond temporary staff movements and doctors in training staff movements. High level Discovery work to better understand all staff movements is about to be completed and detailed Discovery work to detail the requirements of bank workers is already underway.

Requirements and Deliverables

4. Programme Design and Delivery

- 4.1 The current national NHSE&I Enabling Staff Movements team oversees priorities and commitments from the NHS Long Term Plan to 'enable staff movement' and NHS People Plan to 'passport training and employment records' and aligns its work under the 'We work flexibly' People Promise, working alongside the Flexible working team. The delivery of the digital staff passport is a primary, but not the only, part of that.
- 4.2 This requirement is to clearly define what is required for the digital staff passport programme to be successful and should set out the national, regional, ICS and provider level roles, responsibilities and resources with a fully costed plan to deliver the programme that evolves through its phases.
- 4.3 As a digital service, the programme will need to align to the Government Digital Service (GDS) recommended roles.
- 4.4 The digital staff passport programme will need appropriate governance to ensure that all internal and external partners are managed well.
- 4.5 In the immediate term, upon commencement, the NHSE&I team will need support to deliver an integrated programme plan for the alpha and private beta phases bringing together all the plans from the managed service provider, the two procured suppliers and other stakeholders. This programme plan will need to iterate and evolve rapidly and be informed by the programme roles and responsibilities, as they become clearer. Support will be required for any required transitions within the programme team. See current and planned workstreams section.

5 Service Design

- 5.1 This requirement is to define the end state and interim states of the NHS Digital Staff Passport service as a whole. This will involve reviewing the end-to-end user journey for credential issuers/verifiers and passport holders to ensure that their needs are met by either the managed service (to be provided by NHSE&I Corporate IT team or by the two providers of the underlying technology (namely the digital wallets or the issuer/verifiers portal).

- 5.2 This service design will inform the programme design (outlined above) and the needs for the change journey and adoption outlined below.
- 5.3 The service design should incorporate the benefits realisation approach and consider the blueprints for issuer and verifiers and other digital staff passport projects to join the service in due course (outlined below).
- 5.4 This work will benefit greatly from the very detailed definition of the Covid-19 Digital Staff Passport service and all the lessons learned from registration experience and adoption approaches used and user experience.
- 5.5 Priority will be to design a Minimum Viable Service to be ready to meet the requirement of a GDS alpha to beta service assessment and to start operating during the private beta phase. It is expected that the service design will continue to be iterated whilst the technology is iterated until the end of October and then stabilise ahead of larger scale usage.
- 5.6 Likely phasing for the NHS Digital Staff Passport service beyond this initial phase of rolling out beyond this point has had some consideration, will be adjusted as a result of the discovery work to better understand all staff movements and will need to be furthered. Phasing should be considered as part of the end state and interim state service design and is open to change as priorities change or it becomes clear that alternative phasing would be better. As well as informing long term service design, phasing should inform implications on programme management, governance, resourcing, funding, roadmap management and management of risks, issues and dependencies.
- 5.7 Initial Proposed Long Term Phases
 - 5.7.1 These phases are not intended as linear, sequential implementation timelines, but as a method of grouping features for implementation together and to highlight the technical vision of authoritative sources providing issuing and verifying solutions into the digital staff passport and a choice of digital wallets for staff.

Proposed phases for NHS Digital Staff Passport



These phases are not intended as linear, sequential implementation timelines, but as method of grouping features for implementation together and to highlight the technical vision of authoritative sources providing issuing and verifying solutions into the digital staff passport and a choice of digital wallets for staff.

| Version | Phase | Scope |
|---------|--|--|
| 1 | COVID-19 Digital Staff Passport | Interim solution for temporary staff movements during pandemic. Current live service. |
| 2a | NHS Digital Staff Passport Service | <ul style="list-style-type: none"> National service that enables portals to connect with approved digital wallets and Verifiable Credential (VC) ecosystems. Includes Wrapper SDK to connect portals to relevant supplier SDKs. |
| 2b | Portal for NHS Organisations (<i>minimum viable product</i>) | <ul style="list-style-type: none"> To provide <i>initial</i> solution for NHS employing organisations to act as issuers and verifiers for a prioritised set of <u>DIT</u> and temporary staff movement use cases |
| 3 | Portal for Health Education England (HEE) | <ul style="list-style-type: none"> HEE to act as issuers and verifiers for training programmes and placements |
| 4 | Portal for GMC | <ul style="list-style-type: none"> GMC to act as an issuer/verifier GMC issuers and verifiers of professional registration and license to practice |
| 5+ | Expand to more authoritative sources, more digital identity providers and connect with other digital passport projects | <ul style="list-style-type: none"> Additional authoritative sources – e.g. Home Office, DBS etc Digital identity providers – e.g. Post Office Other digital passport projects – e.g. DHSC, NHS Wales, NHS Scotland etc. |

Table 1: Proposed phases of the NHS Digital Staff Passport

5.7.2 There are ongoing procurements for the NHS Digital Staff Passport Service (Version 2a in table 1 above for digital wallets and verifiable credentials ecosystem) and NHS organisations portal (version 2b above for issuing and verifying portal). Both have the timeline for alpha of mid-March to end April / mid-May (6-8 weeks) before moving into private beta development in May. All dates are subject to change as all parts of the service need to align once procurement has been completed.

6 Change Journey and Adoption Approach

- 6.1 Careful management of expectations of all stakeholders and users regarding the phased roll out of the NHS Digital Staff Passport service is essential. Equally it will be essential that pre-requisites have been completed ahead of planned usage. It is envisaged that a 'change journey' will be produced with involvement of groups of stakeholders to set out clearly who needs to do what and when and what users can expect and by when so that each stakeholder group and all users play their part in the success of this new service and how it will replace existing processes.
- 6.2 Production of communications and engagement strategy, plan and key materials to ensure that all regions, ICSs, providers and staff are informed, engaged and ready to adopt the new NHS Digital Staff Passport service when it is made available to them.
- 6.3 First engagement for many users of the service will be the registration process that involves each issuing and verifying organisation agreeing to how they use the service, including signing up to necessary trust frameworks. The registration process for the Covid-19 Digital Staff Passport needs to be reviewed and adapted for the new NHS Digital Staff Passport Service and adjustments to this registration process will need to be fed into the product backlog.

- 6.4 Post registration, user organisations will need to identify and train users, implement new and change processes and you will need to review the training materials, adoption approaches and toolkits / artefacts used for the Covid-19 Digital Staff Passport service and adapt these in readiness for the new NHS Digital Staff Passport service.
- 6.5 These adoption toolkits and artefacts will need to be tested with enough NHS trusts through the private beta phase to make sure that they do deliver the required process and cultural change required for large scale roll out.

7 Benefits Realisation Approach

- 7.1 This requirement is to support NHSE&I to develop a robust benefits realisation approach that can be used in business cases to unlock funding, as well as developing an effective approach to calculating / monitoring the benefits realisation throughout the interim states of the service.
- 7.2 Development of a dashboard to monitor the flow of staff movements, alongside the adoption of digital staff passports and quantification of benefits realisable and realised.
- 7.3 The current economic case for digital staff passports commissioned in January 2020 and the discovery work to better understand the volumes of staff movements will provide a starting point for this quantification work. Additionally, it will be important to build on the qualitative benefits work that has been started for the Covid-19 Digital Staff Passport to build case studies and stories of the clinical and other qualitative benefits.

8 Blueprint for digital staff passport issuers / verifiers

- 8.1 Table 1 illustrates the initial planned phases to have authoritative data sources (e.g., HEE and GMC) as issuers and verifiers of credentials into the NHS Digital Staff Passport. It also highlights the potential future of the NHS Digital Staff Passport Service within the wider healthcare digital staff passport ecosystem where other professional registration bodies, Disclosure and Barring Service (DBS), Home Office and Department of Digital, Culture, Media and Sport (DCMS) can become authoritative sources that can issue and verify credentials.
- 8.2 This requirement is to work with the NHSE&I team and their partners to provide a blueprint for how any such authoritative issuers or other verifiers of passport credentials could connect with the NHS Digital Staff Passport Service. This will involve consideration of trust frameworks, data and technical standards, interoperability and approval process for these issuers and verifiers to become part of the NHS Digital Staff Passport eco-system. This will also require a process of defining enhancements to the product backlog for some or all existing portal providers and all digital wallet providers.

9 Blueprint for other digital staff passport projects

- 9.1 This requirement is to provide a blueprint for how other digital staff passport projects, for example DHSC private care privileges passport or social care skills passport (as outlined in table 1) can engage and connect into the NHS Digital Staff Passport Service. The blueprint will need to consider the technical and non-technical guidance and

governance arrangements between the passport projects. It will also be important to engage with the NHS in the devolved nations to understand their desire to connect and become compatible with the NHS Digital Staff Passport service in England.

10 Business case for Public Beta

- 10.1 Funding for the NHS Digital Staff Passport service has been secured for the alpha and private beta phases and budget is currently being secured for the service beyond that.
- 10.2 This requirement is to use the deliverables from all the requirements above to form a full business case for the public beta and live operational phases covering at least 3 years. Using the five-case business case model, this will set out a clear vision for digital staff passports service for all staff, fully costed delivery options, programme design and governance and benefits.

Current and Planned Workstreams

- 11 The NHSE&I Enabling Staff Movements team is a small team of 1 x SRO, 3 x Improving Employment Models Leads, 1 x Project Manager and 1 x strategic advisor working with a number of partners and suppliers to deliver a number of work streams for the digital staff passport programme.
- 12 In addition, the team are key stakeholders in a sister Enabling Staff Movements programme within Heath Education England (HEE) and the Identity and Workforce Management Programme, run by the CTO team in NHSX.
- 13 The current and planned workstreams led by the NHSE&I Enabling Staff Movements team are outlined below. The digital staff passport workstream is the core driver of all workstreams. Therefore, the expectation is that with the support of a Service Design and Adoption Support partner (this commission), the programme delivery will be optimised during the alpha (mid-March to end April) so that by the time of private beta (May), the programme is running efficiently and effectively.

13.1 Covid-19 Digital Staff Passport

- 13.1.1 This interim digital staff passport for Covid-19 has been in public beta since January 2021 and is currently supporting the Covid-19 urgent response and short and medium term elective recovery strategies.
- 13.1.2 This live service is supported by a Managed Service provided by Blackpool Teaching Hospitals NHS Foundation Trust and a supplier for the 1st and 2nd line support.
- 13.1.3 It currently supports over 100 NHS organisations and is planned to run until end of September 2022, when it will be decommissioned, following the transition of all users onto the new digital staff passport.

13.2 Trusted Frameworks

- 13.2.1 For the NHS Digital Staff Passport to be successful the information held within the passport must be trusted by employers and individuals who will hold passport

credentials, i.e., through agreement on what constitutes acceptable validation, and the security around personal data must be trusted by users through appropriate assurances on the security of the technology solution.

13.2.2 NHSE&I are currently working with many stakeholders and a main supplier to evolve the current NHS Employment Checks Standards and the Core Skills Training Framework into Trusted Framework scheme(s).

13.2.3 In parallel, NHSX are leading on defining the technical trust framework scheme and both NHSE&I and NHSX are working with Department of Digital, Culture, Media and Sport (DCMS) to ensure that these frameworks align with the UK digital identity trust framework.

13.2.4 NHSE&I has also commissioned another supplier to support in the creation of the communications and engagement plan to help NHS organisations understand the Trusted Framework Schemes and how it can be implemented. The supplier will also support in the implementation of the plan to drive adoption of the Trusted Framework Schemes.

13.3 **Bi-directional interfaces with ESR**

13.3.1 As a minimum, the digital staff passport must be able to accept data from the NHS Electronic Staff Records (ESR) operated by NHS Business Services Authority via the NHS organisations portal into the digital wallets provided by the NHS Digital Staff Passport Service.

13.3.2 NHS organisations use a variety of learning management and occupational health systems to hold staff core skill training information and immunisations and vaccinations.

13.3.3 This workstream is to implement bi-directional interfaces between the LM / OH systems and ESR, so that ESR holds a full employment record, which can then be transferred into the NHS organisations portal to then issue / verifier credentials into the digital wallet held by a staff member.

13.3.4 There is also the potential for this LM/ OH information to flow directly from the LM / OH systems into the digital wallet in the future.

13.4 **Digital Staff Passports for Doctors in Training (DiT) and temporary staff movements**

13.4.1 NHSE&I are currently procuring suppliers to design and build the digital staff passport via parallel procurements for an NHS organisations portal for issuing and verifying credentials and an NHS Digital Staff Passport Service that manages the digital wallets and verifiable credentials ecosystem.

13.4.2 The plan is to start an alpha in mid-March and start private beta development in May, and have a private beta ready by end of June to go through UAT. Passports need to be issued to DiT in August for the October rotations (8 weeks in advance) and also to existing users of the Covid-19 Digital Staff Passport to the decommission the product by the end of September.

13.4.3 The private beta timings above is for a minimum viable product with one authoritative source issuing and verifying credentials. However, the aim is to provide credentials from multiple authoritative sources with the following procurements / workstreams planned.

- 13.4.3.1 Health Education England (HEE) Oriel and Trainee Information System (TIS) systems providing DiT programme and placement data into an HEE portal to provide credentials into the digital wallets.
- 13.4.3.2 General Medical Council (GMC) to provide professional registration credentials for DiT.
- 13.4.3.3 Home Office for Right to Work credentials.
- 13.4.3.4 DBS checks credentials.
- 13.4.3.5 DCMS Identity credentials through their identity trust framework scheme.

13.5 Change management and adoption

13.5.1 As with any digital product, we know that there needs to be a change management plan in place. Through our experience from the Covid-19 Digital Staff Passport, detailed registration processes and adoption plans will need to be developed with toolkits and artefacts to facilitate the cultural and process changes that will inform and support users to make the most out of the digital service provided.

13.5.2 The digital staff passport workstream above is the core driver of this workstream. Therefore the expectation is that with the support of a Service Design and Adoption Support partner (this commission), we will be creating the detailed registration process and adoption plans during alpha (mid-March to end April) and be in a position to start inductions and registration with private beta organisations during private beta (May – July), ready for the first issuances of passports in August.

13.6 Enabling Staff Movements communications and digital staff passport branding

13.6.1 NHSE&I has engaged with a communication specialist agency to support in finessing our communication of the Enabling Staff Movements and digital staff passport programme.

13.6.2 The aim is to have clear and consistent communication of the programme for different audiences and brand the digital staff passport, so it is easily understood within the wider ecosystem of programmes on identity and workforce management.

13.7 Discovery to better understand all staff movements

13.7.1 The aim of this discovery is to look at other staff movements beyond DiT and temporary staff movements to inform the next phases of the digital staff passport programme.

13.8 Discovery for digital staff passports for bank workers

13.8.1 The aim of this discovery is to build upon existing work to document the current experience of bank workers when they register for multiple staff banks, NHS Professionals and agencies and define the user needs, user journeys, process maps, data flows, data standards, user stories and personas for a new experience using digital staff passports and define the associated benefits.

14 NHSE&I are key stakeholders in a sister Enabling Staff Movements Programme at Health Education England (HEE). Key workstreams within this programme are outlined below and will require inclusion in the service design process.

14.1 **Core Skills Training Framework (CSTF) review** – the aim of this workstream is to update the content of the CSTF and make it compatible with the Trusted Framework for Core Skills (see section 12.2), which is adopted in full by all NHS Trusts, to enable consistency of training and portability of competence.

14.2 **Lead employer model** – this workstream is to define ‘optimal’ models and scope the feasibility of expanding the use of these models to all doctors and dentists across England.

15 NHSE&I are key stakeholders in a wider Identity and Workforce Management Programme led by NHSX. Key workstreams within this programme are outlined below and will require inclusion within the service design process.

15.1 **Data and interoperability standards** – NHSX are defining the required data structure and data and interoperability governance, and assurance guidelines will need to be agreed, outlined, and put in place before a digital staff passport solution can be implemented.

15.2 **Interoperability of workforce systems** to be handled through local ‘exchange hubs’ concept rather than via bi-lateral interfaces. Pilot projects for the first of type exchange hubs are underway and the designs of these will be considered alongside the digital staff passport and the bi-direction interfaces projects above.

15.3 **Provisioning and Access Management** – this workstream aims to improve staff logon and systems access which could leverage the digital staff passport technology.

Timeline

16. The high level timing plan for 2022/23 for the enabling staff movements workstream is outlined in figure 1 below. The key timings to note are:

- 16.1 Private beta launch by 1st August to start issuing passports for first DiT rotations on 1st October (passports need to be issued 8 weeks in advance of rotations) and to start transition of users from the current Covid-19 Digital Staff Passport to the new digital staff passport.
- 16.2 Next batch of passport issuances in September for December rotations and increasing numbers of passport issuances in December for the larger February DiT rotations.
- 16.3 Adoption and change journey will be mapped out in parallel to the digital staff passport development timings.

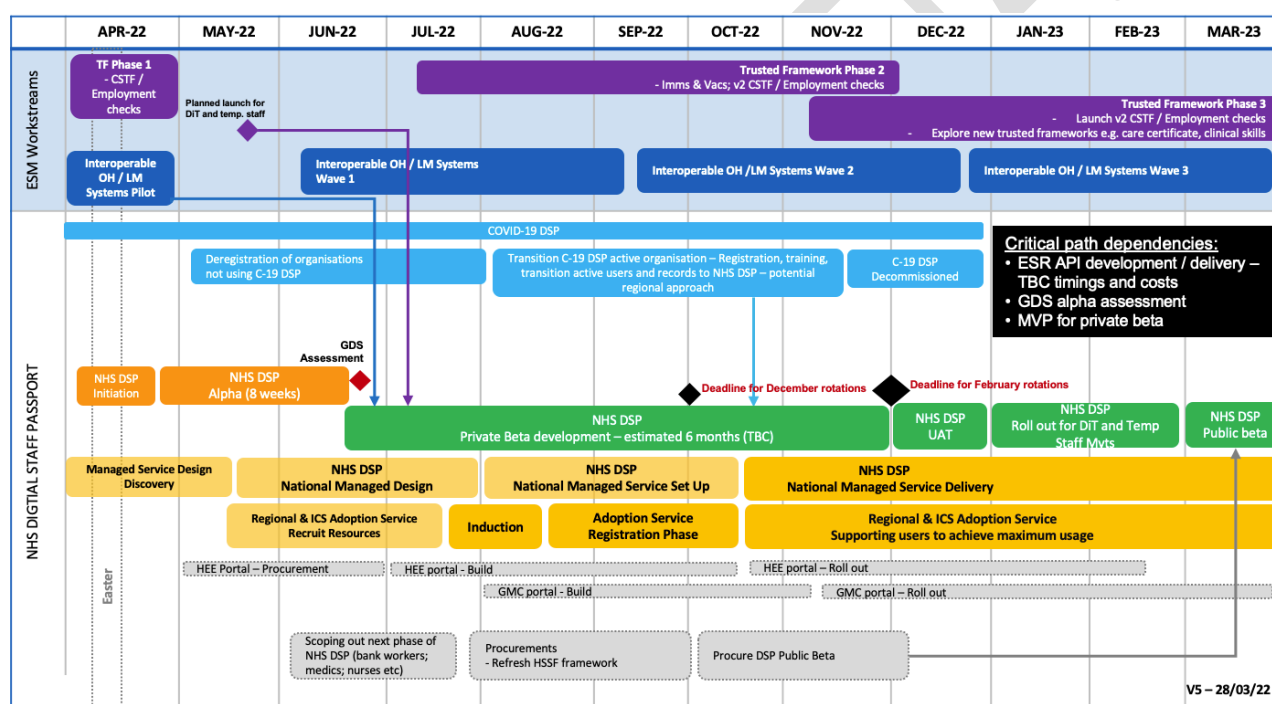


Figure 1: High level timeline for Enabling Staff Movements workstreams – **Note: updated from the Invitation to Tender documentation**

- 17 The expectation is for this engagement to be minimum 3 months and maximum 6 months, to be completed by end of September 2022.
- 18 There is a requirement for the partner to map out the methodology of this engagement against their proposed timeline to deliver the requirements and deliverables set out here.

NHSE Responsibilities

PwC's ability to perform the services is dependent upon NHSE fulfilling your responsibilities, which include:

- all teams involved take time to understand each other's flexible working needs and non-negotiables, as we will work to understand theirs.
- teams embrace Agile ways of working to be on the change journey with us to achieve the best possible outcomes.
- all teams involved operate to agreed ways of working, including communication tools and access to data and any other required resources, to work as a truly integrated team and ensure that all required knowledge is shared to maximise the quality of work.
- the sustainability of support and the development of individuals is a two way process; so we require the teams to want to give the time and energy to personal development, whilst delivering the primary objective.
- PwC aim to build trusting relationships with the teams; relying on NHSE to deliver their roles and ensuring that we simultaneously meet their expectations in a two-way street. Where delivery is anticipated to be challenging or has issues or risks, then we ask that all parties work with earliness and transparency with the shared goals coming before organisational or individual goals.
- teams share ownership of deliverables, outputs, decisions and management of risks.
- always work on a basis of giving and sharing mutual feedback to develop ourselves and people we work with, to get the best out of everyone involved in the programme.
- providing oversight of PwC services by the NHSE senior management team or such other individuals that possess the requisite suitable skill, knowledge, and/or experience
- active involvement in the services, such that NHSE will continuously evaluate the appropriateness and results of the services being performed and tell PwC if requirements change;
- the ownership of deliverables, their review, approval and risk management through the appropriate governance structure, and where appropriate their implementation;
- regular attendance at appropriate programme meetings and continued input and engagement with the buddying approach
- co-designing deliverables alongside PwC, not just reviewing
- having responsibility for the achievement of all project outcomes;
- providing access to appropriate information and data to enable appropriate outputs (eg. business case)
- to make reasonable effort for in-person collaboration days
- owning the communications to trusts and outputs produced
- making appropriate introductions to relevant stakeholders (eg. GMC)

Data Protection

In common with most professional service providers, PwC uses third party processors to provide certain elements of its IT systems and the support for them. We and our third party service processors have host servers and data centres throughout the world. PwC puts in place contractual arrangements with such processors which comply with data protection law and PwC's strict standards of security and confidentiality. We would only transfer personal data outside the European Economic Area ("EEA") to a third party processor in accordance with data protection law and where we have a lawful basis to do so. Full details of how we use personal data can be found in our privacy notice at: <https://www.pwc.co.uk/who-we-are/privacy-statement.html>

Annex 1

Part 2: KPI Overview

Key Performance Indicators

- 1 During the Term of the Contract the Suppliers shall provide the Deliverables so as to meet the standard under each of the KPIs described below.
- 2 Annex 1 Part 3 of this Order Form sets out the Key Performance Indicators that the Parties have agreed shall be used to measure the performance of the Deliverables by the Suppliers.
- 3 The Suppliers shall monitor their performance against each KPI and shall send the Authority a report detailing the level of service actually achieved in accordance with the provisions of this Contract.
- 4 Subject to:
 - (a) any breach of any express provision of this Contract by the Authority (unless, and to the extent, caused or contributed to by the Suppliers); and
 - (b) any deliberate act or omission of the Authority or any failure by the Authority to take reasonable steps to carry out its activities in a manner which minimises significant interference with the Suppliers' performance of the Deliverables (save where, and to the extent, caused or contributed to by the Suppliers);

a failure by the Suppliers to meet any of the KPIs shall be KPI Failure (as defined in the Call-Off Terms and Conditions). Failure to meet a Primary KPI shall be a Primary KPI Failure and failure to meet a Secondary KPI shall be a Secondary KPI Failure.
- 5 KPI Failure Points, and therefore Service Credits, shall accrue for any KPI Failure. Service Credits shall be calculated in accordance with Annex 1 Part 4 of this Order Form

KPI Failure Points

- 6 If the level of performance of the Suppliers during a Measurement Period achieves the Target Performance Level in respect of a KPI, no KPI Failure Points shall accrue to the Suppliers in respect of that KPI.
- 7 If the level of performance of the Suppliers during a Measurement Period is below the Target Performance Level in respect of a KPI, KPI Failure Points shall accrue to the Suppliers in respect of that KPI as set out in Annex 1 Part 4 of this Order Form
- 8 The number of KPI Failure Points that shall accrue to the Suppliers in respect of a KPI Failure shall be the applicable number as set out in Annex 1 Part 3 of this Order Form depending on whether the KPI Failure is a minor KPI Failure, a serious KPI Failure or a severe KPI Failure as indicated in Annex 1 Part 3 of this Order Form, unless the KPI Failure is a Repeat KPI Failure when the provisions of Paragraphs 9 and 10 of this Annex1 Part 2 shall apply.

Repeat KPI Failures

Repeat KPI Failures

- 9 If a KPI Failure occurs in respect of the same KPI in any two consecutive Measurement Periods, the second and any subsequent such KPI Failure shall be a “Repeat KPI Failure”.
- 10 The number of KPI Failure Points that shall accrue to the Suppliers in respect of a KPI Failure that is a Repeat KPI Failure shall be calculated as follows:

$$SP = P \times 2$$

where:

SP = the number of KPI Failure Points that shall accrue for the Repeat KPI Failure;
and

P = the applicable number of KPI Failure Points for that KPI Failure as set out in Annex 1 Part 3 depending on whether the Repeat KPI Failure is a minor KPI Failure, a serious KPI Failure, a severe KPI Failure or a failure to meet the KPI service threshold.

Related KPI Failures

- 11 If any specific KPI refers to both Service Availability and System Response Times, the System Response Times achieved by the Supplier for any period of time during a Service Period during which the relevant Service or element of a Service is determined to be Non-Available shall not be taken into account in calculating the average System Response Times over the course of that Service Period. Accordingly, the Supplier shall not incur any Service Points for failure to meet System Response Times in circumstances where such failure is a

result of, and the Supplier has already incurred Service Points for, the Service being Non-Available.

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Annex 1

Part 3: KPIs

The KPIs are outlined as follows:

| Key Performance | Metric | Measurement |
|------------------------|--|---|
| Project Governance | Timely and accurate highlight reports detailing status, progress against timeline, dependencies, risks, issues and tracking against budget | <ul style="list-style-type: none"> Weekly reports |
| | Maintenance of roadmap and detailed workplan | <ul style="list-style-type: none"> Weekly updated workplan |
| | Participation at regular stand ups and update meetings with SRO and team leadership | <ul style="list-style-type: none"> Weekly / monthly attendance Preparedness for meeting Good input in update / discussions |
| | Attendance and presenting at regular governance meetings, including preparing papers in advance | <ul style="list-style-type: none"> Attendance, as required Preparedness for meeting Quality of presentation materials |
| | Providing materials to aid senior decision-making | <ul style="list-style-type: none"> Availability for ad hoc requests Quality of material |
| Stakeholder management | Attendance and presenting at key stakeholder meetings, including preparing papers in advance | <ul style="list-style-type: none"> Weekly / monthly attendance Preparedness for meeting Good input in update / discussions Quality of materials |
| | Developing and maintaining relationships with key stakeholders | <ul style="list-style-type: none"> Feedback from key stakeholders on the good relationship |
| Collaboration | Collaborative approach with NHSE&I team to ensure expertise and knowledge is shared | <ul style="list-style-type: none"> 'Buddy-system' to complement Enabling Staff Movements team and provide additional resource to deliver the core work packages. Feedback from NHSE&I team on collaborative approach, deliverables achieved. |
| Effectiveness | | <ul style="list-style-type: none"> Delivery against the 7 core work packages. Optimisation of the Enabling Staff Movement Programme ways of working. Recommendation on team structure, roles and responsibilities in short, medium and long term to align with the service design. |

Annex 1

Part 4: Calculation of Service Credits

Calculation of Service Credits – Primary KPIs

N/A

Consequences of accruing Secondary Failure Points

N/A

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Annex 1

Part 5: Termination Trigger for Accrued KPI Failures

Termination for accrued KPI Failures

N/A

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Annex 1

Part 6: Excusing Events

N/A

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Annex 2

Extra Key Provisions

The following words shall have the following meanings in Annex 3 of this Order Form and in the Call-off Terms and Conditions unless the context requires otherwise:


| | |
|--------------------------|---|
| “Accepted” | Means in respect of any Milestone that that Milestone has been issued an Acceptance Certificate. “Acceptance” shall be construed accordingly |
| “Acceptance Certificate” | Means formal written confirmation issued by the Authority to the Suppliers that the Milestone has been approved by the designated Oversight Group |
| “Acceptance Criteria” | The criteria agreed between the Authority and Supplier which, if met, will lead to acceptance of the Milestones. |
| “Milestones” | Means those milestones as further described and set out at Annex 3 to this Call-Off Order Form. A Milestone is one of the Milestones. |
| “Milestone Date” | Means the target date by which the relevant Milestone is to be delivered as set out at Annex 3 to this Call-Off Order Form. |
| “Oversight Group” | Means the body responsible for approving the Milestone as set out at Annex 3 to this Call-Off Order Form. |
| “Remediation Notice” | Means a notice provided to the Supplier informing them that a Milestone has failed to be delivered in accordance with the Acceptance Criteria and providing the reasons for that failure. |
| “Remediation Period” | Means a period of 10 Business Days from receipt of the Remediation Notice, or such other period as agreed between the Parties. |

Annex 3

Contract Price and Payment Terms

Contract Price

Please note, the below provides an indication of the split by area of delivery, however this agreement only represents the ongoing buddying support to deliver the entire work, at £354,500 plus VAT.

| Deliverable | Resource required | Cost (£) |
|---|---|--|
| D1: Programme design and delivery | PwC Leadership SME Support PMO Lead |  |
| D2: Service design | Customer Design Lead Customer Design Support | |
| D3: Change journey and adoption approach | People Centred Change Lead People Centred Change Support | |
| D4: Benefits realisation approach | Data and Benefits Lead Data and Benefits Support | |
| D5: Blueprint for authoritative issuers / verifiers | Customer Design Lead Customer Design Support | |
| D6: Blueprint for other digital staff passport projects | Customer Design Lead Customer Design Support | |
| D7: Multi-year business case | PwC Leadership Benefits Lead Benefits Support | |
| <i>Additional lines for additional deliverables / costs</i> | <i>PwC Leadership investment for wider benefits and change SME access through the programme</i> | |
| Sub-total | | £354,500 |
| VAT | | £70,900 |
| Total cost | | £425,400 |

Contract Price for permitted extensions to the Term

Pricing will be held as proposed at the supplier's schedule of resource rates for the duration of any agreed extension/s.

Payment Provisions

The payment profile for this Contract shall be payment per Milestone based on the completion of each Milestone. To be updated following contract award, based on milestones set by the Supplier as per the below. Invoices will reference the above PO number, and will be payable within 30 days. The total amount will be invoiced upon programme completion by 30th September 2022.

50% of the programme value will be under a fixed fee arrangement, with the remainder being split across multiple milestones, as defined below:

| Outcome | % of contract value | Value | Estimated delivery date |
|---|----------------------------|--------------|--------------------------------|
| Governance structures are set up and functioning effectively <ul style="list-style-type: none"> • Cadence designed and implemented • Roles and responsibilities of the team agreed • 'Buddying' set up to support effective implementation of new role structure • Terms of reference of meetings agreed • Initial draft Alpha plan • Initial draft Beta plan • Initial draft Long term programme plan | 20% | £70,900 | June 22 |
| Customer Design Outputs approved by SRO <ul style="list-style-type: none"> • Issuer/Verifier Blueprint • Wider DSP Blueprints • Overall Defined Interim & End State Design | 10% | £35,450 | July 2022 |
| Adoption Plan approved by SRO <ul style="list-style-type: none"> • Change Impact Assessments • Change and Adoption Strategy and Plan • Stakeholder mapping | 10% | £35,450 | August 2022 |
| Benefits Realisation Approach approved by SRO <ul style="list-style-type: none"> • Benefits realisation approach • Dashboard specification | 10% | £35,450 | July 2022 |

Acceptance criteria for the approval of Milestones

1.1 At the relevant Milestone Date, the Authority shall assess the Milestone against the applicable Acceptance Criteria and in respect of each Milestone shall either:

- issue an Acceptance Certificate or appropriate acceptance via email; or
- give notice to the Supplier that the Milestone has failed to be delivered in accordance with the Acceptance Criteria.

1.2 Where a Milestone fails to meet the applicable Acceptance Criteria, the Supplier shall use its best endeavours to re-perform such of its obligations as are necessary in order to bring such Milestone into conformity with the Acceptance Criteria during the Remediation Period or such other period as the Commissioner may propose in its Remediation Notice.

1.3 In the event of any dispute as to a decision of the Authority to issue a Remediation Notice or the Authority's reasons for determining that Acceptance Criteria have not been met, such dispute shall be referred to a relevant independent expert for determination.

Termination for failure to meet Milestone(s) by Milestone Date.

In the event that the Supplier fails to meet the Acceptance Criteria on 2 or more occasions for any single Milestone requirement the Authority shall have the right to terminate the Contract, or the part of the Contract in relation to that Milestone, with immediate effect from the date of issue of the relevant Remedial Notice.

In the event that the Supplier fails to meet the Acceptance Criteria upon first submission for any 3 Milestones, the Authority shall have the right to terminate the Contract with immediate effect from the date of rejection of the 3rd Milestone.

In the event that 2 or more Milestone Dates are missed, the Authority shall have the right to terminate the Contract with immediate effect.

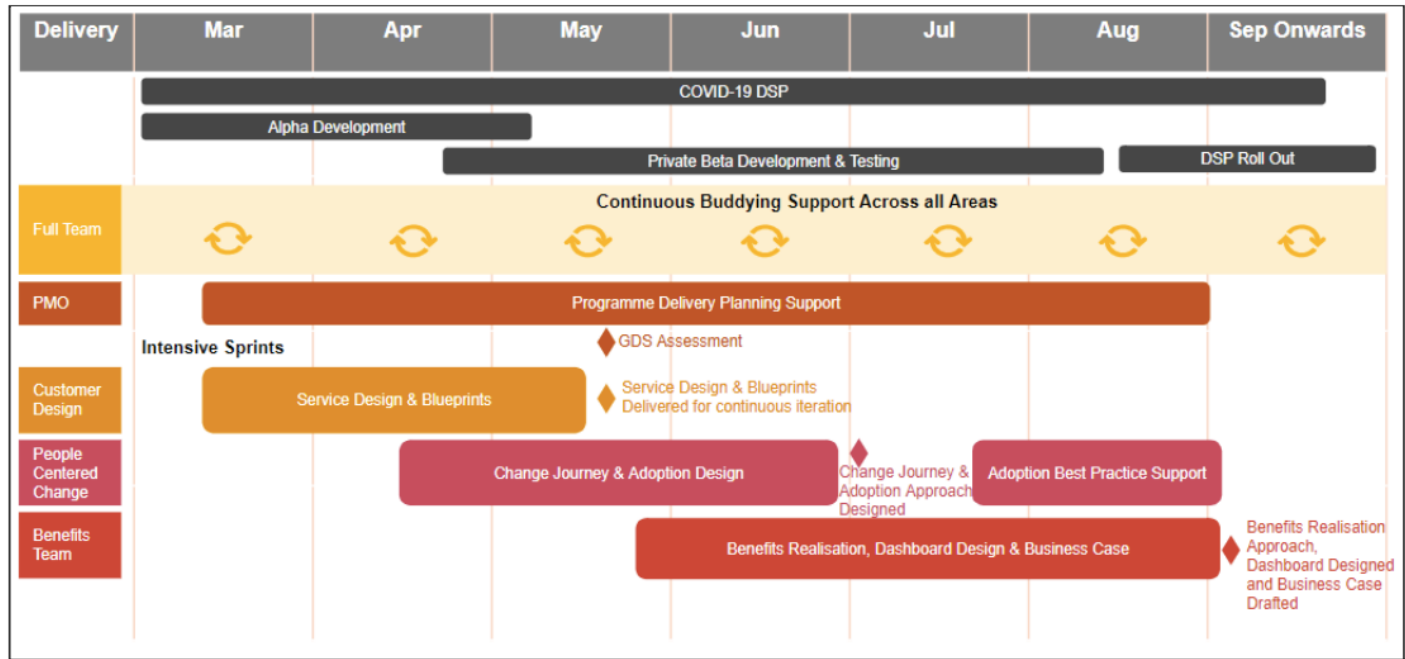
Maximum Payments on Unilateral Termination by Authority

In-line with the awarded capped fixed price. Payment on invoice will be subject to the successful completion of deliverables as approved by the Authority's representative.

Annex 4

Implementation Plan

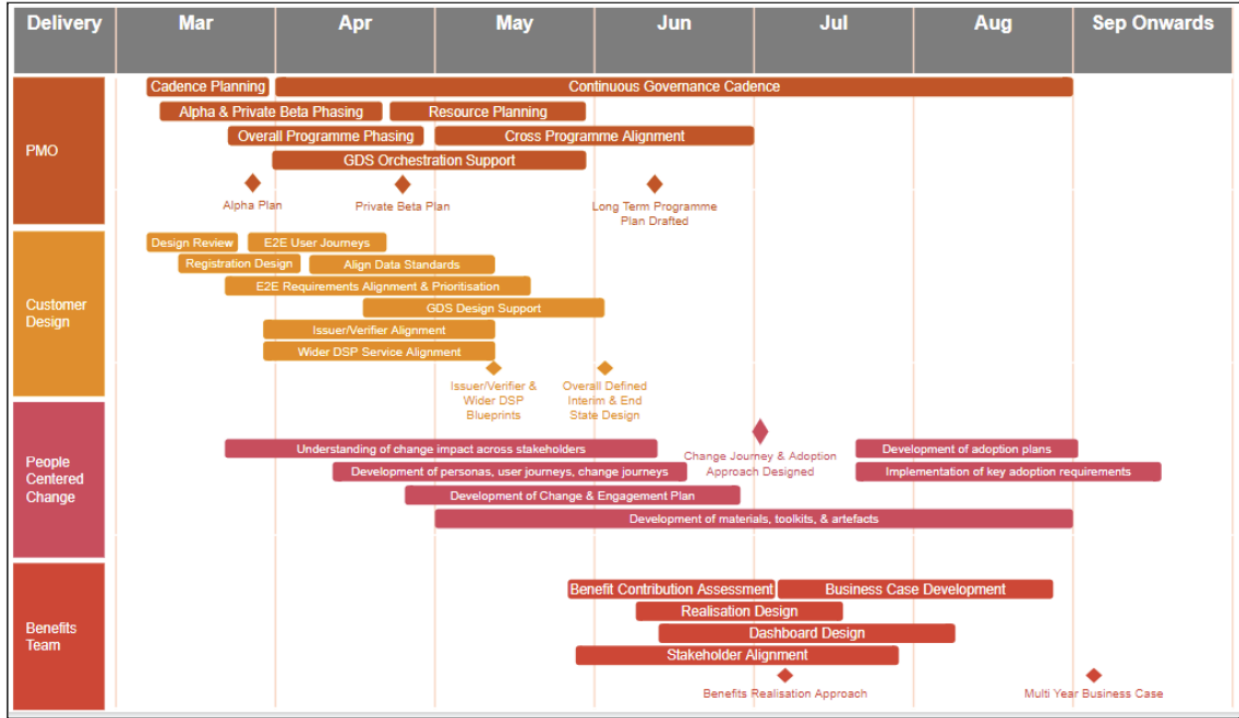
High level programme view



Our Programme level support will likewise be a continuing and ongoing element of the programme. We then propose to run specific intensive sprints in specific areas of focus in line with your requirements, these sprints will see our team of support flex and grow in relevant areas to help drive outputs alongside the continuous budding programme. These sprints would be agreed and planned alongside your team. The areas will be linked and aligned through the governance provided by the programme team.

It will commence with a strong service design focus to understand targeted end points, required handoffs and opportunities to develop the solution, these outputs will then feed into all other aspects of the programme whilst continuing to be iterated post sprint. Our change journey and adoption support will then define a plan for the roll out across all the different stakeholder groups and operational embedding of the DSP, whilst also linking in with the benefits team to quantify the opportunity and develop the appropriate public beta business case.

Detailed Programme Plan



The Programme Support team will initially focus on the immediate support for an overarching plan for the alpha and private beta, whilst also establishing some ongoing programme governance. The workstream will work to establish cross programme alignment where appropriate, linking closely with the service design team to do so.

The Customer Design team will firstly create alignment across the various packages of design work to provide a single end state, with several interim states along the way. Focus will be given to the registration process, so it is ready to test and use as soon as possible. The stream will then focus on delivering an encompassing blueprint via working groups to allow wider DSP programmes and external issuers and verifiers to utilise the DSP and appropriate services.

The People Centred Change team will gain a deep understanding of stakeholders involved, their digital maturity, and the impact of this change journey. The ongoing development of material, toolkits, will support an adoption approach, with reusable content to spark enthusiasm.

The Benefits Team's initial attention will be in linking with other areas of work to recognise where the benefits will be coming from and who will own them, the team will then craft a realisation approach and support you in building a dashboard to quantify benefits. The business case will be pieced together whilst insight and opportunities are identified.

The high level and detailed programme views will be updated in discussion and agreement between both parties at the start and monitored / tracked and updated through the course of the governance meetings within this Contract.

Annex 5

Information Security Management Plan

N/A

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Annex 6

Supplier Solution

Our Methodology

We have delivered our Create & Adopt approach time and time again across a multitude of different transformation programmes and sectors, from designing and implementing trust performance dashboards, to delivering the adoption of national student portals. This approach is focussed on providing all the people-orientated aspects of large scale transformation, and is built on core principles that will inform the way we work alongside your teams:

- Collaboration & Co-working - We will work alongside your team with our sleeves rolled up to provide additional capacity, build capability, and provide tools and methodologies.
- Agility - Buddying will be delivered throughout the programme, whilst teams are flexed to deliver key sprints of focus at relevant points. This agile approach allows intensive focus and drive at key points whilst maintaining a continuous layer of support across all areas
- Deep user understanding - Every aspect of this work will be built upon a deep understanding of the customer base, and all discussion points will tie back to our detailed knowledge of their behaviours and preferences.

Delivering the Requirements

Programme Design and Programme Management Capacity and Capability

This programme has many stakeholders and partners that it needs to operate with so having a programme that aligns all with a 'One team' approach with clear roles and responsibilities is key. We recommend an agile approach, recognising the need for tight grip and efficient cadence across all workstreams under the Enabling Staff Movements initiative in order to manage interdependencies appropriately. Critical milestones, like the GDS alpha to beta assessment and delivery of the MVP to meet the fixed timelines for doctors in training rotations will need to drive deliverable priorities.

Our experienced team will buddy with your core team members to deliver a clear, simple and robust governance approach. We recommend utilising daily team huddles via our award winning Perform Plus platform, weekly programme alignment sessions and cross-workstream working groups to deep dive on key topics for the week. Our programme team, working closely with Elaine Yip, will drive the buddy system and orchestrate intensive sprints on each of the requirement areas as appropriate. As necessary our buddying approach will be supported with additional expert support, including utilising Daniel Elkins, through peak workloads.

Service design and blueprints - Placing our User Experience Team at the heart

We recognise the need to constantly understand users and involve them as much as possible. Equally providing artefacts to enable other issuers, like GMC and DBS, to become authoritative issuers and others like become verifiers in a scalable and reusable way will also be paramount. We are currently contracted to redesign the processes for the management of the HCPC who will be an important future authoritative issuer. We also understand that this is not the only digital passport programme across the public sector, compatibility and alignment will be key.

We build on existing design with your team and the NHSE&I Corporate IT team and leverage our existing work with authoritative issuers to drill down into the detail of what the service will need to deliver.

Ensuring Adoption through our People-Centred Change Hub

From a change management perspective, we recognise the challenges faced with adoption of national technologies by a variety of stakeholders, with ranging digital maturity, at a time of intense pressure on the NHS and wider healthcare services. We understand the need and impact of inclusive, accessible, and engaging communication strategies that drive engagement in the moment, whilst complementing organisation wide training and adoption programmes.

We will leverage our experience in building clear and simple change journeys and adoption approaches so that key stakeholders and users know what to expect and when but also what they can do to prepare. We will look to validate existing personas from a change perspective and build stakeholder maps, impact assessments and personas/journeys to inform the co-development of Communications and Training strategies, plans, and materials needed to achieve the change and adoption required. We will work together to build sustainability plans that develop reusable and engaging approaches, toolkits and materials required for long-term adoption. This may include the identification of a network of Passport Champions, who offer videos, stories of success, and moments of impact that can be shared across other users.

Turning Insight into Quantification with our Data & Benefits Capability

We understand that the programme needs an overarching benefits realisation approach which can tangibly show the value in securing funding for public beta and long term live service via a suitably crafted long term business case. We recognise programme benefits need to be monitored through an accessible dashboard that is also able to continually capture insights.

Our Data & Benefits team will take a right to left approach to deliver these benefits requirements, working back from the intended impacts and outcomes which need to be in place by September, when higher volumes of passports will begin to be issued. Our approach to benefit realisation is based on ensuring that identified benefits, both financial and non-financial, are tracked and actively realised. Benefits will be appointed owners and actively tracked via a detailed dashboard to track staff movements. We will support you in feeding insights and benefit realisation approaches into the public beta business case.

Annex 7

Processing of Personal Data

1. The Suppliers are only authorised to Process Personal Data in accordance with this Annex.
2. The Suppliers shall comply with any further written instructions with respect to Processing from the Authority from time to time.
3. Any such further instructions shall be incorporated into this Annex.

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Annex 8

**Acceptance Testing
NOT USED**

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