

Framework Schedule 6 (Order Form Template, Statement of Work Template and Call-Off Schedules)



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## **Digital Outcomes and Specialists 5 (RM1043.7)**

### **Framework Schedule 6 (Order Form)**

Version 2

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Framework Schedule 6 (Order Form Template, Statement of Work Template and Call-Off Schedules)

## **Framework Schedule 6 (Order Form Template, Statement of Work Template and Call-Off Schedules)**

### **Order Form**

Call-Off Title: Data Science, AI and Data Engineering support for delivery of a Strategic Surveillance Service

Call-Off Contract Description: The Food Standards Agency requires a supplier to deliver work packages to achieve continuous improvement of current services and designing and delivering new data science use cases. We will require a highly skilled multi-disciplinary individuals/teams to deliver these outputs.

The Buyer: The Food Standards Agency

Buyer Address: Clive House, 70 Petty France, London, SW1H 9, United Kingdom

The Supplier: Kainos Software Limited

Supplier Address: Kainos House, 4-6 Upper Crescent, Belfast, BT7 1NT

Registration Number: [REDACTED]

DUNS Number: 23-278-7408

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### **Applicable Framework Contract**

This Order Form is for the provision of the Call-Off Deliverables and dated 28<sup>th</sup> February 2022

It's issued under the Framework Contract with the reference number RM1043.7 for the provision of Digital Outcomes and Specialists Deliverables.

The Parties intend that this Call-Off Contract will not, except for the first Statement of Work which shall be executed at the same time that the Call-Off Contract is executed, oblige the Buyer to buy or the Supplier to supply Deliverables.

The Parties agree that when a Buyer seeks further Deliverables from the Supplier under the Call-Off Contract, the Buyer and Supplier will agree and execute a further Statement of Work (in the form of the template set out in Annex 1 to this Framework Schedule 6 (Order Form Template, Statement of Work Template and Call-Off Schedules)).

Upon the execution of each Statement of Work it shall become incorporated into the Buyer and Supplier's Call-Off Contract.

### **Call-Off Lot**

DOS 5 – Digital Outcomes Lot

### **Call-Off Incorporated Terms**

The following documents are incorporated into this Call-Off Contract. Where numbers are missing we are not using those schedules. If the documents conflict, the following order of precedence applies:

- 1 This Order Form including the Call-Off Special Terms and Call-Off Special Schedules.
- 2 Joint Schedule 1 (Definitions) RM1043.7
- 3 Framework Special Terms
- 4 The following Schedules in equal order of precedence:
  - Joint Schedules for RM1043.7
    - Joint Schedule 2 (Variation Form)
    - Joint Schedule 3 (Insurance Requirements)
    - Joint Schedule 4 (Commercially Sensitive Information)
    - Joint Schedule 6 (Key Subcontractors)
    - Joint Schedule 7 (Financial Difficulties)
    - Joint Schedule 8 (Guarantee)
    - Joint Schedule 10 (Rectification Plan)
    - Joint Schedule 11 (Processing Data) RM1043.7
    - Joint Schedule 12 (Supply Chain Visibility)

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- Call-Off Schedules for RM1043.7
  - Call-Off Schedule 1 (Transparency Reports)
  - Call-Off Schedule 2 (Staff Transfer)
  - Call-Off Schedule 3 (Continuous Improvement)
  - Call-Off Schedule 5 (Pricing Details and Expenses Policy)
  - Call-Off Schedule 6 (Intellectual Property Rights and Additional Terms on Digital Deliverables)
  - Call-Off Schedule 7 (Key Supplier Staff)
  - Call-Off Schedule 8 (Business Continuity and Disaster Recovery)
  - Call-Off Schedule 9 (Security)
  - Call-Off Schedule 10 (Exit Management)
  - Call-Off Schedule 13 (Implementation Plan and Testing)
  - Call-Off Schedule 14 (Service Levels and Balanced Scorecard)
  - Call-Off Schedule 15 (Call-Off Contract Management)
  - Call-Off Schedule 18 (Background Checks)
  - Call-Off Schedule 20 (Call-Off Specification)
  - Call-off Schedule 21 (Northern Ireland Law)
  - Call-Off Schedule 25 (Ethical Walls Agreement)
  - Call-Off Schedule 26 (Cyber Essentials Scheme)
- 4 CCS Core Terms (version 3.0.9)
- 5 Joint Schedule 5 (Corporate Social Responsibility) RM1043.7
- 6 Call-Off Schedule 4 (Call-Off Tender) as long as any parts of the Call-Off Tender that offer a better commercial position for the Buyer (as decided by the Buyer) take precedence over the documents above.

No other Supplier terms are part of the Call-Off Contract. That includes any terms written on the back of, added to this Order Form, or presented at the time of delivery.

**Call-Off Special Terms**

The following Special Terms are incorporated into this Call-Off Contract:

None

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Call-Off Start Date: 28<sup>th</sup> February 2022

Call-Off Expiry Date: 28<sup>th</sup> February 2024

Call-Off Initial Period: 24 Months

Call-Off Optional Extension Period: As allowable by the frameworks T&Cs subject to buyers financial and commercial approval

Minimum Notice Period for Extensions: 1 Month

Call-Off Contract Value: £3,000,000.00 (Ex VAT) Limit of Liability

### **Call-Off Deliverables**

See details in Call-Off Schedule 20 (Call-Off Specification)

### **Buyer's Standards**

From the Start Date of this Call-Off Contract, the Supplier shall comply with the relevant (and current as of the Call-Off Start Date) Standards referred to in Framework Schedule 1 (Specification). The Buyer requires the Supplier to comply with the following additional Standards for this Call-Off Contract:

### **Cyber Essentials Scheme**

The Buyer requires the Supplier, in accordance with Call-Off Schedule 26 (Cyber Essentials Scheme) to provide a Cyber Essentials Plus Certificate prior to commencing the provision of any Deliverables under this Call-Off Contract.

### **Maximum Liability**

The limitation of liability for this Call-Off Contract is stated in Clause 11.2 of the Core Terms as amended by the Framework Award Form Special Terms.

### **Call-Off Charges**

[REDACTED]

### **Reimbursable Expenses**

See Expenses Policy in Annex 1 to Call-Off Schedule 5 (Pricing Details and Expenses Policy)

### **Payment Method**

Payment via BACS,

[REDACTED]

### **Buyer's Invoice Address**

[REDACTED]

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[REDACTED]

**Buyer's Authorised Representative**

[REDACTED]

Commercial Category Manager

[REDACTED]

[REDACTED]

**Buyer's Environmental Policy**

Annex 2

**Buyer's Security Policy**

Appended at Call-Off Schedule 9 (Security)

**Supplier's Authorised Representative**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Supplier's Contract Manager**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Progress Report Frequency**

**Progress Meeting Frequency**

Insert meeting frequency: Quarterly on the first Working Day of each quarter

**Key Staff**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Key Subcontractor(s)**

Faculty Science Limited

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Commercially Sensitive Information**

Supplier's Rate Card;

Staff CVs;

**Material KPIs**

To be agreed and followed as per each work package and Call-Off Schedule 14 (Service Levels and Balanced Scorecard

**Additional Insurances**

Not applicable

**Guarantee**

Not applicable

**Social Value Commitment**

The Supplier agrees, in providing the Deliverables and performing its obligations under the Call-Off Contract, that it will comply with the social value commitments in Call-Off Schedule 4 (Call-Off Tender).

**Statement of Works**

During the Call-Off Contract Period, the Buyer and Supplier may agree and execute completed Statement of Works. Upon execution of a Statement of Work the provisions detailed therein shall be incorporated into the Call-Off Contract to which this Order Form relates.

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

[REDACTED]

[REDACTED]

[REDACTED]

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

[REDACTED]

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## **Appendix 1**

Each executed Statement of Work shall be inserted into this Appendix 1 in chronology.

Annex 1 (Template Statement of Work)

### **1 Statement of Works (SOW) Details**

Upon execution, this SOW forms part of the Call-Off Contract (reference below).

The Parties will execute a SOW for each set of Buyer Deliverables required. Any ad-hoc Deliverables requirements are to be treated as individual requirements in their own right and the Parties should execute a separate SOW in respect of each, or alternatively agree a Variation to an existing SOW.

All SOWs must fall within the Specification and provisions of the Call-Off Contract.

The details set out within this SOW apply only in relation to the Deliverables detailed herein and will not apply to any other SOWs executed or to be executed under this Call-Off Contract, unless otherwise agreed by the Parties in writing.

**Date of SOW:**

**SOW Title:**

**SOW Reference:**

**Call-Off Contract Reference:**

**Buyer:**

**Supplier:**

**SOW Start Date:**

**SOW End Date:**

**Duration of SOW:**

**Key Personnel (Buyer):**

**Key Personnel (Supplier):**

**Subcontractors:**



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## 2 Call-Off Contract Specification – Deliverables Context

**SOW Deliverables Background:** [Insert details of which elements of the Deliverables this SOW will address]

**Delivery phase(s):** [Insert item and nature of Delivery phase(s), for example, Discovery, Alpha, Beta or Live]

**Overview of Requirement:** [Insert details including Release Type(s), for example Ad hoc, Inception, Calibration or Delivery]

## 3 Buyer Requirements – SOW Deliverables

**Outcome Description:**

Milestone Ref	Milestone Description	Acceptance Criteria	Due Date
MS01			
MS02			

**Delivery Plan:**

**Dependencies:**

**Supplier Resource Plan:**

**Security Applicable to SOW:**

The Supplier confirms that all Supplier Staff working on Buyer Sites and on Buyer Systems and Deliverables, have completed Supplier Staff Vetting in accordance with Paragraph 6 (Security of Supplier Staff) of Part B – Annex 1 (Baseline Security Requirements) of Call-Off Schedule 9 (Security).

[If different security requirements than those set out in Call-Off Schedule 9 (Security) apply under this SOW, these shall be detailed below and apply only to this SOW:

[Insert if necessary] ]

**Cyber Essentials Scheme:**

The Buyer requires the Supplier to have and maintain a **[Cyber Essentials Certificate][OR Cyber Essentials Plus Certificate]** for the work undertaken under this SOW, in accordance with Call-Off Schedule 26 (Cyber Essentials Scheme).

**SOW Standards:**

[Insert any specific Standards applicable to this SOW (check Annex 3 of Framework Schedule 6 (Order Form Template, SOW Template and Call-Off Schedules)]

**Performance Management:**

[Insert details of Material KPIs that have a material impact on Contract performance]

Material KPIs	Target	Measured by

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[Insert Service Levels and/or KPIs – See Call-Off Schedule 14 (Service Levels and Balanced Scorecard)]

**Additional Requirements:**

**Annex 1** – Where Annex 1 of Joint Schedule 11 (Processing Data) in the Call-Off Contract does not accurately reflect the data Processor / Controller arrangements applicable to this Statement of Work, the Parties shall comply with the revised Annex 1 attached to this Statement of Work.

**Key Supplier Staff:**

Key Role	Key Staff	Contract Details	Employment / Engagement Route (incl. inside/outside IR35)

[Indicate: whether there is any requirement to issue a Status Determination Statement]

**SOW Reporting Requirements:**

[Further to the Supplier providing the management information detailed in Paragraph 6 of Call-Off Schedule 15 (Call Off Contract Management), the Supplier shall also provide the following additional management information under and applicable to this SOW only:

Ref.	Type of Information	Which Services does this requirement apply to?	Required regularity of Submission
1.	[insert]		
1.1	[insert]	[insert]	[insert]

#### 4 Charges

**Call Off Contract Charges:**

The applicable charging method(s) for this SOW is:

- [Capped Time and Materials]
- [Incremental Fixed Price]
- [Time and Materials]
- [Fixed Price]
- [2 or more of the above charging methods]

[Buyer to select as appropriate for this SOW]

The estimated maximum value of this SOW (irrespective of the selected charging method) is £[Insert detail].

**Rate Cards Applicable:**

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[Insert SOW applicable Supplier and Subcontractor rate cards from Call-Off Schedule 5 (Pricing Details and Expenses Policy), including details of any discounts that will be applied to the work undertaken under this SOW.]

#### Reimbursable Expenses:

[See Expenses Policy in Annex 1 to Call-Off Schedule 5 (Pricing Details and Expenses Policy) ]

[Reimbursable Expenses are capped at [£[Insert] [OR [Insert] percent ([X]%) of the Charges payable under this Statement of Work.]

[None]

[Buyer to delete as appropriate for this SOW]

## 5 Data Processing

Description	Details
Identity of Controller for each Category of Personal Data	<p><b>The Relevant Authority is Controller and the Supplier is Processor</b></p> <p>The Parties acknowledge that in accordance with paragraph 2 to paragraph 15 and for the purposes of the Data Protection Legislation, the Relevant Authority is the Controller and the Supplier is the Processor of the following Personal Data:</p> <p>[Insert the scope of Personal Data for which the purposes and means of the Processing by the Supplier is determined by the Relevant Authority]</p> <p><b>The Supplier is Controller and the Relevant Authority is Processor</b></p> <p>The Parties acknowledge that for the purposes of the Data Protection Legislation, the Supplier is the Controller and the Relevant Authority is the Processor in accordance with paragraph 2 to paragraph 15 of the following Personal Data:</p> <p>[Insert the scope of Personal Data which the purposes and means of the Processing by the Relevant Authority is determined by the Supplier]</p> <p><b>The Parties are Joint Controllers</b></p> <p>The Parties acknowledge that they are Joint Controllers for the purposes of the Data Protection Legislation in respect of:</p> <p>[Insert the scope of Personal Data which the purposes and means of the Processing is determined by the both Parties together]</p> <p><b>The Parties are Independent Controllers of Personal Data</b></p> <p>The Parties acknowledge that they are Independent Controllers for the purposes of the Data Protection Legislation in respect of:</p> <p>Business contact details of Supplier Personnel for which the Supplier is the Controller,</p> <p>Business contact details of any directors, officers, employees, agents, consultants and contractors of Relevant Authority (excluding the Supplier Personnel) engaged in the performance of the Relevant Authority's duties under the Contract) for which</p>

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	<p>the Relevant Authority is the Controller,</p> <p><b>[Insert]</b> the scope of other Personal Data provided by one Party who is Controller to the other Party who will separately determine the nature and purposes of its Processing the Personal Data on receipt e.g. where (1) the Supplier has professional or regulatory obligations in respect of Personal Data received, (2) a standardised service is such that the Relevant Authority cannot dictate the way in which Personal Data is processed by the Supplier, or (3) where the Supplier comes to the transaction with Personal Data for which it is already Controller for use by the Relevant Authority]</p> <p><b>[Guidance]</b> where multiple relationships have been identified above, please address the below rows in the table for in respect of each relationship identified]</p>
Duration of the Processing	[Clearly set out the duration of the Processing including dates]
Nature and purposes of the Processing	<p>[Be as specific as possible, but make sure that you cover all intended purposes.</p> <p>The nature of the Processing means any operation such as collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction of data (whether or not by automated means) etc.</p> <p>The purpose might include: employment processing, statutory obligation, recruitment assessment etc.]</p>
Type of Personal Data	[Examples here include: name, address, date of birth, NI number, telephone number, pay, images, biometric data etc.]
Categories of Data Subject	[Examples include: Staff (including volunteers, agents, and temporary workers), customers/ clients, suppliers, patients, students / pupils, members of the public, users of a particular website etc.]
<p>Plan for return and destruction of the data once the Processing is complete</p> <p>UNLESS requirement under Union or Member State law to preserve that type of data</p>	[Describe how long the data will be retained for, how it be returned or destroyed]

## 6 Signatures and Approvals

### Agreement of this SOW

BY SIGNING this Statement of Work, the Parties agree that it shall be incorporated into Appendix 1 of the Order Form and incorporated into the Call-Off Contract and be legally

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binding on the Parties:

**For and on behalf of the Supplier**

Name:

Title:

Date:

Signature:

**For and on behalf of the Buyer**

Name:

Title:

Date:

Signature:

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### Annex 1 Data Processing

Prior to the execution of this Statement of Work, the Parties shall review Annex 1 of Joint Schedule 11 (Processing Data) and if the contents of Annex 1 does not adequately cover the Processor / Controller arrangements covered by this Statement of Work, Annex 1 shall be amended as set out below and the following table shall apply to the Processing activities undertaken under this Statement of Work only:

Template Annex 1 of Joint Schedule 11 (Processing Data) Below

Description	Details
Identity of Controller for each Category of Personal Data	<p><b>The Relevant Authority is Controller and the Supplier is Processor</b></p> <p>The Parties acknowledge that in accordance with paragraph 2 to paragraph 15 and for the purposes of the Data Protection Legislation, the Relevant Authority is the Controller and the Supplier is the Processor of the following Personal Data:</p> <p>The data sets will vary dependant on each individual work package – these will be specified in Annex 1 Statement of Works.</p>
Duration of the Processing	The duration of the contract
Nature and purposes of the Processing	<p>The nature of the Processing means any operation such as collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction of data (whether or not by automated means).</p> <p>The purpose includes: data ingestion, cleaning, processing, development and other purposes as specified and agreed within each individual work package.</p>
Type of Personal Data	This include: names, address', date of births, NI numbers, telephone numbers, pay/salaries, images, biometric data, contractual information
Categories of Data Subject	This includes: Staff (including volunteers, agents, and temporary workers), customers/ clients, suppliers, members of the public, users of a particular website
Plan for return and destruction of the data once the Processing is complete  UNLESS requirement under Union or Member State law to preserve	For the duration of the contract, any data held after term must be destroyed in line with UK GDPR.

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that type of data	
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Annex 2:  
FSA Environmental Sustainability Strategy

Our Environmental Sustainability Strategy sets out our commitment to support the UK government in meeting its target of reducing emissions by 2035, helping the UK to be net zero by 2050. Executive Summary The effects of climate change will be globally devastating without genuine commitment from governments, organisations, and individuals to take action. In this strategy we've identified specific areas where we believe Food Standards Agency (FSA) can make a difference and advance the green agenda by taking actions to improve our environmental sustainability through our policies and business practices, and where we can seek to influence our stakeholders and partners to do the same. We've made a positive start towards reducing our environmental impact. In recent years we've reduced our estate which has allowed us to cut our water and energy use; we operate a cycle to work scheme and use a fleet car scheme that prioritises low emissions vehicles; we provide separate bins in our offices for food waste and other recyclable materials; and we are increasingly utilising smart technology for business, providing a range to tools for digital collaboration and reducing our need for official travel. But we want to go further. In this strategy we set out our commitment to further reducing our carbon footprint, promoting sustainable best practice, conserving natural resources, and building environment awareness through our policies and practices. During the COVID-19 pandemic the switch to remote working and reduced travel for many of us had a positive impact on our carbon emissions. As we adapt post-pandemic, we have an opportunity to really embed environmental sustainably into the way we think and work, in particular by maximising our OWOW (Our Ways of Working) flexibilities, and our Information Communication Technology and Digital services to meet our targets. This goes to the very heart of what we do in the FSA. Climate change can and will negatively impact on food systems and supply chains if left unchecked and this in turn will make it increasingly challenging for us to fulfil our mission of food we can trust. The FSA is committed to ensuring our strategy is delivered in line with legally binding national targets as well as fulfilling our obligations under the Greening Governments Commitment, and its success rests on its adoption and implementation by all of us. The FSA has set up a Climate and Environment Action Group (CEAG) - a staff network of volunteers - to support colleagues in each business area to embed a greener working culture. This group has already helped increase awareness across the FSA and are currently working hard to attain the ISO 14001 Environmental Management Accreditation – a globally recognised standard – on behalf of the FSA. To help ensure we deliver, we will track progress as we go along, monitoring progress against the targets on a quarterly basis. The targets that are aligned to the Greening Government Commitments (GGC) targets will be reported centrally as part of the quarterly GGC return. An overall summary of progress against key targets and how we're developing and implementing our Environmental Sustainability Strategy will be reported annually in our Annual Report and Accounts.

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Introduction The world is facing an unprecedented crises of climate change and loss of bio-biodiversity. Global temperatures are expected to rise more than 3°C this century and with biodiversity declining faster than at any time in human history, around a million species face extinction unless urgent action is taken reduce the effects of climate change. In 2019, the UK became the first major economy in the world to pass laws to end its contribution to global warming by 2050. Furthermore, in November 2021, the UK hosted COP26, bringing together more than 190 world leaders, in a pivotal moment in the fight against climate change. To help drive and support the achievement of net zero by 2050, in April 2021, the UK government set the world's most ambitious climate change target into law, to reduce emissions by 78% by 2035 compared to 1990 levels. This builds upon all UK government departments, and their agencies, commitment to taking actions to reduce their impacts on the environment in Greening Government Commitments. In developing this strategy we've identified three areas where we believe the FSA can make positive, measurable and lasting gains towards achieving net zero. It is not an exhaustive list, but where we believe we can make most impact. The three areas are: reducing our carbon footprint conserving natural resources prioritising sustainable procurement The development of our strategy has been led by the FSA Climate and Environment Action Group (CEAG) working in collaboration with key business streams including estates and commercial.

1. Reducing our carbon footprint Transport is the largest emitting sector of greenhouse gases (GHG) in the UK, contributing 27% of UK domestic emissions in 2019. While the FSA has already made material changes to staff contracts to support and encourage remote virtual working practices, there is still more that can be done to build upon the culture shift created by the COVID-19 pandemic, to further reduce the environmental impact of business travel. Overarching aim To contribute to government targets for a 78% reduction by 2035 by progressively reducing our CO2 emissions linked to staff air, rail and road travel. Lead Target To reduce CO2 emissions by 26% from a 2017/18 baseline (prior to COVID-19 distortion) by 2025, moving the FSA a third of the way towards achieving the government wide targets for 2035. Supporting targets to reduce the number of business miles travelled by 50% from a 2017/18 baseline (prior to COVID-19 distortion) to reduce distance travelled by domestic flights by 20% from a 2017/18 baseline Commitment to report distance travelled by international flights meet the Government Fleet Commitment for 25% Ultra-Low Emissions Vehicles (ULEV) for FSA lease cars by 2022 and 100% by 2027. Key performance indicators overall reduction in CO2 emissions from official travel data (tonnes/FTE) reduction in travel bookings to attend internal meetings – indicative of a shift to more digital collaboration resulting in fewer interoffice journeys being made (%). reduction in domestic flights (%) increase in use of electric fleet; vehicles for official travel (%) Key implementation mechanisms update our travel policy to reflect the environmental benefits of avoiding travel where possible and, where journeys are essential, using less carbon-intensive modes of transport, such as rail inclusion of directorate specific CO2 emission quotas in our Travel and Subsistence policy to reflect our ambition to reduce our carbon footprint use technology/digital first as the key policy driver to reduce travel/energy and waste greater promotion of digital tools and OWOW (Our Ways of Working) flexibilities to encourage alternatives to face-to-face meetings and a reduction in unnecessary travel sustainability check/confirmation on transport booking to encourage greenest method of travel commitment to Ultra Low Emissions Vehicles (ULEVs) for lease cars and update our policy to reflect this communication drive to increase awareness of sustainable travel. Case Study: Our Ways of Working (OWOW): Flexible Working The FSA has been at the forefront of flexible and remote working across government since introducing OWOW in 2017. The benefits of enabling and encouraging staff to consider working from places other than traditional offices has multiple positive environmental impacts: Reducing the greenhouse gas emissions caused by commuters travelling to and from offices. Home enabled staff work from home the majority of the time and if they do fancy a change of scene, they are more likely to head to locations within walking or cycling distance rather than drive, fly or catch a train. Their business travel and commuting is greatly reduced and our ethos of 'doing it digitally' means we always consider how to include remote workers before arranging face to face meetings People working from



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home 50% of the time or more use less paper as remote and hybrid workers are more likely to share or work on documents digitally to save space at home and facilitating long-distance collaboration in real time People having access to their own tableware, storage and cooking facilities when working at home leads to reduced consumption of single use plastics like takeaways cups, food packaging and more People tend are more careful not to leave lights on or keep devices on standby when they are paying the bill, leading to reduced energy consumption! People are free to move away from cities (whether to accommodate family commitments or suit their preferences), easing the environmental strain caused by dense populations on urban areas and stimulating small-town development. Many FSA staff have relocated away from our offices whilst maintaining their roles and careers, enabled by the introduction of OWOW.

2. Conserving natural resources The consumption of natural resources is increasing. In order to maintain the environment for future generations, we need to take action to minimise waste. Overarching aim to protect natural resources and minimise waste across our estate by actively pursuing and promoting measures to reduce, re-use and re-cycle. targets to help achieve the Greening Government Commitments reduce the overall amount of waste generated by 20% from the 2017/18 baseline reduce the amount of waste going to landfill to less than 5% of overall waste increase the proportion of waste which is recycled to at least 70% of overall waste reduce the amount of Information and Communications Technology (ICT) waste going to landfill to 0% a yearly increase in the amount of ICT that is reused and materials recycled 100% traceability of ICT at end of life (mapping) by 2025 work with our building landlords to increase the use of renewable energy across our estate reduce water consumption by at least 8% from the 2017/18 baseline. Key performance indicators waste sent to landfill (tonnes) IT equipment recycled, reused or refurbished (%) percentage of waste generated that is recycled (%) renewable energy use (%) yearly consumption of water reduction as change in use relative to the previous year (%). Key implementation mechanisms provision of appropriate recycling infrastructure use of green IT recycling/refurbishing services review of energy contracts and policies monitoring and analysis of energy use data working with our government landlords to ensure they are working towards meeting the GGC targets.

3. Sustainable Supply Chain Sustainable procurement helps reduce waste, carbon emissions, energy and water consumption and protect biodiversity, while also contributing to social and financial benefits. Overarching aim To positively influence the sustainability performance of suppliers and evaluate the sustainability credentials of the goods and services that we purchase. Target adopt the use of the Social Value Model on all applicable procurements and embed into contract management with effect from 2021 government departments will use the Social Value Model to assess and score suppliers on the wider positive benefits they bring by delivering the contract. This will mean that value for money for the taxpayer can be maximised while also building a more resilient and diverse supplier base. develop a sustainable procurement policy covering all aspects of sustainability (environmental, social and economic) by December 2021 procuring sustainable technology and digital services with 100% compliance to the Social Value Framework for contracts over £189,330 by 2025 (this threshold is subject to any change in January 2022). Key performance indicators sustainable procurement policy communicated across the FSA and training provide where necessary metrics devised, implemented, and reported against to measure delivery against the policy all above threshold contracts awarded to have a KPI relating to social values, with these KPIs being published quarterly. Key implementation mechanisms Compliance with the Government Buying Standards when buying goods and services business-wide policies and procedures promoting sustainable procurement and encouraging use of them sustainability measurements including economic, social and environmental impacts and whole life costs of goods and services purchased training programmes for staff involved in purchasing decisions and contract management targeted supplier engagement programme to promote continual improvements by both suppliers and the FSA focusing on elements identified in the contract. Embedding environmental sustainability into our decision making The targets laid out in this Strategy largely focus on our people, buildings, and internal policies. However, we're also committed to ensuring that we focus on the wider social return on investment

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when making key decisions around our strategy, future policy development and delivery reform. We are in a unique position to help influence the wider food ecosystem to ensure it grows back better after the COVID-19 pandemic and will expand on our targets to reflect our actions and influence here. Environmental considerations are already at the forefront of many key projects being delivered through our strategic programmes. Our Achieving Business Compliance Programme is exploring the opportunities to support Local Authorities with remote assessments and audits. While our Operations Transformation Programme is assessing the opportunities for reform, modernising the Delivery of Official Controls and driving a reduction in waste. We are already supporting other initiatives impacting environmental issues such as environmental sustainability charity WRAP's food waste reduction roadmap and was an early supporter of the Courtauld Commitment, as well as working with food charities on safety guidance around food redistribution. There are emergent technologies such as cultured meat and gene editing which also potentially offer sustainability gains in terms of reduction in production inputs. Environmental considerations will be considered when these technologies are ready for regulatory approval. There is also the impact of national environmental conditions on our policies on food safety. As examples, these include issues such as water quality and the impact on shellfish beds which the FSA classifies, agricultural and livestock run offs affecting other shellfish and potentially e.coli levels in vegetable crops. This will require the FSA to influence other Departments in order to improve upstream environmental impacts in order to improving general food safety in primary produce to the benefit of the consumer As these emergent workstreams become better defined we will develop our reporting to monitor how they contribute to the delivery of our overarching priorities