

RM6187 Framework Schedule 6 (Order Form and Call-Off Schedules)

Order Form

CALL-OFF REFERENCE: VOA/2024/040

THE BUYER: Valuation Office Agency (VOA)

BUYER ADDRESS 10 South Colonnade, London, E14 4PU

THE SUPPLIER: Baringa Partners LLP

SUPPLIER ADDRESS: 62 Buckingham Gate, London, SW1E 6AJ, UK

REGISTRATION NUMBER: OC303471

DUNS NUMBER: 7733291509

SID4GOV ID: N/A

Applicable framework contract

This Order Form is for the provision of the Call-Off Deliverables and dated 07/04/2025.

It's issued under the Framework Contract with the reference number RM6187 for the provision of Professional Services: NextGen Rating Programme, Client-Side Support.

CALL-OFF LOT(S):

Lot 3

Call-off incorporated terms

The following documents are incorporated into this Call-Off Contract.

Where schedules are missing, those schedules are not part of the agreement and cannot be used. If the documents conflict, the following order of precedence applies:

1. This Order Form includes the Call-Off Special Terms and Call-Off Special Schedules.
2. Joint Schedule 1(Definitions and Interpretation) RM6187
3. The following Schedules in equal order of precedence:

Joint Schedules for RM6187 Management Consultancy Framework Three

- Joint Schedule 1 (Definitions)
- Joint Schedule 2 (Variation Form)
- Joint Schedule 3 (Insurance Requirements)
- Joint Schedule 4 (Commercially Sensitive Information)
- Joint Schedule 6 (Key Subcontractors)
- Joint Schedule 10 (Rectification Plan)

- Joint Schedule 11 (Processing Data)

Call-Off Schedules

- Call-Off Schedule 1 (Transparency Reports)
- Call-Off Schedule 3 (Continuous Improvement)
- Call-Off Schedule 5 (Pricing Details)
- Call-Off Schedule 7 (Key Supplier Staff)
- Call-Off Schedule 9 (Security)
- Call-Off Schedule 13 (Implementation Plan and Testing part A only)
- Call-Off Schedule 15 (Call-Off Contract Management)
- Call-Off Schedule 18 (Background Checks)
- Call-Off Schedule 20 (Call-Off Specification)
- Call-Off Schedule 23 (HMRC Terms)

4. CCS Core Terms
5. Joint Schedule 5 (Corporate Social Responsibility) - Mandatory
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.

Supplier terms are not 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:

Special Term 1 - The Buyer is only liable to reimburse the Supplier for any expense or any disbursement which is

- (i) specified in this Contract or*
- (ii) which the Buyer has Approved prior to the Supplier incurring that expense or that disbursement. The Supplier may not invoice the Buyer for any other expenses or any other disbursements*

Call-off start date: 07/04/2025
Call-off expiry date: 06/04/2026
Call-off initial period: 12 x months

CALL-OFF OPTIONAL EXTENSION PERIOD :

The Buyer retains the right to extend this call-off contract by a maximum period of 2 x optional 12 x month extensions (1 + 1) subject to providing the Supplier with four (4) weeks' written notice.

Call-off deliverables:

See details in Call-Off Schedule 20 (Call-Off Specification) section 4.6 and as further detailed in the table below.

Draft Deliverables are not intended to be relied upon and any reliance shall be at Buyer's own risk

and without liability to Supplier. Supplier accepts no liability for errors in Services and Deliverables provided in reliance upon Client's own provided materials and data. Baringa shall not be precluded from re-using the methodologies, know-how and skills acquired in the provision of Services.

In the performance of the Services, the Supplier will rely on the following assumptions being true and the following dependencies being met and performed:

- Buyer teams will be staffed with individuals with sufficient experience required to input to Deliverables with sufficient time to meet these milestones. These roles are; content designer, technical architect, interaction designer, policy SMEs, User researcher and ID&A.
- Buyer will appoint a key reviewer to sign off Deliverables at each milestone.
- When Deliverables are reviewed, any required changes should be raised as soon as possible to ensure changes can be made before final deliverables are completed.
- Buyer will provide Supplier with access to Buyer IT, buildings, documents etc required to complete the Deliverables.
- Supplier's obligation under this Call Off Contract is to perform the services and provide the Deliverables in accordance with their specifications in Call-Off Schedule 20 (Specification) section 3. Supplier shall not be liable to meet or achieve Buyer's intended business outcomes and objectives.

Security

Redacted Under FOI Section 43 – Commercial Information

Maximum liability

The limitation of liability for this Call-Off Contract is stated in Clause 11.2 of the Core Terms.

The Estimated Year 1 Charges used to calculate liability in the first contract year are £1m (**£833,333:00 ex VAT**).

In the Call Off Contract, "wilful misconduct" means conduct by a party who knows that it is committing and intends to commit a contractual breach of the Call Off Contract and takes such actions to deliberately and maliciously commit such breach with the intention of causing harm but does not include any act or failure to act insofar as it (i) constitutes mere ordinary negligence; or (ii) was done or omitted in accordance with the express instructions or approval of the other party.

Where a Default can be remedied then the Buyer shall not terminate the Call Off Contract before giving the Supplier written notice to remedy and the Supplier having failed to remedy within 15 Working Days of such notice.

Call-off charges

See details in Order Schedule 5 (Pricing Details), which include the pricing proposal submitted by The Supplier as part of the tender bid.

All changes to the Charges must use procedures that are equivalent to those in Paragraphs 4, 5 and 6 (if used) in Framework Schedule 3 (Framework Prices)

The Charges will not be impacted by any change to the Framework Prices. The Charges can only be changed by agreement in writing between the Buyer and the Supplier because of:

- Specific Change in Law

Reimbursable expenses

Recoverable as stated in Framework Schedule 3 (Framework Prices) paragraph 4 and as per current VOA Travel & Subsistence Policy and Rates appended at Appendix B.

Payment method

Payments will be made upon Supplier's completion of its contribution to each Deliverable in accordance with the milestones set out in the below table.

Payments will be made via an electronic payments system, SAP Ariba P2P (MYBuy).

Invoices should be provided for each milestone within one month of agreement of deliverables and sent to **Redacted Under FOI, Section 40, Personal Information** copying in contract manager email address (and including the purchase order provided). Payments will be made into the bank account provided by the Supplier within thirty (30) days' of the date of the invoice.

| Deliverable | Milestone 1 7 th May '25 £64,200 | Milestone 2 7 th June '25 £64,200 | Milestone 3 7 th July '25 £64,200 | Milestone 4 7 th Aug '25 £64,200 | Milestone 5 7 th Sept '25 £64,200 | Milestone 6 7 th Oct '25 £64,200 |
|--|--|---|---|--|--|--|
| Below deliverables to be shared with Contract Manager and Service Owner | | | | | | |
| NGR Business Case | <ul style="list-style-type: none"> Develop Key Stakeholder map Ongoing management of stakeholder and keyholders Launch development of updated Benefits Realisation Plan | <ul style="list-style-type: none"> Commence prep for FY26/27 Finance Case Updates Commence support for Finance Manager to develop forecasts for SR2 Ongoing management of stakeholder and keyholders Complete the updated Benefits Realisation Plan | <ul style="list-style-type: none"> Full draft of FY26/27 Finance Case Updates and forecasts Ongoing management of stakeholder and keyholders Ongoing embedding of Benefits Tracking and Reporting across the programme | <ul style="list-style-type: none"> Completed FY26/27 Finance Case. Conduct Lessons Learnt activity Ongoing management of stakeholder and keyholders Ongoing embedding of Benefits Tracking and Reporting across the programme | <ul style="list-style-type: none"> Business Case Lunch and Learn completed (1/2) Ongoing management of stakeholder and keyholders Ongoing embedding of Benefits Tracking and Reporting across the programme | <ul style="list-style-type: none"> Business Case Lunch and Learn completed (2/2) Ongoing management of stakeholder and keyholders Ongoing embedding of Benefits Tracking and Reporting across the programme |
| NGR Strategic Planning | <ul style="list-style-type: none"> Socialise the SPF with key stakeholders Start the alignment of strategic planning activity with Programme Plan | <ul style="list-style-type: none"> Complete the alignment of strategic planning activity with programme plan Review Strategic Plan against CR processes | <ul style="list-style-type: none"> Develop Strategic Planning Reports | <ul style="list-style-type: none"> Ongoing embedding of strategic planning within the programme | <ul style="list-style-type: none"> Ongoing embedding of strategic planning within the programme Prep Strategic Planning Lunch and Learn | <ul style="list-style-type: none"> Ongoing embedding of strategic planning within the programme Deliver Strategic Planning Lunch and Learn |
| NGR Strategic Transformation Narrative (STN) | <ul style="list-style-type: none"> Agree structure of STN Review current transformation initiatives | <ul style="list-style-type: none"> Development engagement requirements Identify key roles and responsibilities in NGR programme Review the existing engagement strategy | <ul style="list-style-type: none"> Define KPIs to monitor success of change Complete STN Develop first draft of Engagement Strategy | <ul style="list-style-type: none"> Review with HLDT and produce 2nd draft of Engagement Strategy Ongoing review of STN KPIs | <ul style="list-style-type: none"> Finalise Engagement Strategy (PD and SRO sign off) Ongoing review of STN KPIs | <ul style="list-style-type: none"> Ongoing review of STN KPIs Share Engagement strategy across NGR programme |

1st Statement of Work (7th April 2025 to 6th October 2025) Milestone payments to be paid upon

review and signoff of documentation outlined in the table above.

Increment 1 (07/04/25 to 06/07/25)

Increment 2 (07/07/25 to 06/10/25)

- Milestone 1 £64,200:00, 07/05/2025
- Milestone 2 £64,200:00, 07/06/2025
- Milestone 3 £64,200:00, 07/07/2025
- Milestone 4 £64,200:00, 07/08/2025
- Milestone 5 £64,200:00, 07/09/2025
- Milestone 6 £64,200:00, 07/10/2025

Post October 2025

The total estimated value of the resultant Contract with Baringa is: (i) capped at a maximum, value of **£3,000,000:00 (ex VAT)**, that cannot be breached, and (ii) structured in such away which enables both flexibility and introduces tighter controls into our approvals processes, that allows for the following:

- *Deliverables defined in increments 1 and 2 to be provided in accordance with any applicable Milestone date specified above.*
- *Further deliverables not defined in this Call Off Contract may be mutually agreed by the Parties and will be recorded as a Variation to this Call Off Contract (subject always to the maximum value of the Charges as specified in this Call Off Contract).*

VOA (acting reasonably) will sign off Deliverables when they have been provided by the Buyer in accordance with their specifications in Call-Off Schedule 20 section 3.2

Buyer's invoice address

Redacted Under FOI, Section 40, Personal Information

FINANCIAL TRANSPARENCY OBJECTIVES

The Financial Transparency Objectives do apply to this Call-Off Contract.

Buyer's authorised representative

Redacted Under FOI, Section 40, Personal Information

Buyer's contract manager

Redacted Under FOI, Section 40, Personal Information

Buyer's security policy

None in addition to framework requirements

Supplier's authorised representative

Redacted Under FOI, Section 40, Personal Information

Supplier's contract manager

Redacted Under FOI, Section 40, Personal Information

Progress report frequency

Supplier to share progress reports by email to Buyer's Authorised Representative on a weekly basis. Short follow-up calls may be required to discuss points raised in the email.

Progress meeting frequency

Initial contract management meeting to take place within 2 weeks from the Order Start Date, where the Frequency of follow up meetings required will be agreed by both parties. This is separate to the kick-off meeting to take place in week one (1) of Order Start Date.

Key staff

Redacted Under FOI, Section 40, Personal Information

Key subcontractor(s)

N/A

Commercially sensitive information

Supplier's pricing model, staff personal data and pre-existing IPR are Commercially Sensitive Information.

Service credits

N/A

Additional insurances

N/A

Guarantee

N/A

Buyer's environmental and social value policy

Appended at Appendix A

Social value commitment

The Supplier agrees, in providing the Deliverables and performing its obligations under the Call-Off Contract, that it will aim to comply with the social value commitments in Call-Off Schedule 4 (Call-Off Tender) or any other commitments mutually agreed in writing by the parties after commencement of the services.

Formation of call off contract

By signing and returning this Call-Off Order Form the Supplier agrees to enter a Call-Off Contract with the Buyer to provide the Services in accordance with the Call-Off Order Form and the Call-Off Terms.

The Parties hereby acknowledge and agree that they have read the Call-Off Order Form and the Call-Off Terms and by signing below agree to be bound by this Call-Off Contract.

For and on behalf of the Supplier:

Signature: Redacted Under FOI, Section 40, Personal Information

Name: Redacted Under FOI, Section 40, Personal Information

Role: Redacted Under FOI, Section 40, Personal Information

Date: 03/04/25

For and on behalf of the Buyer:

Signature: Redacted Under FOI, Section 40, Personal Information

Name: Redacted Under FOI, Section 40, Personal Information

Role: Redacted Under FOI, Section 40, Personal Information

Date: 07/04/25

Appendix A

Environmental Policy

It is the policy of the Valuation Office Agency to maintain an environmental system designed to meet the requirements of ISO14001:2015 (or any other standard in line with Annex SL Structure) in pursuit of its primary objectives, the purpose and the context of the organisation.

The VOA understands the importance of reducing the carbon footprint principally through the use of its estate, using its expertise to demonstrate its commitment to mitigating risk from climate change impacts, through compliance with legislation and regulations, adaptation, and adopting best practice.

The VOA Estates Team adopt an innovative approach to both technology and communication as well as more traditional methods, to encourage awareness of the sustainability policy Agency wide.

Additionally we align our aims and activities alongside our sponsor department HMRC, collaborating with them in our promise to adopt the following
These are as follows:

1. Regularly review how we use our estates, identify where efficiencies can be made and work towards improving our sustainability performance
2. We will continue to meet all current and foreseen legal requirements and related official codes of practice, and require our suppliers to do the same.
3. Achieve reduction in greenhouse gas emissions
4. Achieve savings in water consumption
5. Improve our diversion of waste from landfill to recycling
6. Where we share space, look to partner other government departments in developing and implementing estate sustainability initiatives
7. Encourage our people to use public transport when commuting to their place of work and between work locations.
8. Ensure that the goods and services we purchase support our environmental objectives wherever practicable and that we encourage our suppliers and contractors to improve their own environmental performance
9. Look for opportunities to sustain and enhance biodiversity across the estate
10. Effectively communicate with all colleagues and contractors on environmental policy and performance
11. Identify and provide appropriate training, advice and information for colleagues, encouraging an appetite for continuous improvement in our sustainability
12. Publish online our progress towards environmental sustainability

The VOA Estates Sustainability Manager is the VOA's professional expert with responsibility for advising and informing on environmental matters. All colleagues and contractors are expected to follow the principles of this policy and related guidance, and to assist in meeting the VOA's environmental sustainability objectives. This policy will be reviewed and assured at regular intervals.

Customer and stakeholder satisfaction is an essential part of the environmental process, to ensure this is fulfilled the Estates team receive training to ensure awareness and understanding of the environment and its impact of the products or service in which we provide.

To certify the Agency maintains its awareness for continuous improvement, the environmental system is regularly reviewed by Senior Leadership to ensure it remains appropriate and suitable to our business. The Environmental System is subject to both internal and external annual audits.

Appendix B

Call-Off Schedule 4 (Call Off Tender)

The Supplier's proposal dated 21st February 2025, and subsequent clarification presentation dated 12th March 2025, have been included (embedded) below:

Supplier's bid:

Redacted Under FOI Section 43 – Commercial Information

Supplier's clarification presentation:

Redacted Under FOI Section 43 – Commercial Information

Quality Response

Redacted Under FOI Section 43 – Commercial Information

13.1 Aims, Objectives and Risks

Redacted Under FOI Section 43 – Commercial Information

13.2 Previous experience of delivering to time similar projects

Redacted Under FOI Section 43 – Commercial Information

13.3 Leadership / Strategic Support via a case study

Redacted Under FOI Section 43 – Commercial Information

13.4 Business Case Support via a case study

Redacted Under FOI Section 43 – Commercial Information

13.5 Overall Delivery

Redacted Under FOI Section 43 – Commercial Information

13.6 Social Value

Question 1 – Theme 2 Tacking Economic Inequality, Create New Business, New Jobs, New Skills.

Redacted Under FOI Section 43 – Commercial Information

13.6 Social Value

Question 2 – Theme 4 Equal Opportunity, Tackle Workforce Inequality in employment skills and pay

Redacted Under FOI Section 43 – Commercial Information

Supplier's clarification presentation

Redacted Under FOI Section 43 – Commercial Information

Call-Off Schedule 5 (Pricing Details)

The charges are calculated on a fixed price basis as set out in Supplier's Tender and below, exclusive of VAT:

14.1 Pricing Response (20%)

Considerations we have made in our pricing response for 1st Statement of Work (1st April 2025 to 30th September 2025):

Redacted Under FOI Section 43 – Commercial Information

| Resource | Role | MCF3 Framework Rate (GBP) | Discounted Rate (GBP) | Typical effort (days) | Fees (excluding VAT) |
|--|------|---------------------------|-----------------------|-----------------------|----------------------|
| Redacted Under FOI Section 43 – Commercial Information | | | | | |
| | | | | TOTAL | 385,200 |

Redacted Under FOI Section 43 – Commercial Information

Call-Off Schedule 9 (Security)

Part A (Short Form Security Requirements) should apply.

Part A: Short Form Security Requirements

1. Definition

1. In this Schedule, the following words shall have the following meanings and they shall supplement Joint Schedule 1 (Definitions):

| | |
|-----------------------------------|---|
| "Breach of Security" | <ol style="list-style-type: none">1. the occurrence of:<ol style="list-style-type: none">a. any unauthorised access to or use of the Deliverables, the Sites and/or any Information and Communication Technology ("ICT"), information or data (including the Confidential Information and the Government Data) used by the Buyer and/or the Supplier in connection with this Contract; and/orb. the loss and/or unauthorised disclosure of any information or data (including the Confidential Information and the Government Data), including any copies of such information or data, used by the Buyer and/or the Supplier in connection with this Contract,2. in either case as more particularly set out in the Security Policy where the Buyer has required compliance therewith in accordance with paragraph 2.2; |
| "Security Management Plan" | <ol style="list-style-type: none">3. the Supplier's security management plan prepared pursuant to this Schedule, a draft of which has been provided by the Supplier to the Buyer and has been updated from time to time. |

2. Complying with security requirements and updates to them

1. The Buyer and the Supplier recognise that, where specified in Framework Schedule 4 (Framework Management), CCS shall have the right to enforce the Buyer's rights under this Schedule.

2. The Supplier shall comply with the requirements in this Schedule in respect of the Security Management Plan. Where specified by a Buyer that has undertaken a Further Competition it shall also comply with the Security Policy and shall ensure that the Security Management Plan produced by the Supplier fully complies with the Security Policy.

3. Where the Security Policy applies the Buyer shall notify the Supplier of any changes or proposed changes to the Security Policy.

4. If the Supplier believes that a change or proposed change to the Security Policy will have a material and unavoidable cost implication to the provision of the Deliverables, it may propose a Variation to the Buyer. In doing so, the Supplier must support its request by providing evidence of the cause of any increased costs and the steps that it has taken to mitigate those costs. Any change to the Charges shall be subject to the Variation Procedure.

5. Until and/or unless a change to the Charges is agreed by the Buyer pursuant to the Variation Procedure the Supplier shall continue to provide the Deliverables in accordance with its existing obligations.

3. **Security Standards**

1. The Supplier acknowledges that the Buyer places great emphasis on the reliability of the performance of the Deliverables, confidentiality, integrity and availability of information and consequently on security.
2. The Supplier shall be responsible for the effective performance of its security obligations and shall at all times provide a level of security which:
 1. is in accordance with the Law and this Contract;
 2. as a minimum demonstrates Good Industry Practice;
 3. meets any specific security threats of immediate relevance to the Deliverables and/or the Government Data; and
 4. where specified by the Buyer in accordance with paragraph 2.2 complies with the Security Policy and the ICT Policy.
3. The references to standards, guidance and policies contained or set out in Paragraph 3.2 shall be deemed to be references to such items as developed and updated and to any successor to or replacement for such standards, guidance and policies, as notified to the Supplier from time to time.
4. In the event of any inconsistency in the provisions of the above standards, guidance and policies, the Supplier should notify the Buyer's Representative of such inconsistency immediately upon becoming aware of the same, and the Buyer's Representative shall, as soon as practicable, advise the Supplier which provision the Supplier shall be required to comply with.

4. **Security Management Plan**

1. **Introduction**

1. The Supplier shall develop and maintain a Security Management Plan in accordance with this Schedule. The Supplier shall thereafter comply with its obligations set out in the Security Management Plan.

2. **Content of the Security Management Plan**

1. The Security Management Plan shall:
 - a. comply with the principles of security set out in Paragraph 3 and any other provisions of this Contract relevant to security;
 - b. identify the necessary delegated organisational roles for those responsible for ensuring it is complied with by the Supplier;
 - c. detail the process for managing any security risks from Subcontractors and third parties authorised by the Buyer with access to the Deliverables, processes associated with the provision of the Deliverables, the Buyer Premises, the Sites and any ICT, Information and data (including the Buyer's Confidential Information and the Government Data) and any system that could directly or indirectly have an impact on that Information, data and/or the Deliverables;
 - d. be developed to protect all aspects of the Deliverables and all processes associated with the provision of the Deliverables, including the Buyer Premises, the Sites, and any ICT, Information and data (including the Buyer's Confidential Information and the Government Data) to the extent used by the Buyer or the Supplier in connection with this Contract or in connection with any system that could directly or indirectly have an impact on that Information, data and/or the Deliverables;
 - e. set out the security measures to be implemented and maintained by the Supplier in relation to all aspects of the Deliverables and all processes associated with the provision of the Goods and/or Services and shall at all times comply with and specify security measures and procedures which are sufficient to ensure that the Deliverables comply with the provisions of this Contract;

- f. set out the plans for transitioning all security arrangements and responsibilities for the Supplier to meet the full obligations of the security requirements set out in this Contract and, where necessary in accordance with paragraph 2.2 the Security Policy; and
 - g. be written in plain English in language which is readily comprehensible to the staff of the Supplier and the Buyer engaged in the provision of the Deliverables and shall only reference documents which are in the possession of the Parties or whose location is otherwise specified in this Schedule.
- 3. **Development of the Security Management Plan**
 - 1. Within twenty (20) Working Days after the Start Date and in accordance with Paragraph 4.4, the Supplier shall prepare and deliver to the Buyer for Approval a fully complete and up to date Security Management Plan which will be based on the draft Security Management Plan.
 - 2. If the Security Management Plan submitted to the Buyer in accordance with Paragraph 4.3.1, or any subsequent revision to it in accordance with Paragraph 4.4, is Approved it will be adopted immediately and will replace the previous version of the Security Management Plan and thereafter operated and maintained in accordance with this Schedule. If the Security Management Plan is not Approved, the Supplier shall amend it within ten (10) Working Days of a notice of non-approval from the Buyer and re-submit to the Buyer for Approval. The Parties will use all reasonable endeavours to ensure that the approval process takes as little time as possible and in any event no longer than fifteen (15) Working Days from the date of its first submission to the Buyer. If the Buyer does not approve the Security Management Plan following its resubmission, the matter will be resolved in accordance with the Dispute Resolution Procedure.
 - 3. The Buyer shall not unreasonably withhold or delay its decision to Approve or not the Security Management Plan pursuant to Paragraph 4.3.2. However, a refusal by the Buyer to Approve the Security Management Plan on the grounds that it does not comply with the requirements set out in Paragraph 4.2 shall be deemed to be reasonable.
 - 4. Approval by the Buyer of the Security Management Plan pursuant to Paragraph 4.3.2 or of any change to the Security Management Plan in accordance with Paragraph 4.4 shall not relieve the Supplier of its obligations under this Schedule.
- 4. **Amendment of the Security Management Plan**
 - 1. The Security Management Plan shall be fully reviewed and updated by the Supplier at least annually to reflect:
 - a. emerging changes in Good Industry Practice;
 - b. any change or proposed change to the Deliverables and/or associated processes;
 - c. where necessary in accordance with paragraph 2.2, any change to the Security Policy;
 - d. any new perceived or changed security threats; and
 - e. any reasonable change in requirements requested by the Buyer.
 - 2. The Supplier shall provide the Buyer with the results of such reviews as soon as reasonably practicable after their completion and amendment of the Security Management Plan at no additional cost to the Buyer. The results of the review shall include, without limitation:
 - a. suggested improvements to the effectiveness of the Security Management Plan;
 - b. updates to the risk assessments; and
 - c. suggested improvements in measuring the effectiveness of controls.
 - 3. Subject to Paragraph 4.4.4, any change or amendment which the Supplier proposes to make to the Security Management Plan (as a result of a review carried

out in accordance with Paragraph 4.4.1, a request by the Buyer or otherwise) shall be subject to the Variation Procedure.

4. The Buyer may, acting reasonably, Approve and require changes or amendments to the Security Management Plan to be implemented on timescales faster than set out in the Variation Procedure but, without prejudice to their effectiveness, all such changes and amendments shall thereafter be subject to the Variation Procedure for the purposes of formalising and documenting the relevant change or amendment.

5. **Security breach**

1. Either Party shall notify the other in accordance with the agreed security incident management process (as detailed in the Security Management Plan) upon becoming aware of any Breach of Security or any potential or attempted Breach of Security.

2. Without prejudice to the security incident management process, upon becoming aware of any of the circumstances referred to in Paragraph 5.1, the Supplier shall:

1. immediately take all reasonable steps (which shall include any action or changes reasonably required by the Buyer) necessary to:

- a. minimise the extent of actual or potential harm caused by any Breach of Security;
- b. remedy such Breach of Security to the extent possible and protect the integrity of the Buyer and the provision of the Goods and/or Services to the extent within its control against any such Breach of Security or attempted Breach of Security;
- c. prevent an equivalent breach in the future exploiting the same cause failure; and
- d. as soon as reasonably practicable provide to the Buyer, where the Buyer so requests, full details (using the reporting mechanism defined by the Security Management Plan) of the Breach of Security or attempted Breach of Security, including a cause analysis where required by the Buyer.

3. In the event that any action is taken in response to a Breach of Security or potential or attempted Breach of Security that demonstrates non-compliance of the Security Management Plan with the Security Policy (where relevant in accordance with paragraph 2.2) or the requirements of this Schedule, then any required change to the Security Management Plan shall be at no cost to the Buyer.

Part B: Long Form Security Requirements – not used

Call-Off Schedule 13 (Implementation Plan and Testing)

Part A - Implementation

1. Definitions

- 1.1 In this Schedule, the following words shall have the following meanings and they shall supplement Joint Schedule 1 (Definitions):

| | |
|--------------------------------|--|
| "Delay" | a) a delay in the Achievement of a Milestone by its Milestone Date; or a) a delay in the design, development, testing or implementation of a Deliverable by the relevant date set out in the Implementation Plan; |
| "Deliverable Item" | an item or feature in the supply of the Deliverables delivered or to be delivered by the Supplier at or before a Milestone Date listed in the Implementation Plan; |
| "Milestone Payment" | a payment identified in the Implementation Plan to be made following the issue of a Satisfaction Certificate in respect of Achievement of the relevant Milestone; |
| "Implementation Period" | has the meaning given to it in Paragraph 7.1; |

2. Agreeing and following the Implementation Plan

- 2.1 A draft of the Implementation Plan is set out in the Annex to this Schedule. The Supplier shall provide a further draft Implementation Plan 5 x days after the Call-Off Contract Start Date.
- 2.2 The draft Implementation Plan:
- 2.2.1 must contain information at the level of detail necessary to manage the implementation stage effectively and as the Buyer may otherwise require; and
- 2.2.2 it shall take account of all dependencies known to, or which should reasonably be known to, the Supplier.
- 2.3 Following receipt of the draft Implementation Plan from the Supplier, the Parties shall use reasonable endeavours to agree the contents of the Implementation Plan. If the Parties are unable to agree the contents of the Implementation Plan within twenty (20) Working Days of its submission, then such Dispute shall be resolved in accordance with the Dispute Resolution Procedure.
- 2.4 The Supplier shall provide each of the Deliverable Items identified in the Implementation Plan by the date assigned to that Deliverable Item in the Implementation Plan so as to ensure that each Milestone identified in the Implementation Plan is Achieved on or before its Milestone Date.
- 2.5 The Supplier shall monitor its performance against the Implementation Plan and Milestones (if any) and report to the Buyer on such performance.

3. Reviewing and changing the Implementation Plan

- 3.1** Subject to Paragraph 2.3, the Supplier shall keep the Implementation Plan under review in accordance with the Buyer's instructions and ensure that it is updated on a regular basis.
- 3.2** The Buyer shall have the right to require the Supplier to include any reasonable changes or provisions in each version of the Implementation Plan.
- 3.3** Changes to any Milestones, Milestone Payments and Delay Payments shall only be made in accordance with the Variation Procedure.
- 3.4** Time in relation to compliance with the Implementation Plan shall be of the essence and failure of the Supplier to comply with the Implementation Plan shall be a material Default.

4. Security requirements before the Start Date

- 4.1** The Supplier shall note that it is incumbent upon them to understand the lead-in period for security clearances and ensure that all Supplier Staff have the necessary security clearance in place before the Call-Off Start Date. The Supplier shall ensure that this is reflected in their Implementation Plans.
- 4.2** The Supplier shall ensure that all Supplier Staff and Subcontractors do not access the Buyer's IT systems, or any IT systems linked to the Buyer, unless they have satisfied the Buyer's security requirements.
- 4.3** The Supplier shall be responsible for providing all necessary information to the Buyer to facilitate security clearances for Supplier Staff and Subcontractors in accordance with the Buyer's requirements.
- 4.4** The Supplier shall provide the names of all Supplier Staff and Subcontractors and inform the Buyer of any alterations and additions as they take place throughout the Call-Off Contract.
- 4.5** The Supplier shall ensure that all Supplier Staff and Subcontractors requiring access to the Buyer Premises have the appropriate security clearance. It is the Supplier's responsibility to establish whether or not the level of clearance will be sufficient for access. Unless prior approval has been received from the Buyer, the Supplier shall be responsible for meeting the costs associated with the provision of security cleared escort services.
- 4.6** If a property requires Supplier Staff or Subcontractors to be accompanied by the Buyer's Authorised Representative, the Buyer must be given reasonable notice of such a requirement, except in the case of emergency access.

5. What to do if there is a Delay

- 5.1** If the Supplier becomes aware that there is, or there is reasonably likely to be, a Delay under this Contract it shall:
 - 5.1.1** notify the Buyer as soon as practically possible and no later than within two (2) Working Days from becoming aware of the Delay or anticipated Delay;
 - 5.1.2** include in its notification an explanation of the actual or anticipated impact of the Delay;
 - 5.1.3** comply with the Buyer's instructions in order to address the impact of the Delay or anticipated Delay; and

- 5.1.4 use all reasonable endeavours to eliminate or mitigate the consequences of any Delay or anticipated Delay.

6. Compensation for a Delay

- 6.1 If Delay Payments have been included in the Implementation Plan and a Milestone has not been achieved by the relevant Milestone Date, the Supplier shall pay to the Buyer such Delay Payments (calculated as set out by the Buyer in the Implementation Plan) and the following provisions shall apply:
- 6.1.1 the Supplier acknowledges and agrees that any Delay Payment is a price adjustment and not an estimate of the Loss that may be suffered by the Buyer as a result of the Supplier's failure to Achieve the corresponding Milestone;
 - 6.1.2 Delay Payments shall be the Buyer's exclusive financial remedy for the Supplier's failure to Achieve a Milestone by its Milestone Date except where:
 - (a) the Buyer is entitled to or does terminate this Contract pursuant to Clause 10.4 (When CCS or the Buyer can end this contract); or
 - (b) the delay exceeds the number of days (the "**Delay Period Limit**") specified in the Implementation Plan commencing on the relevant Milestone Date;
 - 6.1.3 the Delay Payments will accrue on a daily basis from the relevant Milestone Date until the date when the Milestone is Achieved;
 - 6.1.4 no payment or other act or omission of the Buyer shall in any way affect the rights of the Buyer to recover the Delay Payments or be deemed to be a waiver of the right of the Buyer to recover any such damages; and
 - 6.1.5 Delay Payments shall not be subject to or count towards any limitation on liability set out in Clause 11 (How much you can be held responsible for).

7. [Implementation Plan]

- 7.1 The Implementation Period will be a 2 x week period.
- 7.2 During the Implementation Period, the incumbent supplier shall retain full responsibility for all existing services until the Call-Off Start Date or as otherwise formally agreed with the Buyer. The Supplier's full service obligations shall formally be assumed on the Call-Off Start Date as set out in Order Form.
- 7.3 In accordance with the Implementation Plan, the Supplier shall:
- 7.3.1 work cooperatively and in partnership with the Buyer, incumbent supplier, and other Framework Supplier(s), where applicable, to understand the scope of Services to ensure a mutually beneficial handover of the Services;
 - 7.3.2 work with the incumbent supplier and Buyer to assess the scope of the Services and prepare a plan which demonstrates how they will mobilise the Services;
 - 7.3.3 liaise with the incumbent Supplier to enable the full completion of the Implementation Period activities; and
 - 7.3.4 produce an Implementation Plan, to be agreed by the Buyer, for carrying out the requirements within the Implementation Period including, key Milestones and dependencies.
- 7.4 The Implementation Plan will include detail stating:
- 7.4.1 how the Supplier will work with the incumbent Supplier and the Buyer

Authorised Representative to capture and load up information such as asset data ; and

7.4.2 a communications plan, to be produced and implemented by the Supplier, but to be agreed with the Buyer, including the frequency, responsibility for and nature of communication with the Buyer and end users of the Services.

7.5 In addition, the Supplier shall:

7.5.1 appoint a Supplier Authorised Representative who shall be responsible for the management of the Implementation Period, to ensure that the Implementation Period is planned and resourced adequately, and who will act as a point of contact for the Buyer;

7.5.2 mobilise all the Services specified in the Specification within the Call-Off Contract;

7.5.3 produce a Implementation Plan report for each Buyer Premises to encompass programmes that will fulfil all the Buyer's obligations to landlords and other tenants:

(a) the format of reports and programmes shall be in accordance with the Buyer's requirements and particular attention shall be paid to establishing the operating requirements of the occupiers when preparing these programmes which are subject to the Buyer's approval; and

(b) the Parties shall use reasonable endeavours to agree the contents of the report but if the Parties are unable to agree the contents within twenty (20) Working Days of its submission by the Supplier to the Buyer, then such Dispute shall be resolved in accordance with the Dispute Resolution Procedure.

7.5.4 manage and report progress against the Implementation Plan;

7.5.5 construct and maintain a Implementation risk and issue register in conjunction with the Buyer detailing how risks and issues will be effectively communicated to the Buyer in order to mitigate them;

7.5.6 attend progress meetings (frequency of such meetings shall be as set out in the Order Form) in accordance with the Buyer's requirements during the Implementation Period. Implementation meetings shall be chaired by the Buyer and all meeting minutes shall be kept and published by the Supplier; and

7.5.7 ensure that all risks associated with the Implementation Period are minimised to ensure a seamless change of control between incumbent provider and the Supplier.]

Annex 1: Implementation Plan

The Implementation Plan is set out below and the Milestones to be Achieved are identified below:

| Deliverable | Milestone 1 7 th May '25 £64,200 | Milestone 2 7 th June '25 £64,200 | Milestone 3 7 th July '25 £64,200 | Milestone 4 7 th Aug '25 £64,200 | Milestone 5 7 th Sept '25 £64,200 | Milestone 6 7 th Oct '25 £64,200 |
|---|--|---|---|--|--|--|
| <i>Below deliverables to be shared with Contract Manager and Service Owner</i> | | | | | | |
| NGR Business Case | <ul style="list-style-type: none"> • Develop Key Stakeholder map • Ongoing management of stakeholder and keyholders • Launch development of updated Benefits Realisation Plan | <ul style="list-style-type: none"> • Commence prep for FY26/27 Finance Case Updates • Commence support for Finance Manager to develop forecasts for SR2 • Ongoing management of stakeholder and keyholders • Complete the updated Benefits Realisation Plan | <ul style="list-style-type: none"> • Full draft of FY26/27 Finance Case Updates and forecasts • Ongoing management of stakeholder and keyholders • Ongoing embedding of Benefits Tracking and Reporting across the programme | <ul style="list-style-type: none"> • Completed FY26/27 Finance Case. Conduct Lessons Learnt activity • Ongoing management of stakeholder and keyholders • Ongoing embedding of Benefits Tracking and Reporting across the programme | <ul style="list-style-type: none"> • Business Case Lunch and Learn completed (1/2) • Ongoing management of stakeholder and keyholders • Ongoing embedding of Benefits Tracking and Reporting across the programme | <ul style="list-style-type: none"> • Business Case Lunch and Learn completed (2/2) • Ongoing management of stakeholder and keyholders • Ongoing embedding of Benefits Tracking and Reporting across the programme |
| NGR Strategic Planning | <ul style="list-style-type: none"> • Socialise the SPF with key stakeholders • Start the alignment of strategic planning activity with Programme Plan | <ul style="list-style-type: none"> • Complete the alignment of strategic planning activity with programme plan • Review Strategic Plan against CR processes | <ul style="list-style-type: none"> • Develop Strategic Planning Reports | <ul style="list-style-type: none"> • Ongoing embedding of strategic planning within the programme | <ul style="list-style-type: none"> • Ongoing embedding of strategic planning within the programme • Prep Strategic Planning Lunch and Learn | <ul style="list-style-type: none"> • Ongoing embedding of strategic planning within the programme • Deliver Strategic Planning Lunch and Learn |
| NGR Strategic Transformation Narrative (STN) | <ul style="list-style-type: none"> • Agree structure of STN • Review current transformation initiatives | <ul style="list-style-type: none"> • Development engagement requirements • Identify key roles and responsibilities in NGR programme • Review the existing engagement strategy | <ul style="list-style-type: none"> • Define KPIs to monitor success of change • Complete STN • Develop first draft of Engagement Strategy | <ul style="list-style-type: none"> • Review with HLDT and produce 2nd draft of Engagement Strategy • Ongoing review of STN KPIs | <ul style="list-style-type: none"> • Finalise Engagement Strategy (PD and SRO sign off) • Ongoing review of STN KPIs | <ul style="list-style-type: none"> • Ongoing review of STN KPIs • Share Engagement strategy across NGR programme |

Part B - Testing

1. Definitions

1.1 In this Schedule, the following words shall have the following meanings and they shall supplement Joint Schedule 1 (Definitions):

| | |
|------------------------------------|---|
| "Component" | any constituent parts of the Deliverables; |
| "Material Test Issue" | a Test Issue of Severity Level 1 or Severity Level 2; |
| "Satisfaction Certificate" | a certificate materially in the form of the document contained in Annex 2 issued by the Buyer when a Deliverable and/or Milestone has satisfied its relevant Test Success Criteria; |
| "Severity Level" | the level of severity of a Test Issue, the criteria for which are described in Annex 1; |
| "Test Issue Management Log" | a log for the recording of Test Issues as described further in Paragraph 8.1 of this Schedule; |
| "Test Issue Threshold" | in relation to the Tests applicable to a Milestone, a maximum number of Severity Level 3, Severity Level 4 and Severity Level 5 Test Issues as set out in the relevant Test Plan; |
| "Test Reports" | the reports to be produced by the Supplier setting out the results of Tests; |
| "Test Specification" | the specification that sets out how Tests will demonstrate that the Test Success Criteria have been satisfied, as described in more detail in Paragraph 6.2 of this Schedule; |
| "Test Strategy" | a strategy for the conduct of Testing as described further in Paragraph 3.2 of this Schedule; |
| "Test Success Criteria" | in relation to a Test, the test success criteria for that Test as referred to in Paragraph 5 of this Schedule; |
| "Test Witness" | any person appointed by the Buyer pursuant to Paragraph 9 of this Schedule; and |
| "Testing Procedures" | the applicable testing procedures and Test Success Criteria set out in this Schedule. |

2. How testing should work

2.1 All Tests conducted by the Supplier shall be conducted in accordance

with the Test Strategy, Test Specification and the Test Plan.

- 2.2 The Supplier shall not submit any Deliverable for Testing:
 - 2.2.1 unless the Supplier is reasonably confident that it will satisfy the relevant Test Success Criteria;
 - 2.2.2 until the Buyer has issued a Satisfaction Certificate in respect of any prior, dependant Deliverable(s); and
 - 2.2.3 until the Parties have agreed the Test Plan and the Test Specification relating to the relevant Deliverable(s).
- 2.3 The Supplier shall use reasonable endeavours to submit each Deliverable for Testing or re-Testing by or before the date set out in the Implementation Plan for the commencement of Testing in respect of the relevant Deliverable.
- 2.4 Prior to the issue of a Satisfaction Certificate, the Buyer shall be entitled to review the relevant Test Reports and the Test Issue Management Log.

3. Planning for testing

- 3.1 The Supplier shall develop the final Test Strategy as soon as practicable after the Start Date but in any case no later than twenty (20) Working Days after the Start Date.
- 3.2 The final Test Strategy shall include:
 - 3.2.1 an overview of how Testing will be conducted in relation to the Implementation Plan;
 - 3.2.2 the process to be used to capture and record Test results and the categorisation of Test Issues;
 - 3.2.3 the procedure to be followed should a Deliverable fail a Test, fail to satisfy the Test Success Criteria or where the Testing of a Deliverable produces unexpected results, including a procedure for the resolution of Test Issues;
 - 3.2.4 the procedure to be followed to sign off each Test;
 - 3.2.5 the process for the production and maintenance of Test Reports and a sample plan for the resolution of Test Issues;
 - 3.2.6 the names and contact details of the Buyer and the Supplier's Test representatives;
 - 3.2.7 a high level identification of the resources required for Testing including Buyer and/or third party involvement in the conduct of the Tests;
 - 3.2.8 the technical environments required to support the Tests; and
 - 3.2.9 the procedure for managing the configuration of the Test environments.

4. Preparing for Testing

- 4.1 The Supplier shall develop Test Plans and submit these for Approval as soon as practicable but in any case no later than twenty (20) Working Days prior to the start date for the relevant Testing as specified in the Implementation Plan.
- 4.2 Each Test Plan shall include as a minimum:
 - 4.2.1 the relevant Test definition and the purpose of the Test, the Milestone to which it relates, the requirements being Tested and, for each Test, the specific Test Success Criteria to be satisfied; and
 - 4.2.2 a detailed procedure for the Tests to be carried out.
- 4.3 The Buyer shall not unreasonably withhold or delay its approval of the Test Plan provided that the Supplier shall implement any reasonable requirements of the Buyer in the Test Plan.

5. Passing Testing

- 5.1 The Test Success Criteria for all Tests shall be agreed between the Parties as part of the relevant Test Plan pursuant to Paragraph 4.

6. How Deliverables will be tested

- 6.1 Following approval of a Test Plan, the Supplier shall develop the Test Specification for the relevant Deliverables as soon as reasonably practicable and in any event at least ten (10) Working Days prior to the start of the relevant Testing (as specified in the Implementation Plan).
- 6.2 Each Test Specification shall include as a minimum:
 - 6.2.1 the specification of the Test data, including its source, scope, volume and management, a request (if applicable) for relevant Test data to be provided by the Buyer and the extent to which it is equivalent to live operational data;
 - 6.2.2 a plan to make the resources available for Testing;
 - 6.2.3 Test scripts;
 - 6.2.4 Test pre-requisites and the mechanism for measuring them; and
 - 6.2.5 expected Test results, including:
 - (a) a mechanism to be used to capture and record Test results; and
 - (b) a method to process the Test results to establish their content.

7. Performing the tests

- 7.1 Before submitting any Deliverables for Testing the Supplier shall subject the relevant Deliverables to its own internal quality control measures.

- 7.2 The Supplier shall manage the progress of Testing in accordance with the relevant Test Plan and shall carry out the Tests in accordance with the relevant Test Specification. Tests may be witnessed by the Test Witnesses in accordance with Paragraph 9.3.
- 7.3 The Supplier shall notify the Buyer at least ten (10) Working Days in advance of the date, time and location of the relevant Tests and the Buyer shall ensure that the Test Witnesses attend the Tests.
- 7.4 The Buyer may raise and close Test Issues during the Test witnessing process.
- 7.5 The Supplier shall provide to the Buyer in relation to each Test:
 - 7.5.1 a draft Test Report not less than two (2) Working Days prior to the date on which the Test is planned to end; and
 - 7.5.2 the final Test Report within five (5) Working Days of completion of Testing.
- 7.6 Each Test Report shall provide a full report on the Testing conducted in respect of the relevant Deliverables, including:
 - 7.6.1 an overview of the Testing conducted;
 - 7.6.2 identification of the relevant Test Success Criteria that have/have not been satisfied together with the Supplier's explanation of why any criteria have not been met;
 - 7.6.3 the Tests that were not completed together with the Supplier's explanation of why those Tests were not completed;
 - 7.6.4 the Test Success Criteria that were satisfied, not satisfied or which were not tested, and any other relevant categories, in each case grouped by Severity Level in accordance with Paragraph 8.1; and
 - 7.6.5 the specification for any hardware and software used throughout Testing and any changes that were applied to that hardware and/or software during Testing.
- 7.7 When the Supplier has completed a Milestone it shall submit any Deliverables relating to that Milestone for Testing.
- 7.8 Each party shall bear its own costs in respect of the Testing. However, if a Milestone is not Achieved the Buyer shall be entitled to recover from the Supplier, any reasonable additional costs it may incur as a direct result of further review or re-Testing of a Milestone.
- 7.9 If the Supplier successfully completes the requisite Tests, the Buyer shall issue a Satisfaction Certificate as soon as reasonably practicable following such successful completion. Notwithstanding the issuing of any Satisfaction Certificate, the Supplier shall remain solely responsible for ensuring that the Deliverables are implemented in accordance with this Contract.

8. Discovering Problems

- 8.1 Where a Test Report identifies a Test Issue, the Parties shall agree the classification of the Test Issue using the criteria specified in Annex 1 and the Test Issue Management Log maintained by the Supplier shall log Test Issues reflecting the Severity Level allocated to each Test Issue.
- 8.2 The Supplier shall be responsible for maintaining the Test Issue Management Log and for ensuring that its contents accurately represent the current status of each Test Issue at all relevant times. The Supplier shall make the Test Issue Management Log available to the Buyer upon request.
- 8.3 The Buyer shall confirm the classification of any Test Issue unresolved at the end of a Test in consultation with the Supplier. If the Parties are unable to agree the classification of any unresolved Test Issue, the Dispute shall be dealt with in accordance with the Dispute Resolution Procedure using the Expedited Dispute Timetable.

9. Test witnessing

- 9.1 The Buyer may, in its sole discretion, require the attendance at any Test of one or more Test Witnesses selected by the Buyer, each of whom shall have appropriate skills to fulfil the role of a Test Witness.
- 9.2 The Supplier shall give the Test Witnesses access to any documentation and Testing environments reasonably necessary and requested by the Test Witnesses to perform their role as a Test Witness in respect of the relevant Tests.
- 9.3 The Test Witnesses:
 - 9.3.1 shall actively review the Test documentation;
 - 9.3.2 will attend and engage in the performance of the Tests on behalf of the Buyer so as to enable the Buyer to gain an informed view of whether a Test Issue may be closed or whether the relevant element of the Test should be re-Tested;
 - 9.3.3 shall not be involved in the execution of any Test;
 - 9.3.4 shall be required to verify that the Supplier conducted the Tests in accordance with the Test Success Criteria and the relevant Test Plan and Test Specification;
 - 9.3.5 may produce and deliver their own, independent reports on Testing, which may be used by the Buyer to assess whether the Tests have been Achieved;
 - 9.3.6 may raise Test Issues on the Test Issue Management Log in respect of any Testing; and
- 9.4 may require the Supplier to demonstrate the modifications made to any defective Deliverable before a Test Issue is closed.

10. Auditing the quality of the test

- 10.1 The Buyer or an agent or contractor appointed by the Buyer may perform on-going quality audits in respect of any part of the Testing (each a "**Testing Quality Audit**") subject to the provisions set out in the agreed Quality Plan.
- 10.2 The Supplier shall allow sufficient time in the Test Plan to ensure that adequate responses to a Testing Quality Audit can be provided.
- 10.3 The Buyer will give the Supplier at least five (5) Working Days' written notice of the Buyer's intention to undertake a Testing Quality Audit.
- 10.4 The Supplier shall provide all reasonable necessary assistance and access to all relevant documentation required by the Buyer to enable it to carry out the Testing Quality Audit.
- 10.5 If the Testing Quality Audit gives the Buyer concern in respect of the Testing Procedures or any Test, the Buyer shall prepare a written report for the Supplier detailing its concerns and the Supplier shall, within a reasonable timeframe, respond in writing to the Buyer's report.
- 10.6 In the event of an inadequate response to the written report from the Supplier, the Buyer (acting reasonably) may withhold a Satisfaction Certificate until the issues in the report have been addressed to the reasonable satisfaction of the Buyer.

11. Outcome of the testing

- 11.1 The Buyer will issue a Satisfaction Certificate when the Deliverables satisfy the Test Success Criteria in respect of that Test without any Test Issues.
- 11.2 If the Deliverables (or any relevant part) do not satisfy the Test Success Criteria then the Buyer shall notify the Supplier and:
 - 11.2.1 the Buyer may issue a Satisfaction Certificate conditional upon the remediation of the Test Issues;
 - 11.2.2 the Buyer may extend the Test Plan by such reasonable period or periods as the Parties may reasonably agree and require the Supplier to rectify the cause of the Test Issue and re-submit the Deliverables (or the relevant part) to Testing; or
 - 11.2.3 where the failure to satisfy the Test Success Criteria results, or is likely to result, in the failure (in whole or in part) by the Supplier to meet a Milestone, then without prejudice to the Buyer's other rights and remedies, such failure shall constitute a material Default.
- 11.3 The Buyer shall be entitled, without prejudice to any other rights and remedies that it has under this Contract, to recover from the Supplier any reasonable additional costs it may incur as a direct result of further review or re-Testing which is required for the Test Success Criteria for that Deliverable to be satisfied.
- 11.4 The Buyer shall issue a Satisfaction Certificate in respect of a given

Milestone as soon as is reasonably practicable following:

- 11.4.1 the issuing by the Buyer of Satisfaction Certificates and/or conditional Satisfaction Certificates in respect of all Deliverables related to that Milestone which are due to be Tested; and
 - 11.4.2 performance by the Supplier to the reasonable satisfaction of the Buyer of any other tasks identified in the Implementation Plan as associated with that Milestone.
- 11.5 The grant of a Satisfaction Certificate shall entitle the Supplier to the receipt of a payment in respect of that Milestone in accordance with the provisions of any Implementation Plan and Clause 4 (Pricing and payments).
- 11.6 If a Milestone is not Achieved, the Buyer shall promptly issue a report to the Supplier setting out the applicable Test Issues and any other reasons for the relevant Milestone not being Achieved.
- 11.7 If there are Test Issues but these do not exceed the Test Issues Threshold, then provided there are no Material Test Issues, the Buyer shall issue a Satisfaction Certificate.
- 11.8 If there is one or more Material Test Issue(s), the Buyer shall refuse to issue a Satisfaction Certificate and, without prejudice to the Buyer's other rights and remedies, such failure shall constitute a material Default.
- 11.9 If there are Test Issues which exceed the Test Issues Threshold but there are no Material Test Issues, the Buyer may at its discretion (without waiving any rights in relation to the other options) choose to issue a Satisfaction Certificate conditional on the remediation of the Test Issues in accordance with an agreed Rectification Plan provided that:
- 11.9.1 any Rectification Plan shall be agreed before the issue of a conditional Satisfaction Certificate unless the Buyer agrees otherwise (in which case the Supplier shall submit a Rectification Plan for approval by the Buyer within ten (10) Working Days of receipt of the Buyer's report pursuant to Paragraph 10.5); and
 - 11.9.2 where the Buyer issues a conditional Satisfaction Certificate, it may (but shall not be obliged to) revise the failed Milestone Date and any subsequent Milestone Date.

12. Risk

- 12.1 The issue of a Satisfaction Certificate and/or a conditional Satisfaction Certificate shall not:
- 12.1.1 operate to transfer any risk that the relevant Deliverable or Milestone is complete or will meet and/or satisfy the Buyer's requirements for that Deliverable or Milestone; or
 - 12.1.2 affect the Buyer's right subsequently to reject all or any element of the Deliverables and/or any Milestone to which a Satisfaction Certificate relates.

Annex 1: Test Issues – Severity Levels

1. Severity 1 Error

- 1.1** This is an error that causes non-recoverable conditions, e.g. it is not possible to continue using a Component.

2. Severity 2 Error

- 2.1** This is an error for which, as reasonably determined by the Buyer, there is no practicable workaround available, and which:
- 2.1.1** causes a Component to become unusable;
 - 2.1.2** causes a lack of functionality, or unexpected functionality, that has an impact on the current Test; or
 - 2.1.3** has an adverse impact on any other Component(s) or any other area of the Deliverables;

3. Severity 3 Error

- 3.1** This is an error which:
- 3.1.1** causes a Component to become unusable;
 - 3.1.2** causes a lack of functionality, or unexpected functionality, but which does not impact on the current Test; or
 - 3.1.3** has an impact on any other Component(s) or any other area of the Deliverables;
- but for which, as reasonably determined by the Buyer, there is a practicable workaround available;

4. Severity 4 Error

- 4.1** This is an error which causes incorrect functionality of a Component or process, but for which there is a simple, Component based, workaround, and which has no impact on the current Test, or other areas of the Deliverables.

5. Severity 5 Error

- 5.1** This is an error that causes a minor problem, for which no workaround is required, and which has no impact on the current Test, or other areas of the Deliverables.

Annex 2: Satisfaction Certificate

To: [insert name of Supplier]

From: [insert name of Buyer]

[insert Date dd/mm/yyyy]

Dear Sirs,

Satisfaction Certificate

Deliverable/Milestone(s): [Insert relevant description of the agreed Deliverables/Milestones].

We refer to the agreement ("**Call-Off Contract**") [insert Call-Off Contract reference number] relating to the provision of the [insert description of the Deliverables] between the [*insert Buyer name*] ("**Buyer**") and [*insert Supplier name*] ("**Supplier**") dated [*insert Call-Off Start Date dd/mm/yyyy*].

The definitions for any capitalised terms in this certificate are as set out in the Call-Off Contract.

[We confirm that all the Deliverables relating to [insert relevant description of Deliverables/agreed Milestones and/or reference number(s) from the Implementation Plan] have been tested successfully in accordance with the Test Plan [or that a conditional Satisfaction Certificate has been issued in respect of those Deliverables that have not satisfied the relevant Test Success Criteria].

[OR]

[This Satisfaction Certificate is granted on the condition that any Test Issues are remedied in accordance with the Rectification Plan attached to this certificate.]

[You may now issue an invoice in respect of the Milestone Payment associated with this Milestone in accordance with Clause 4 (Pricing and payments)].

Yours faithfully

[insert Name]

[insert Position]

acting on behalf of [insert name of Buyer]

Call-Off Schedule 20 (Call-Off Specification)

This Schedule sets out the characteristics of the Deliverables that the Supplier will be required to make to the Buyers under this Call-Off Contract

INVITATION TO TENDER – SPECIFICATION:



INVITATION TO TENDER SPECIFICATION

Professional Services: NextGen Rating Programme Client-Side Support

(01/04/2025 - 31/03/2026)

VOA/2024/040

1. INTRODUCTION

- 1.1. The Valuation Office Agency (VOA) is an executive agency of His Majesty's Revenue and Customs (HMRC). As the public sector's property valuation experts, we provide valuations and property advice to the government and local authorities in England, Scotland and Wales to support taxation and targeted financial support for families and individuals. The VOA also provides property valuation and surveying services to public sector bodies. Its work includes:
 - 1.1.1. compiling and maintaining lists of council tax bands for approximately 26 million domestic properties;
 - 1.1.2. compiling and maintaining lists detailing the rateable value of over 2 million commercial properties for business rates;
 - 1.1.3. determining Local Housing Allowance rates across England;
 - 1.1.4. advising local authorities of the maximum subsidy level payable for Housing Benefit claims under the local reference rent system;
 - 1.1.5. maintaining a register of fair rents for regulated tenancies in England;
 - 1.1.6. providing statutory valuations to support taxes administered by HMRC and the administration of benefits by the Department for Work and Pensions; and
 - 1.1.7. providing a range of independent property advice and valuations across the public sector.
- 1.2. Please see www.voa.gov.uk for further details.
- 1.3. The Agency provides services for different types of customers including:
 - 1.3.1. Occupiers and owners across non-domestic and domestic properties, who may not appoint a representative or trusted helper to interact on their behalf;
 - 1.3.2. Billing Authorities – when they engage with a VOA service or act as an intermediary on behalf of customers;
 - 1.3.3. Other public bodies – who require valuations or property advice from the VOA to carry out their functions.
- 1.4. Our vision is to be a world leading provider of public sector valuations. Our strategic objectives are to:
 - 1.4.1. Provide trusted property valuations efficiently.
 - 1.4.2. Deliver an excellent customer experience.

1.4.3. Be a great place to work.

2. BACKGROUND

The VOA currently has a substantial transformation portfolio, which includes

- new services for Non-Domestic Rating customers (commonly known as Business Rates)
- 2.1m Business Rates valuations as part of a three-yearly revaluation cycle
- supporting reform of Council Tax in Wales as well as wider enhancements to the Council Tax customer experience
- underpinned by the delivery of a new IT system.

The NextGen Rating Programme is the most substantial element of the portfolio, and the majority of the requirement relates to it; but VOA is also looking to ensure it has flexible support to manage wider strategic and portfolio development over the life of the contract.

3. NextGen Rating Programme

- 3.1. The NextGen Rating programme delivers new services for the VOA's customers in regard to Non-Domestic Rating (Commonly known as Business Rates). These new services are underpinned by the delivery of a new IT system. The programme is strategically driven and required to meet the commitments set out in the previous Government's Business Rates Review and subsequent Non-Domestic Rating Act (2023). This includes the move to more frequent revaluations, and facilitating more accurate revaluations, through increased data provision by ratepayers, greater disclosure of valuation information, and changes to the existing Check, Challenge and Appeal system. This will lead to more trust in the process of revaluations and meet customer expectations of a more modern and digital service.
- 3.2. The NextGen Rating Programme was established on 01 October 2024 to bring together the Valuation Office Agency (VOA) NDR Reform Programme (NDR-

R) and the Non-Domestic Rating scope of the Business Services Transformation Programme (BST). NGR is a complex, multi-year transformation programme (until 2029/30) with a clear critical path that brings together the delivery of the Non-Domestic Ratings Reforms, with the delivery of a new Valuation Operating System (VOS) IT Platform.

- 3.3. Transforming the way VOA delivers Non-Domestic Rating, will also provide long-term opportunities for the agency. Transformation will allow the agency to be more agile and flexible, capitalise on technology benefits, adapt to changing customer needs and develop and retain talent for the long-term.
- 3.4. The changes to the VOA's technology stack have five key objectives:
 - 3.4.1. Improve VOA's organisational agility to implement changing government policy priorities.
 - 3.4.2. Improve productivity consistency in valuation outcomes through new data structures.
 - 3.4.3. Reduce operational risk through a modern, resilient, and consolidated technology estate that facilitates continuous improvement in our operations.
 - 3.4.4. Improved services for our customers, with better ways to share information, quicker turn-around times, and improved communication.
 - 3.4.5. Improved efficiency through new systems and tools that allow for increased automation and better operational management, combined with improved ways of working.

3.5 The background to the policy elements of the programme (HM Treasury - Transforming Business Rates are set out in the following published document [[link to Transforming Business Rates](#)].

4. REQUIREMENT

- 4.1. NGR is a complex, multi-year transformation programme and part of Government's Major Projects Portfolio (GMPP). There is a requirement to co-ordinate multiple workstreams, delivery across various suppliers, internal / external dependencies and key stakeholders, alongside external governance, and controls as part of GMPP IPA and HMT reviews, and the delivery of extensive

business change. Therefore, having strong programme strategy, management and enabling support capability is critical to the on-going success of the programme.

- 4.2. NGR has run a blended programme strategy and performance team to date, comprised of internal civil servants and external suppliers. The programme will require on-going strategic guidance, subject matter expertise and delivery orchestration capacity from a client side support Supplier to support its developing maturity and supplement its capabilities. The programme team has experience of working with a range of suppliers and strategic partners over the lifetime of both the Non-Domestic Rates Reforms and Business System Transformation Programmes. The VOA currently has an incumbent supplier in place who has been focussed on the programme support, transition and service design. The next 3 years of programme activity (2025 – 2028) will be focused on programme delivery and operational transformation. This will involve continuous review of programmatic strategy, economic assumptions, and benefits.
- 4.3. To deliver this contract, the Supplier will work with permanent staff as part of a blended team focused on the provision of specialised advisory, management, and operational assistance to ensure the programme's success. The Supplier will support the programme to make informed decisions, manage stakeholders, and execute changes effectively, ensuring the programme always maintains full alignment to strategic objectives and is able to deliver to the time, cost and quality criteria set out in its business case.
- 4.4. It is anticipated that a level of coaching and upskilling will take place by the Supplier throughout the duration of the contract and where agreed result in fully upskilled staff.
- 4.5. **The scope of Client-side Support (CSS) capabilities needed will cover the following:**
 - 4.5.1. Programme Advisory and Strategic Guidance: Provision of strategic oversight and support across the programme to facilitate and deliver the development of high-level programmatic approaches, transformation vision and objectives, and the identification of strategic risks and opportunities.

- 4.5.2. Green Book Business Case (inc. benefits): Technical Green Book Business Case skills and capabilities to facilitate on-going refreshes and iterations of the programme business case and liaison with HMT as part of on-going reviews and approvals. This includes facilitation of programme evaluation and benefit refreshes / reviews; and benefits quantification.
- 4.5.3. Ad hoc programme SME support: this may vary dependent upon requirements / phase of the programme. It will include bridging skills gaps, where the programme lacks expertise or capacity to manage complex transformation activities and requires SMEs to support programme strategy, management, or delivery.
- 4.5.4. There will also be occasional requirement to provide SME support across the **wider VOA transformation portfolio**. This could include:
 - 4.5.4.1. some short-term buy-to-build capability uplift (planning, business case development, benefits), portfolio development (e.g. to build assurance), technical assurance (assessing interoperability, and best practices in technology development and deployment), service transformation strategy, or address short-term portfolio delivery capacity needs such as business analysis.
 - 4.5.4.2. support to respond to new policy initiatives, for example to consider delivery project set-up.

4.6. **1st STATEMENT OF WORKS: Service Delivery Requirements / Scope of Service from 1st April 2025 to 30th September 2025, immediate deliverables:**

| <u>Service Requirements / Scope of Service from</u> <u>01 April to 30 September 2025</u> | <i>To support the next phase of client-side requirements for the NextGen Rating programme.</i> | |
|---|---|--|
| Objective | Activity | Outcome / Outputs |
| <p>Strategic Planning, Benefits and Business Case</p> <p>Ownership of the NextGen Rating Business Cases.</p> <p>Manage approval process with Keyholders across HMT, IPA & HMRC.</p> <p>Track Benefits ensuring the programme is measuring progress to secure and unlock long-term funding.</p> | <ol style="list-style-type: none"> 1. Continuous assessment and update of the NGR Business Case Narrative and overall programme objectives; <ol style="list-style-type: none"> a. To support the Programme Director and the Head of the NGR Strategy pillar in the continuous monitoring of internal and external drivers to changes in strategic direction and reflect this in the Business Case narrative and overall programme objectives and plans. 2. Strategic Planning: Capture and feed in combined programme outputs inc. organisational change and strategic transformation into a VOA long-term strategic plan (for inclusion within the Business Case). | <ol style="list-style-type: none"> 1. Business Case: Provide continued refinement of the NGR Business Case. <ol style="list-style-type: none"> a. Co-ordination and monitoring of all on-going internal engagement with HMT, IPA and HMRC. b. Preparation and creation of all supporting documentation for all future FY2025/26 IPC, IPA & TAP updates (how the programme continues to measure its progress in order to secure and unlock long-term funding). c. Creation of a Key Stakeholder Map (inc. HMT, IPA and HMRC CIDC) articulating engagement activities required throughout both business case development and SR funding; 1) Production and management of activity within an Integrated Assurance and Approvals Plan (using Standard IPA artefacts) 2) Ongoing HMT policy and |

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| | | <p>spending team, and IPA informal engagement to secure ongoing support.</p> <p>2. Strategic Planning: Creation of a Strategic Programme Plan that acts as a “single-source of truth”, in line with our Business Case and sets out the key phases of transformation activity (technical, customer, legislative, commercial, comms, business change inc. key approvals and assurance milestones) in clear measurable benchmarks as NGR moves towards implementation delivery.</p> |
| <p>NextGen Rating Transformation Strategy for complex transformational change</p> <p>NGR will drive some of the VOA's largest and most complex transformation activities to date. The programme therefore requires a clearly articulated transformation strategy that outlines the key actions, resources and processes needed to drive change and achieve the VOA's long-term goals.</p> | <ol style="list-style-type: none"> 1. Creation of a Strategic Transformation narrative that clearly articulates a single transformation journey and the key actions, resources, and processes to be implemented by the NextGen Rating programme over its 5yr lifespan (2025 – 2030). 2. Engagement Strategy: Provide a clearly articulated engagement strategy designed to ensure all stakeholders are informed, aligned, and supported throughout the NGR Programme 5yr lifespan (2025 – 2030). | <ol style="list-style-type: none"> 1. Working with SRO, Programme Director, and Head of NGR Strategy pillar, create an approved transformation strategy narrative that clearly; <ol style="list-style-type: none"> a. Assess the current state of transformation initiatives. b. Outlines the programme's transformation vision and goals. c. Identifies and addresses organisational challenges that the NGR Programme will bring. d. Clearly articulates internal and external stakeholder engagement requirements. e. Sets out key roles, responsibilities, and capabilities within the programme and across the VOA |

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| | | <p>organisation; including defining the right skills, capabilities and organisational design needed to deliver the VOA's long-term goals.</p> <p>f. Defines measurable outcomes and a clear set of KPI's to monitor progress and success of change.</p> <p>2. Working with the Business Design & Policy Director - Create a clearly articulated NGR engagement strategy.</p> |
| VOA NGR & Wider Transformation Portfolio Requirements | <ol style="list-style-type: none"> 1. Support to respond to new initiatives, for example to consider delivery project set-up. 2. Short-term buy-to-build capability uplift. | <p><u>NB</u> - Transformation / Portfolio Group don't have agreed requirements for the first SoW package. However this may emerge for future packages of work once identified.</p> |

4.7. **KEY RESPONSIBILITIES:**

4.8. **Advisory and Strategic Guidance (act as an independent advisor to Programme Director and Senior Responsible Officer)**

- 4.8.1. Provide strategic support and guidance for the on-going shaping and delivery of the programme across both NGR and VOA's wider portfolio where appropriate (for the purposes of alignment).
- 4.8.2. Produce and / or provide critical friend review of key strategic artefacts and act as a key point of contact for the Programme Director on horizon scanning best practice when it comes to orchestration and delivery of high performing programmes.
- 4.8.3. Provide strategic oversight across the programme landscape and multi-supplier delivery (in conjunction with the programme's management office) to ensure blended resourcing profiles and workstreams that can deliver the key outcomes at pace.

4.9. **Governance and Oversight**

- 4.9.1. Act as a critical enabler for navigating the complexities of large-scale change. Establish frameworks and processes to ensure accountability and effective decision making.
- 4.9.2. Provide guidance as to how to maintain effective agile delivery structures and clear articulation of how each Planning Increment contributes towards overall programme objectives.

4.10. **Green Book Business Case (incl. benefits)**

- 4.10.1. Provide support, guidance, and SME expertise (i.e. economic) for development and appraisal of major programme and transformation business cases (Outline and Full Business Cases).
- 4.10.2. Provide SME guidance and support with regards to interfaces with internal and external approvals processes and stakeholders (i.e., Cabinet Office, HM Treasury, HMRC Change Assurance and Investment (CAI) approvals).
- 4.10.3. Work with the Programme Head of Strategy to create effective business case pipeline management (incl. governance processes and key holder map), and the development and management of an Integrated Assurance and Approval Plan.

- 4.10.4. Provide cross-cutting support for appraisal and analysis of benefits, dependencies etc.

4.11. **SKILLS**

- 4.11.1. The successful Supplier must have relevant people, suitable assets, and deep experience. Critically, we will be looking for suppliers to showcase their capabilities by demonstrating their expertise and experience in:

- 4.11.1.1. Effective leadership of and strategic advice on complex Major Programmes in a Government and Public Services context (ideally with experience of departments where revenue collections are a key feature of operations);

- 4.11.1.2. Central Government Major Programme controls and governance processes including effective cross-government relationship management (i.e., Extensive Knowledge of the GOV.UK GDS Design, Cabinet Office, HMT, IPA).

- 4.11.1.3. Operating in and effecting change within Central Government / Public Sector.

- 4.11.1.4. Working as part of an integrated Programme team which will include Civil Servants (VOA HR, Finance, Legal, Policy and HMRC CDIO Digital Information Office Teams), independent contractors and other advisors / suppliers to collectively achieve the programme outcomes;

- 4.11.1.5. Production of strategic roadmaps to move from 'As-is' to the 'To-Be' to support the transformation of VOA's operating model and future ways of working;

- 4.11.1.6. Orchestrating and ensuring the delivery of the Programme including sequencing and dependency management with adjacent Programmes to support alignment of plans, delivery approaches and timelines;

4.11.1.7. Green Book business case development to drive robust decision making and facilitate effective engagement with broader government approvers (i.e., HMT, HMRC CAI, GDS, CO);

4.11.1.8. Financial and cost modelling expertise that support the development of robust financial cases, benefits tracking and value for money approaches to programme delivery;

4.11.1.9. Capability builds and upskilling of staff to ensure a heritage of best practice is left as a legacy of the programme to be applied across the broader portfolio.

4.12. **LOCATION**

4.12.1. The nature of the work and programme team will require a hybrid approach to working (virtual and in person delivery).

4.12.2. The primary locations for delivery of the services will be VOA offices at: 10 South Colonnade, Canary Wharf, London E14 5EA. As part of the delivery, for example to conduct stakeholder workshops and meetings, it may be necessary for the Service Provider to travel to other VOA sites.

5. STATEMENTS OF WORK

5.1. Provision is made for work packages to be commissioned within the initial term and for an extended period beyond the initial 12 months of the contract (April 2025 onwards) followed by a series of optional 1 + 1, 12 x month extensions.

5.2. Any work commissioned by the VOA shall be detailed in a Statement of Works capturing requirements, outcomes, timescales, resources, and payment milestones.

5.3. For SoWs required under the auspices of this Call-Off Contract, the following process will be used:

5.3.1. VOA will make a request in writing to the Supplier to provide a costed proposal. The request will include a specification of requirements detailing the work needed, the outcomes required, and the date by which the Supplier's SoW proposal is required.

- 5.3.2. The Supplier will provide the SoW proposal to VOA, which will include a project plan of the milestones needed to deliver the outcomes.
 - 5.3.3. Upon receipt, VOA will review the SoW proposal and reserves the right to request any changes to the SoW proposal as may be required to ensure the required outcomes will be delivered to VOA satisfaction.
 - 5.3.4. Once the final SoW proposal has been agreed and has been signed by a duly authorised representative from both parties, the deliverables contained within the SoW will form part of the contract deliverables, where the Call Off Contract will be varied as outlined in sections 8.4 and 8.5.
- 5.4. All terms and day rates submitting within the tender shall apply.

6. PERFORMANCE MANAGEMENT

- 6.1. A successful bid must be able to **detail a credible overall methodology for producing these products** and **show relevant experience**.
- 6.2. Alongside development of the specified products, it will also be vital that the chosen Supplier must be able to articulate all progress and development to VOA, producing material that will ensure alignment of this and other transformation activity, to VOA on a weekly basis.
- 6.3. As a minimum we would expect to be provided with an initial delivery plan for each strand of work, followed by a fortnightly highlight report summarising % complete versus % forecast progress against agreed product milestones, any risks to successful delivery and proposed mitigations, and a financial summary of costs incurred and projected out-turn.
- 6.4. Alongside this, we would expect regular updates and a monthly Contract Management meeting with the Supplier.
- 6.5. The chosen Supplier will be required to work closely as part of a multifunctional team of programme delivery professionals, digital specialists, and business experts. It is expected that these relationships will be collaborative in nature.
- 6.6. The acceptance of produced products will be contingent on agreement of the Programme Director.

- 6.7. The chosen Supplier will be required to report regularly to the Programme Senior Responsible Officer, Programme Director, Programme Delivery Director, Director of Business Design and Policy and other key stakeholders.

7. TIMETABLE & TENDER OVERVIEW

- 7.1. The anticipated timetable for this procurement is outlined below. This is intended as a guide only and we reserve the right to adjust the timetable, the structure and/or the content of the procurement process at our discretion. We will notify all tenderers of any changes to the timetable via email.
- 7.2. Any reference to a time of day refers to the time in London, England.

| | |
|--|---|
| 29th January 2025 | Publication of ITT. Clarification period starts. |
| 3pm 10th February 2025 | Clarification period closes (" Tender Clarifications Deadline "). |
| 3pm 14th February 2025 | Clarification responses to be provided by the Authority. |
| 5pm (or earlier) 21st February 2025 | Deadline for submission of a Tender to the Authority Contract (" Tender Submission Deadline ") |
| 24th February – 11th March 2025 | Evaluation Process |
| circa. 18th March 2025 | Proposed Start Date |

- 7.3. The successful Supplier will be required to deliver the services in full compliance with the requirements outlined by the VOA within this document included as part of this tender process, as will be reflected in the contract.
- 7.4. The resulting contract will be awarded to a single Supplier.
- 7.5. The VOA provides no guarantee it will enter into any contract resulting from this procurement exercise. The VOA reserves the right to cancel and/or amend the requirements of this procurement process at any point and will not be liable to any third party should any such cancellation / amendment occur.

8. CONTRACT TERM & VALUE

- 8.1. This contract will be let for a maximum period of 3 x years, based on an initial 12 x months period, followed by a series of optional 1 + 1, 12 x month extensions
- 8.2. The initial contract term is 1st April 2025 – 31st March 2026.
- 8.3. The 1st Statement of Work, at section 4.6 shall be executed at the same time that the Call Off Contract is executed.
- 8.4. It is expected that the VOA and the Supplier will agree, that when the VOA seeks further deliverables from the Supplier under the Call-Off Contract, the VOA and the Supplier will agree and execute a further Statements of Work, that will be captured via a formal variation to the Call Off Contract.
- 8.5. Upon execution of a further Statement of Work, this shall be incorporated into the Call Off Contract.
- 8.6. Valuation Office Agency will reserve the right to terminate the contract at any stage.
- 8.7. The Supplier shall provide a detailed handover to the Authority prior to leaving this appointment.
- 8.8. Any resultant Call Off Contract – value, will be capped in line with future approved and agreed budget. VOA makes no guarantee on any contract value.
- 8.9. The appointed Supplier shall work with the VOA throughout the duration of the Contract term. This will include but is not limited to launch and exit management processes.

9. VOA CONTRACT MANAGER DETAILS

- 9.1. The NextGen Rating Programme Director will be responsible for the day-to-day management of the contract.
- 9.2. The VOA reserves the right to appoint an alternative Contract Manager at any given point throughout the duration of the contract.
- 9.3. The appointed Supplier will be required to appoint a Contract Manager to serve as the VOA's point of contact within the organisation.

10. PAYMENT TERMS

Payments will be made on the basis of days worked each month following commencement of the contract and dependent on satisfactory delivery. Payments will be made via electronic payments system, SAP Ariba P2P (MyBuy). Invoices should be provided within one month of VOA approval of deliverables to **Redacted** **Under FOI Section 40 – Personal Information** copying in the Contract Managers email address (including the purchase order provided). Payments will be made into the bank account provided by the supplier.

11. TERMS AND CONDITIONS

- 11.1. This tender is being run via Management Consultancy Three (MCF 3) RM6187, Lot 3 (Complex & Transformation) and its Call Off Terms and Conditions will apply.

12. TENDER REQUIREMENTS

- 12.1. Tenderers are invited to propose how they would meet the project requirements in the form of a programme of work.

13. EVALUATION

QUALITY CRITERIA (this will form 80% of the evaluation)

13.1. Aims, Objectives, and Risks (weighting 15%)

Tenderers should outline, in their own words, their understanding of the key aims and objectives of this project, and its key issues and risks. This should include confirmation of how all deliverables / outcomes will be achieved within the contract term and that on the commencement of the contract the proposed team will be available.

Tenderers should provide CVs for the project team (this is additional to the word limit set out below) and highlight status within the company, the relevant skills, capability,

and proven experience of each team member and how their skills relate to the requirements. This should include any experience they have of working successfully with another Government body or sectors with similar business processes to drive transformation. They should set out the project lead's previous discovery leadership experience and the proposed management structure within the team and the team's previous experience and proven track record in transforming services based on user need.

They should demonstrate knowledge and experience of the target technology platform, Microsoft Dynamics, familiarity with Government standards and other Government customer interfaces. They should also outline the days input for the lead for each component.

Max word count 500.

13.2. Previous experience of delivering to time similar projects (weighting 15%)

Tenderers should outline their track record and accountability of successfully delivering similar projects to time, cost and quality, showing how they would apply learning to this requirement. They should include their capability and experience of supporting delivery of major service transformation programmes of similar scale and complexity.

Max word count 1000.

13.3. Leadership / Strategic support via a case study (weighting 10%)

Case Study 1 Tenderers should provide experience of Programme, Leadership and Strategy with past delivery of activities detailed. Ideally this would relate to public sector delivery. .

With details to include but not limited to:

- a) Experience providing programme leadership and strategy support and delivery on a large-scale Government Major Projects Portfolio programmes to enable successful delivery of programmatic outcomes.
- b) Experience providing strategic outcomes across a complex programme landscape including orchestration of multi-supplier delivery
- c) Nature, size, and scope of assignment (GMPP)
- d) Benefits realised
- e) Challenges experienced and how resolved
- f) Lessons Learned

Please provide a named customer contact within your response who must be prepared to provide written evidence to the Contracting Authority to confirm the accuracy of the information provided.

Max word count 1000

13.4. **Business Case support via a case study (weighting 10%)**

Case Study 2 Tenderers should provide experience of past delivery of the activities detailed within Green Book Business Case (incl. benefits).

Providing details to include but not limited to:

- a) Experience providing business case support, guidance, and expertise on a large-scale (IPA) programme, managing interfaces with internal and external approvals (i.e. HMT, Cabinet Office) processes and stakeholders.
- b) Nature, size, and scope of assignment;
- c) Benefits realised;
- d) Challenges experienced and how resolved;
- e) Lessons Learned.

Please provide a named customer contact within your response who must be prepared to provide written evidence to the Contracting Authority to confirm the accuracy of the information provided.

Max word count 1000

13.5. **Overall Delivery (weighting 20%)**

Tenderers should clearly set out their delivery methodology, scope and approach and how they would coordinate with the multifunctional teams and suppliers. They should explain how they would manage and deliver the interdependencies and bring out opportunities for synergy, combined focus and cost optimization. This should include confirmation all deliverables/outcomes will be achieved within the contract term.

In recognition that progress throughout the recent GMPP alignment and transition to the single GMPP programme, NextGen Rating has already been made, please explain how you would integrate into the existing programme structure and adopt existing tools, techniques and approaches, while adding value and highlighting any unforeseen blockers or challenges.

Please provide your approach to develop and execute a comprehensive capability build, upskilling and knowledge transfer to existing Civil Servant team members to ensure a legacy of enduring major programme delivery capability is left within the organisation following the contract duration.

Max word count 1000.

13.6 **Social Value (weighting 10%)**

Social Value legislation places a legal requirement on all public bodies to consider the additional social, economic and environmental benefits that can be realized for individuals and communities through commissioning and procurement activity, and, in Scotland, to deliver them. These benefits are over and above the core deliverables of contracts. General information on The Social Value Act can be found at:

- Social Value Act Introduction: [\[link\]](#)
- Updated Social Value Procurement Policy Note: [\[link\]](#)

The VOA will continue to monitor these Social Value Commitments throughout the Call-Off Contract duration.

Question 1 – Theme 2 Tackling Economic Inequality, Create New Business, New Jobs, New Skills. **(weighting 5%)**

Policy Outcome: Create New Business, New Jobs, New Skills.

Model Award Criteria 2.2: Create employment and training opportunities particularly for those who face barriers to employment and / or who are located in deprived areas, and for people in industries with known skill shortages or in high growth sectors.

In illustrating the commitment your organisation will make to ensure that opportunities under the contract deliver this Policy Outcome please include as a minimum:

- *Your ‘Method Statement’, stating how you will achieve this and how your commitment meets the Award Criteria.*
- *How you will monitor, measure and report on your commitment/the impact of your proposals.*
- *How the above will support the VOA’s commitments.*

Max word count 500. Text within drawings and graphs is not included in word count.

Question 2 – Theme 4 Equal Opportunity, Tackle Workforce Inequality

Policy Outcome Tackle Workforce Inequality **(weighting 5%)**

Model Award Criteria 6.1, Demonstrate action to identify and tackle inequality in employment skills and pay in contract workforce.

In illustrating the commitment your organisation will make to ensure that opportunities under the contract deliver this Policy Outcome please include as a minimum:

- *Your ‘Method Statement’, stating how you will achieve this and how your commitment meets the Award Criteria.*

- *How you will monitor, measure and report on your commitment/the impact of your proposals.*
- *How the above will support the VOA's commitments.*

Max word count 500. Text within drawings and graphs is not included in word count.

14. PRICING (This will form 20% of the evaluation)

- 14.1. Please provide a firm (fixed) price offer based on the specification of the work, as detailed at section 4.6, 1st Statement of Work (1st April 2025 to 30th September 2025), inclusive of expenses but exclusive of VAT.
- 14.2. Please provide an outline of resources and rates to be engaged to deliver the specified requirements. This should be presented in the form of a rate card showing full cost build up transparency and breakdown by way of resource, role, day rate, number of days, of the total price, as follows:

| Resource | Role | Rate (/day) | Typical effort (days) | Cost |
|----------|------|-------------|-----------------------|------|
| | | | | |
| | | | | |
| | | | | |
| | | | TOTAL | |

- 14.3. While it is for tenderers to propose their solution, as an indication of the VOA's current expectation, it is anticipated that the total resource deployment of the Supplier's resources will be broadly in the area of 2 to 3 full time equivalent working level resources (max), for this this initial period to cover the (i) Continued strategic ownership of the Business Case & creation of a NGR Strategic Plan, (ii) Creation of a NGR Transformation Strategy and (iii) creation of a NGR Engagement Strategy.
- 14.4. Prices should be submitted in pounds Sterling inclusive of any expenses but exclusive of VAT
- 14.5. Please provide full details of any discounts on offer to the VOA that will support VFM efficiency and cost savings, in the delivery of the specified requirements.

- 14.6. Please note that Travel undertaken must comply with VOA Travel Policies and reimbursements will only be made in accordance with Travel rates and approvals. Any recommendations tenderers make in their proposal outside of this specification should be costed for separately.

15. SCORING – QUALITY (80%).

- 15.1. Scores will be allocated for each quality question in line with the scoring scheme located in Appendix A. The maximum available score will be 100.
- 15.2. Tenderers will be evaluated on which is the most economically advantageous. This will be judged on the basis of assessment of proposals (supplemented where relevant by discussion at interview).
- 15.3. Interviews, if used, will be for clarification and confirmation only. Judgements will be against the quality criteria set against overall cost (excluding VAT) with relative weighting as detailed.

16. SCORING – PRICE (20%).

- 16.1. The VOA reserves the right to reject a bidder's entire tender submission where the cost submission is either incomplete or contains erroneous information.
- 16.2. The lowest cost received for the 1st Statement of Work (1st April 2025 to 30th September 2025), (excluding any cost deemed abnormally low and rejected under paragraph 16.3 (below) will score maximum marks in this section and will be used as the benchmark for other bids to be compared against. The following formula will be used to calculate the cost score for each bidder:

$$\begin{aligned} & \text{(Lowest Cost Submitted / Bidder Cost Submission)} \times \text{Cost Weighting \%} \\ & = \text{Bidder Score For Cost Section} \end{aligned}$$

- 16.3. The VOA may challenge any tender that it deems to appear abnormally low and reserves the right to reject such tenders in line with Regulation 69 of PCR 2015.

17. TOTAL OVERALL SCORING 100% (QUALITY 80% & PRICE (20%))

- 17.1. Following the evaluation process, each tenderer's total quality and cost scores will be combined, giving the bidder a total score out of 100%. The successful supplier will be the tenderer who achieves the highest score (subject to the tenderer meeting all minimum requirements, not being eliminated for any other reason and passing any financial due diligence checks).

18. TENDER QUERIES

Tenderers with any queries about this specification should contact **Redacted Under FOI Section 40 - Personal Information** by email before 3pm 10th February 2025.

19. TENDER SUBMISSION

- 19.1 You should send a PDF or read-only electronic copy of your proposal by e-mail to **Redacted Under FOI Section 43 – Personal Information** as an attachment to an e-mail message entitled "**Ref VOA/2024/040 – Professional Services: NextGen Rating Programme, Client-Side Support.**" Tender to arrive no later than 5pm, or earlier 21st February 2025, (unless the date is subsequently amended in writing by the VOA).
- 19.1 Please note that email messages with this title will not be opened in advance of that deadline. No hard copies of the tender are required.

Appendix A

| Score | 'Closed' Question Criteria | 'Open' Question Criteria |
|------------|--|---|
| 100 | Excellent answer which meets all of the requirements and provides all of the required detail. | An excellent response that: <ul style="list-style-type: none"> • is completely relevant, addressing all of the requirements; • demonstrates an excellent understanding of the requirements, is comprehensive, robust and unambiguous; • provides highly credible supporting evidence, benefits or innovation; and/or • meets the requirements in all aspects, with no ambiguity or weaknesses identified and no clarification required. |
| 80 | Good answer which meets all of the requirements but lacks some minor detail | A good response that: <ul style="list-style-type: none"> • is highly relevant, addressing all of the requirements; • demonstrates a good understanding of the requirements and is comprehensive; • provides supporting evidence of sufficient detail; and/or • meets the requirements in all aspects, but contains minor weaknesses or a small amount of ambiguity. |
| 60 | Satisfactory answer, which meets the requirements in many aspects, but fails to provide sufficient detail in some areas. | A satisfactory response that: <ul style="list-style-type: none"> • is relevant, addressing most or all of the requirements; • demonstrates a satisfactory understanding of the requirements; • provides supporting evidence but lacks detail in some areas; and/or • meets the requirements in most aspects, but contains manageable weaknesses or some ambiguity and may require some |
| 40 | Limited answer which satisfies some aspects of the requirements, but fails to meet the specification in the whole. | A limited response that: <ul style="list-style-type: none"> • is mostly relevant, addressing most of the requirements; • demonstrates a limited understanding of the requirements; • provides supporting evidence but lacks detail in some or most areas; and/or • contains weaknesses or ambiguity which suggest that the requirements would not be met unless clarified. |
| 20 | Poor answer which significantly fails to meet the requirements. | A poor response that: <ul style="list-style-type: none"> • is only partially relevant, addressing some of the requirements; • demonstrates a poor understanding of the requirements; • provides supporting evidence that is of limited/insufficient detail or explanation; and/or |

| Score | 'Closed' Question Criteria | 'Open' Question Criteria |
|----------|--|--|
| | | <ul style="list-style-type: none"> contains multiple and/or significant weaknesses or ambiguity that suggest the requirements would not be met. |
| 0 | <p>The response is not considered relevant.</p> <p>The response is unconvincing, flawed or otherwise unacceptable.</p> <p>Response fails to demonstrate an understanding of the requirement.</p> <p>No evidence is provided to support the response.</p> <p>Or nil response.</p> | <p>An unacceptable response that:</p> <ul style="list-style-type: none"> is not fully relevant, addressing some or none of the requirements; demonstrates very limited or no understanding of the requirements; provides little or no supporting evidence that is of insufficient detail or explanation; and/or is unconvincing, flawed or otherwise inadequate, suggesting that the requirements will not be met. <p>Or nil response.</p> |

VOA Responses to Supplier Q & A (addressed through Clarification Response Notes 1 – 4)

Q & A Log

Ref – VOA/2024/040 – Professional Services: NextGen Rating Programme, Client-Side Support

Clarification Note No 1

| <u>Question No</u> | <u>Question</u> | <u>Answer</u> | <u>Date Received</u> | <u>Date Re-sponse Issued</u> | <u>Clarification Note Number</u> |
|--------------------|--|--|----------------------|------------------------------|----------------------------------|
| 1. | Please can we confirm that the 'VOA NGR & Wider Transformation Portfolio Re-requirement' is not expected to be included in the Firm Price for the first SoW? | That's correct. At this stage, pricing for Work Package No 1, does not include 'VOA NGR & Wider Transformation Portfolio' requirements. | 31/01/2025 | 03/02/2025 | 1 |
| 2. | Please can we ask if the authority is willing to give an indicative budget for this first phase of work? | We do not share the VOA budget for projects. The overall specified requirement, contract term, level / experience in Programme, Leadership and Strategy that the VOA are looking for, coupled with the anticipated total resource deployment, should be sufficient for tenderers to submit a bid and pricing offer. | 31/01/2025 | 03/02/2025 | |

Clarification Note No 2

| <u>Question No</u> | <u>Question</u> | <u>Answer</u> | <u>Date Received</u> | <u>Date Response Issued</u> | <u>Clarification Note Number</u> |
|--------------------|--|---|----------------------|-----------------------------|----------------------------------|
| 3. | Q10.1 states 'payments will be made on the basis of days worked each month' - can you confirm if this means delivery will be using a time and materials model, but for the purposes of commercial scoring of | This is VOA's standard wording for Payment Terms, and how payments are made. To clarify, for this tender, the VOA are not looking for a T&M delivery costing model, it is looking for a <u>fixed cost / price delivery outcome</u> . | 04/02/2025 | 06/02/2025 | 2 |

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| | the ITT response, a fixed price is required for submission? | Submitted tender costs for Work Package No 1, will be scored as per Section 16 of the ITT. Finally, for future Packages of Work as commissioned by the VOA, the appointed Supplier will be expected to submit their proposals on a fixed cost / price delivery outcome. | | | 2 |
| 4. | Consistent with the Social Value Q13.6, please confirm if the use of diagrams is permitted in Q13.1-13.5 and that these are not included in the wordcount? | Should a tender choose to submit diagrams, in their response to Q13.1 – 13.5, then they are free to do so. Text within drawings and graphs is not included in the word count. | 04/02/2025 | 06/02/2025 | |
| 5. | Please confirm if you have a template you would like us to use for the overall submission (including pricing responses)? | The VOA has no template. Tenders should submit their responses fully to each question (Q13.1 – 13.6, and 14) in the format specified in the ITT | 04/02/2025 | 06/02/2025 | |
| 6. | Please confirm if you have a format you would like to use for the CVs? | The VOA has no particular format regarding CV's, other than what we would like to see contained, as specified in Q13.1. | 04/02/2025 | 06/02/2025 | |
| 7. | Please confirm if there is an indicative order of magnitude for the first 12 months of the Contract? | See response to Clarification Question No 2. | 04/02/2025 | 06/02/2025 | |
| 8. | You mention there is an incumbent in place, please confirm ethical walls are in place to mitigate any unfair advantage? | Ethical walls are in place with the incumbent. | 04/02/2025 | 06/02/2025 | |
| 9. | Both the 1st April 2025 and c.18th March are referenced as contract start dates, please can you confirm which date it will be? | Whilst the 18 th March 2025 is the VOA's <u>estimated</u> timetable for this tender exercise, it does have a preference to commence the contract with the successful Supplier on that date, or as close to that date as possible. | 04/02/2025 | 06/02/2025 | |
| 10. | In Q13.1, please confirm if 'all deliverables / outcomes will be achieved' refers to the first Statement of Work or over the life of the Contract? | Over the term of the contract, inclusive of Work Package No 1 and any future Packages of Work as commissioned by the VOA and as agreed with the Supplier. | 04/02/2025 | 06/02/2025 | |

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| 11. | In Q13.1, please confirm if the 'project team' and 'project lead' refers to the first Statement of Work team or the overall contract management team? | Over the term of the contract, inclusive of Work Package No 1 and any future Packages of Work as commissioned by the VOA, and as agreed with the Supplier. | 04/02/2025 | 06/02/2025 | 2 |
| 12. | In Q13.5, please confirm what you mean by delivery 'scope' - is this in regards to the scope of the first Statement of Work or the potential scope areas/additional Statements of Work you may ask us to support over the life of the overall Contract? | Over the term of the contract, inclusive of Work Package No 1 and any future Packages of Work as commissioned by the VOA and agreed with the Supplier. | 04/02/2025 | 06/02/2025 | |
| 13 | In Q13.5, please confirm if 'delivery methodology, scope and approach' refers to delivery of the overall programme / contract or of the SoW outlined in the ITT? | Over the term of the contract, inclusive of Work Package No 1 and any future Packages of Work as commissioned by the VOA and as agreed with the Supplier. | 04/02/2025 | 06/02/2025 | |
| 14. | In Q13.5, please confirm if 'deliverables / outcomes will be achieved within the contract term' is referring to the contract overall or the first Statement of Work within the 6 month period? | Over the term of the contract, inclusive of Work Package No 1 and any future Packages of Work as commissioned by the VOA, and as agreed with the Supplier. | 04/02/2025 | 06/02/2025 | |
| 15. | In Q13.5, please confirm what you mean by 'bring out opportunities for synergy, combined focus and cost optimization' - is this around working effectively with other suppliers or is this around delivery of the overall programme? | This is around working efficiently and effectively with both Civil Servants, and also other 3 rd party suppliers in the delivery of the NGR programme. | 04/02/2025 | 06/02/2025 | |
| 16. | In Q13.6, can we cross-reference our response between Q1 and Q2 to reduce duplicative content? | For evaluation reasons, we require 2 x separate responses please as the Social Value questions are different to each other in respect of each Theme, Policy Outcome and Model Award Criteria. | 04/02/2025 | 06/02/2025 | |
| 17. | In Q13.6, there is a reference to 'VOA's commitments' - are these specific VOA social value commitments, if so, please can you confirm what these are? | VOA is committed to supporting key social outcomes as part of its commercial activity. To help achieve this goal, procurement exercises conducted by VOA incorporate the requirements outlined under the [link] (SVM), where in scope of [link] | 04/02/2025 | 06/02/2025 | |

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| | | This competitive procurement exercise incorporates the requirements of PPN 06/20, including the requirement to weight social value as a minimum of 10% of the total tender weighting. | | | 2 |
| 18. | Please confirm repeating the questions and use of subheadings in our response to support response structure and mirror your ITT will not be included in the word-count? | Repeating the questions and use of subheadings, in responses to support a bidders response structure and mirror the ITT, will not be included in the wordcount. | 04/02/2025 | 06/02/2025 | |
| 19. | In 4.6, in the Statement of Work, you reference 'clear measurable benchmarks' in regard to the Strategic Planning - please confirm if you mean go/no-go decisions and milestones or do you mean industry / project benchmarking? | Definition is; To provide clearly defined delivery milestones or decision points, some of which may be go/no-go decisions. | 04/02/2025 | 06/02/2025 | |
| 20. | Considering the commercial score is based on the first 6 months of what could become a 3 year contract (including optional extensions), how do VOA intend to manage pricing beyond the 1st statement of work? Will the rates provided in the breakdown for SoW1 be expected to be held for the full duration of the contract? | <p>We would expect rates to be reviewed at the end of each 12 x month term.</p> <p>Rates used should not exceed the MCF 3 Framework Agreement maximum rates.</p> <p>Any discounts should be independent of rates.</p> | 04/02/2025 | 06/02/2025 | |
| 21. | It is unlikely that all grades will be used in the first 6 months of the contract considering the guidance for a team of 2-3 people. How do VOA intend to understand the full rate card that will be used thereafter? Would VOA want suppliers to provide a committed rate card for the duration of the contract that could make up a proportion of the 20% commercial score? | <p>See response to Question No 20.</p> <p>Potential flexibility in additional required roles will be specified via future VOA Statements of Work.</p> | 04/02/2025 | 06/02/2025 | |
| 22. | 13.1 asks bidders to provide confirmation of "how" all deliverables / outcomes will be achieved. Please can the VOA confirm | The VOA are seeking to ensure that bidders fully understand the overall VOA Requirement (ITT Section 4) throughout, including the programmes key aims and objectives, and how they will manage and deliver these. | 04/02/2025 | 06/02/2025 | |

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| | what they would expect to see in this response relating to this, for example given that the method and approach are to be detailed in response to 13.5. | | | | 2 |
| 23. | In Section 13.6, you have advised 'Max word count 500. Text within drawings and graphs is not included in word count.' Are texts within drawings and graphs also excluded from the word counts advised in Section 13.1 to 13.5? | See VOA response to Question No 4. | 04/02/2025 | 06/02/2025 | |
| 24. | Who is the incumbent? | See link to Contracts Finder (published award). [link] | 04/02/2025 | 06/02/2025 | |
| 25. | To establish a level playing field in terms of insight and knowledge can they share redacted versions of the incumbent's key deliverables? | See link to Contracts Finder (published award & redacted contract). [link] | 04/02/2025 | 06/02/2025 | |
| 26. | Is there a deliverable plan the VOA can share or any key risks, dependencies to help those not working with VOA to create a credible delivery plan. | Lifecycle Plans inc. Key risk and dependencies management is in place. This information will be shared with the successful bidder on commencement of the contract. | 04/02/2025 | 10/02/2025 | 2 |
| 27. | To ensure a level playing field will there be an ethical wall in place with the incumbent? | See VOA response to Question No 8. | 04/02/2025 | 06/02/2025 | 2 |

Clarification Note No 3

| <u>Question No</u> | <u>Question</u> | <u>Answer</u> | <u>Date Received</u> | <u>Date Response Issued</u> | <u>Clarification Note Number</u> |
|---------------------------|--|--|-----------------------------|------------------------------------|---|
| 28. | In order to establish a level playing field, can VOA please provide detail on the existing programme structure into which we would need to integrate, and an outline of the existing tools, techniques and approaches being used | See attached PDF File: [link] The programme has adopted an agile methodology approach. It uses a number of tools across, assessment and planning, development, monitoring, and reporting. It aligns to HMRC GMP Programme tool applications for the life cycle reporting of the programme | 06/02/25 | 10/02/25 | 3 |
| 29. | As a non-incumbent we do not have sight of what specific decisions are coming up which will require an update to your business case. Can VOA provide this detail? | A full business case has been developed; any pending future decisions will be shared as part of a formal transition with the successful bidder on commencement of the contract. | 06/02/25 | 10/02/25 | |
| 30. | To what level of detail has the existing business case been developed? What approvals (if any) has it secured so far? | A full Business Case has been developed and approved by VOA Investment Portfolio Committee, VOA ExCom, IPA, and HMT. | 06/02/25 | 10/02/25 | |
| 31. | Is any economic and financial modelling included within the scope of this work? | Experience and a strong understanding of what good looks like – how to present / explain and assure both economic and financial modelling is required. The majority of economic and financial modelling will be provided by VOA Finance and ID&A resources. | 06/02/25 | 10/02/25 | |
| 32. | How is the supplier landscape constituted i.e the type and nature of suppliers involved? | Supplier landscape is split into 2 Areas: Client-side Programme Delivery and Technical Delivery. More detailed information will be shared with the successful bidder on commencement of the contract. | 06/02/25 | 10/02/25 | |
| 33. | Can VOA provide a view of the team they have in place and time dedicated to delivering this project? | See VOA response to Question No. 28. Programme lifespan: FY 2024/25 to end of FY 2029/30. | 06/02/25 | 10/02/25 | |
| 34. | Section 14 Pricing consists of two subsections - 14.1 Firm Price Offer and 14.2 Rate Card. Can the Authority please confirm | See response to Clarification Question No 3. | 06/02/2025 | 10/02/25 | |

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| | that the evaluation will be applied only to the Firm Price Offer. | | | | 3 |
| 35. | Delivery Team. Will the VOA accept proposals for the tender that incorporate team members based outside of the UK? | <p>The need to undertake additional VOA Security protocols, effort and timelines to do this (i.e. background security checks, access to VOA IT systems and kit, data sharing (privacy impact assessments) and international data transfer assessments), would not support the delivery timelines of the NGR Programme, and thus would be problematic and as such, not acceptable to the VOA.</p> <p>Finally, although the VOA has stated a hybrid approach, both virtual and in person, the primary delivery of the services will be at 10 South Colonnade, Canary Wharf, London, EH14 5EA, with the need to travel to other VOA sites.</p> | 07/02/2025 | 10/02/25 | |

Clarification Note No 4

| <u>Question No</u> | <u>Question</u> | <u>Answer</u> | <u>Date Received</u> | <u>Date Response Issued</u> | <u>Clarification Note Number</u> |
|--------------------|---|--|----------------------|-----------------------------|----------------------------------|
| 36. | In Q13.5, "defining the right skills, capabilities and organisational design needed to deliver the VOA's long-term goals" - please can you confirm if this refers to programme capabilities and design only or also wider capabilities / organisational design across VOA for operational activities? | <p>This wording does not appear in Q13.5, however it is specified and referenced in the ITT Section 4.6, 1st Statement of Work, Objective – NextGen Rating and Transformation Strategy for complex transformational change, Outcome / Outputs 1.e</p> <p>This refers only to the programme capabilities and design only.</p> | 10/02/25 | 13/02/25 | |
| 37. | What level of clearance, if any, would prospective candidates need? | VOA Personal security and security vetting policy, BPSS (Baseline Personnel Security Standard) is mandatory for all potential employees, temporary staff and staff employed by our suppliers. BPSS check must be completed before commencing employment. | 10/02/25 | 13/02/25 | |

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| | | Enhanced level of security clearance is not required for this requirement as the successful supplier will not be expected to be conducting any data handling activity. | | | 4 |
| 38. | 4.1 mentions "delivery across various suppliers". Approximately how many suppliers are engaged with the NGR programme currently? | See response to Clarification Question No 32. The programme is currently supported by 2 client-side partners. A single MSP supports both the technical delivery and run of the new Valuations Operating System. Details of other technical partners will be shared with the successful bidder. | 10/02/25 | 13/02/25 | |
| 39. | 4.1 mentioned strong programme strategy, management. Has any work on the programme strategy commenced or would this be on the successful bidder to support development? | This work has commenced. A Strategy pillar that sits within the programme structure has been established and work is on-going to continue to mature this key team. | 10/02/25 | 13/02/25 | |
| 40. | 4.2 mentions a blended programme team of staff and suppliers. How large in the existing team and level of knowledge experience? This links further to 4.4 requirement to provide upskilling for the duration. | A detailed programme structure will be shared with the successful bidder on commencement of the contract. The areas where the programme are looking to continue to build its knowledge and experience are within the Strategy, PMO inc. GMPP (Green Book) knowledge and delivery. | 10/02/25 | 13/02/25 | |
| 41. | What governance is already in place for the NGR programme delivery. And for business case development, at what stage is the business case (SOBC? OBC? FBC?) and will any external approvals be required e.g. HMT/CO? | See response to Clarification Question No 30. The programme business case is at FBC stage. | 10/02/25 | 13/02/25 | |
| 42. | Noted reference to "occasional SME support across wider VOA transformation portfolio. How is this currently managed/governed. Is there a central Portfolio Office/Manager coordinating? | Any additional / wider SME demand outside of the programme would be co-ordinated / managed via the Valuation Office Agency Transformation Portfolio Office. | 10/02/25 | 13/02/25 | |

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| 43. | What is the indicative contract value aligned to the wider tender that SoW is drawing down on? This is to allow us to align to internal governance and risk procedures. | See response to Clarification Question No 2. | 10/02/25 | 13/02/25 | |
| 44. | Section 13.6 states that “Text within drawings and graphs is not included in word count”. Does this also apply to questions within Section 13.5? | See response to Clarification Questions No 4 & 23. | 10/02/25 | 13/02/25 | |
| 45. | What are the formal submission template, format and restrictions? Are there set format requirements (file type, font size, border restrictions etc)? | <p>See response to Clarification Question No 5.</p> <p>Guidance on word count should be adhered to where bidders should submit their responses fully to each question (Q13.1 – 13.6, and 14) in the format specified in the ITT.</p> <p>As per Section 19 (Tender Submission) of the ITT, bidders should return 1 x copy of their proposal in PDF format.</p> <p>It would be helpful if bidders could also provide an additional Word copy of their proposal too.</p> | 10/02/25 | 13/02/25 | |

Joint Schedule 11 (Processing Data)

Definitions

1. In this Schedule, the following words shall have the following meanings and they shall supplement Joint Schedule 1 (Definitions):

“Processor Personnel” all directors, officers, employees, agents, consultants and suppliers of the Processor and/or of any Subprocessor engaged in the performance of its obligations under a Contract;

Status of the Controller

2. The Parties acknowledge that for the purposes of the Data Protection Legislation, the nature of the activity carried out by each of them in relation to their respective obligations under a Contract dictates the status of each party under the DPA 2018. A Party may act as:

- (a) “Controller” in respect of the other Party who is “Processor”;
- (b) “Processor” in respect of the other Party who is “Controller”;
- (c) “Joint Controller” with the other Party;
- (d) “Independent Controller” of the Personal Data where the other Party is also “Controller”,

in respect of certain Personal Data under a Contract and shall specify in Annex 1 (*Processing Personal Data*) which scenario they think shall apply in each situation.

Where one Party is Controller and the other Party its Processor

3. Where a Party is a Processor, the only Processing that it is authorised to do is listed in Annex 1 (*Processing Personal Data*) by the Controller.
4. The Processor shall notify the Controller immediately if it considers that any of the Controller’s instructions infringe the Data Protection Legislation.
5. The Processor shall provide all reasonable assistance to the Controller in the preparation of any Data Protection Impact Assessment prior to commencing any Processing. Such assistance may, at the discretion of the Controller, include:
 - (a) a systematic description of the envisaged Processing and the purpose of the Processing;

- (b) an assessment of the necessity and proportionality of the Processing in relation to the Deliverables;
 - (c) an assessment of the risks to the rights and freedoms of Data Subjects; and
 - (d) the measures envisaged to address the risks, including safeguards, security measures and mechanisms to ensure the protection of Personal Data.
6. The Processor shall, in relation to any Personal Data Processed in connection with its obligations under the Contract:
- (a) Process that Personal Data only in accordance with Annex 1 (*Processing Personal Data*), unless the Processor is required to do otherwise by Law. If it is so required the Processor shall notify the Controller before Processing the Personal Data unless prohibited by Law;
 - (b) ensure that it has in place Protective Measures, including in the case of the Supplier the measures set out in Clause 14.3 of the Core Terms, which the Controller may reasonably reject (but failure to reject shall not amount to approval by the Controller of the adequacy of the Protective Measures) having taken account of the:
 - (i) nature of the data to be protected;
 - (ii) harm that might result from a Personal Data Breach;
 - (iii) state of technological development; and
 - (iv) cost of implementing any measures;
 - (c) ensure that :
 - (i) the Processor Personnel do not Process Personal Data except in accordance with the Contract (and in particular Annex 1 (*Processing Personal Data*));
 - (ii) it takes all reasonable steps to ensure the reliability and integrity of any Processor Personnel who have access to the Personal Data and ensure that they:
 - (A) are aware of and comply with the Processor's duties under this Joint Schedule 11, Clauses 14 (*Data protection*), 15 (*What you must keep confidential*) and 16 (*When you can share information*) of the Core Terms;
 - (B) are subject to appropriate confidentiality undertakings with the Processor or any Subprocessor;
 - (C) are informed of the confidential nature of the Personal Data and do not publish, disclose or divulge any of the Personal Data to any third party unless directed in writing to do so by the Controller or as otherwise permitted by the Contract; and
 - (D) have undergone adequate training in the use, care, protection and handling of Personal Data;
 - (d) not transfer Personal Data outside of the UK or EU unless the prior written consent of the Controller has been obtained and the following conditions are

fulfilled:

- (i) the Controller or the Processor has provided appropriate safeguards in relation to the transfer (whether in accordance with UK GDPR Article 46 or LED Article 37) as determined by the Controller;
 - (ii) the Data Subject has enforceable rights and effective legal remedies;
 - (iii) the Processor complies with its obligations under the Data Protection Legislation by providing an adequate level of protection to any Personal Data that is transferred (or, if it is not so bound, uses its best endeavours to assist the Controller in meeting its obligations); and
 - (iv) the Processor complies with any reasonable instructions notified to it in advance by the Controller with respect to the Processing of the Personal Data; and
 - (e) at the written direction of the Controller, delete or return Personal Data (and any copies of it) to the Controller on termination of the Contract unless the Processor is required by Law to retain the Personal Data.
7. Subject to paragraph 8 of this Joint Schedule 11, the Processor shall notify the Controller immediately if in relation to it Processing Personal Data under or in connection with the Contract it:
- (a) receives a Data Subject Access Request (or purported Data Subject Access Request);
 - (b) receives a request to rectify, block or erase any Personal Data;
 - (c) receives any other request, complaint or communication relating to either Party's obligations under the Data Protection Legislation;
 - (d) receives any communication from the Information Commissioner or any other regulatory authority in connection with Personal Data Processed under the Contract;
 - (e) receives a request from any third Party for disclosure of Personal Data where compliance with such request is required or purported to be required by Law; or
 - (f) becomes aware of a Personal Data Breach.
8. The Processor's obligation to notify under paragraph 7 of this Joint Schedule 11 shall include the provision of further information to the Controller, as details become available.
9. Taking into account the nature of the Processing, the Processor shall provide the Controller with assistance in relation to either Party's obligations under Data Protection Legislation and any complaint, communication or request made under paragraph 7 of this Joint Schedule 11 (and insofar as possible within the timescales reasonably required by the Controller) including by immediately providing:

- (a) the Controller with full details and copies of the complaint, communication or request;
 - (b) such assistance as is reasonably requested by the Controller to enable it to comply with a Data Subject Access Request within the relevant timescales set out in the Data Protection Legislation;
 - (c) the Controller, at its request, with any Personal Data it holds in relation to a Data Subject;
 - (d) assistance as requested by the Controller following any Personal Data Breach; and/or
 - (e) assistance as requested by the Controller with respect to any request from the Information Commissioner's Office, or any consultation by the Controller with the Information Commissioner's Office.
- 10.** The Processor shall maintain complete and accurate records and information to demonstrate its compliance with this Joint Schedule 11. This requirement does not apply where the Processor employs fewer than 250 staff, unless:
- (a) the Controller determines that the Processing is not occasional;
 - (b) the Controller determines the Processing includes special categories of data as referred to in Article 9(1) of the UK GDPR or Personal Data relating to criminal convictions and offences referred to in Article 10 of the UK GDPR; or
 - (c) the Controller determines that the Processing is likely to result in a risk to the rights and freedoms of Data Subjects.
- 11.** The Processor shall allow for audits of its Data Processing activity by the Controller or the Controller's designated auditor.
- 12.** The Parties shall designate a Data Protection Officer if required by the Data Protection Legislation.
- 13.** Before allowing any Subprocessor to Process any Personal Data related to the Contract, the Processor must:
- (a) notify the Controller in writing of the intended Subprocessor and Processing;
 - (b) obtain the written consent of the Controller;
 - (c) enter into a written agreement with the Subprocessor which give effect to the terms set out in this Joint Schedule 11 such that they apply to the Subprocessor; and
 - (d) provide the Controller with such information regarding the Subprocessor as the Controller may reasonably require.
- 14.** The Processor shall remain fully liable for all acts or omissions of any of its Subprocessors.
- 15.** The Relevant Authority may, at any time on not less than thirty (30) Working Days' notice, revise this Joint Schedule 11 by replacing it with any applicable controller to processor standard clauses or similar terms forming part of an

applicable certification scheme (which shall apply when incorporated by attachment to the Contract).

16. The Parties agree to take account of any guidance issued by the Information Commissioner's Office. The Relevant Authority may on not less than thirty (30) Working Days' notice to the Supplier amend the Contract to ensure that it complies with any guidance issued by the Information Commissioner's Office.

Where the Parties are Joint Controllers of Personal Data

17. In the event that the Parties are Joint Controllers in respect of Personal Data under the Contract, the Parties shall implement paragraphs that are necessary to comply with UK GDPR Article 26 based on the terms set out in Annex 2 to this Joint Schedule 11.

Independent Controllers of Personal Data

18. With respect to Personal Data provided by one Party to another Party for which each Party acts as Controller but which is not under the Joint Control of the Parties, each Party undertakes to comply with the applicable Data Protection Legislation in respect of their Processing of such Personal Data as Controller.
19. Each Party shall Process the Personal Data in compliance with its obligations under the Data Protection Legislation and not do anything to cause the other Party to be in breach of it.
20. Where a Party has provided Personal Data to the other Party in accordance with paragraph 18 of this Joint Schedule 11 above, the recipient of the Personal Data will provide all such relevant documents and information relating to its data protection policies and procedures as the other Party may reasonably require.
21. The Parties shall be responsible for their own compliance with Articles 13 and 14 UK GDPR in respect of the Processing of Personal Data for the purposes of the Contract.
22. The Parties shall only provide Personal Data to each other:
 - (a) to the extent necessary to perform their respective obligations under the Contract;
 - (b) in compliance with the Data Protection Legislation (including by ensuring all required data privacy information has been given to affected Data Subjects to meet the requirements of Articles 13 and 14 of the UK GDPR); and
 - (c) where it has recorded it in Annex 1 (*Processing Personal Data*).
23. Taking into account the state of the art, the costs of implementation and the nature, scope, context and purposes of Processing as well as the risk of varying likelihood and severity for the rights and freedoms of natural persons, each Party shall, with respect to its Processing of Personal Data as Independent Controller, implement and maintain appropriate technical and organisational

measures to ensure a level of security appropriate to that risk, including, as appropriate, the measures referred to in Article 32(1)(a), (b), (c) and (d) of the UK GDPR, and the measures shall, at a minimum, comply with the requirements of the Data Protection Legislation, including Article 32 of the UK GDPR.

24. A Party Processing Personal Data for the purposes of the Contract shall maintain a record of its Processing activities in accordance with Article 30 UK GDPR and shall make the record available to the other Party upon reasonable request.
25. Where a Party receives a request by any Data Subject to exercise any of their rights under the Data Protection Legislation in relation to the Personal Data provided to it by the other Party pursuant to the Contract (**“Request Recipient”**):
 - (a) the other Party shall provide any information and/or assistance as reasonably requested by the Request Recipient to help it respond to the request or correspondence, at the cost of the Request Recipient; or
 - (b) where the request or correspondence is directed to the other Party and/or relates to that other Party's Processing of the Personal Data, the Request Recipient will:
 - (i) promptly, and in any event within five (5) Working Days of receipt of the request or correspondence, inform the other Party that it has received the same and shall forward such request or correspondence to the other Party; and
 - (ii) provide any information and/or assistance as reasonably requested by the other Party to help it respond to the request or correspondence in the timeframes specified by Data Protection Legislation.
26. Each Party shall promptly notify the other Party upon it becoming aware of any Personal Data Breach relating to Personal Data provided by the other Party pursuant to the Contract and shall:
 - (a) do all such things as reasonably necessary to assist the other Party in mitigating the effects of the Personal Data Breach;
 - (b) implement any measures necessary to restore the security of any compromised Personal Data;
 - (c) work with the other Party to make any required notifications to the Information Commissioner's Office and affected Data Subjects in accordance with the Data Protection Legislation (including the timeframes set out therein); and
 - (d) not do anything which may damage the reputation of the other Party or that

Party's relationship with the relevant Data Subjects, save as required by Law.

27. Personal Data provided by one Party to the other Party may be used exclusively to exercise rights and obligations under the Contract as specified in Annex 1 (*Processing Personal Data*).
28. Personal Data shall not be retained or processed for longer than is necessary to perform each Party's respective obligations under the Contract which is specified in Annex 1 (*Processing Personal Data*).
29. Notwithstanding the general application of paragraphs 2 to 16 of this Joint Schedule 11 to Personal Data, where the Supplier is required to exercise its regulatory and/or legal obligations in respect of Personal Data, it shall act as an Independent Controller of Personal Data in accordance with paragraphs 18 to 28 of this Joint Schedule 11.

Annex 1 - Processing Personal Data

This Annex shall be completed by the Controller, who may take account of the view of the Processors, however the final decision as to the content of this Annex shall be with the Relevant Authority at its absolute discretion.

The contact details of the Relevant Authority's Data Protection Officer are: **Redacted Under FOI Section 40 – Personal Information**

The contact details of the Supplier's Data Protection Officer are: **Redacted Under FOI Section 40 – Personal Information.**

The Processor shall comply with any further written instructions with respect to Processing by the Controller.

Any such further instructions shall be incorporated into this Annex.

| Description | Details |
|---|--|
| Identity of Controller for each Category of Personal Data | <p>The Relevant Authority is Controller, and the Supplier is Processor</p> <p>The Parties acknowledge that in accordance with paragraph 3 to paragraph 16 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 Supplier will have access to Buyer systems, and any personal data contained within.</p> |
| Duration of the Processing | The duration of the call-off contract. |
| Nature and purposes of the Processing | The nature of the Processing means any operation in the delivery is included but not limited to collection, recording, organisation, structuring, retrieval, consultation. |
| Type of Personal Data | Employees names and email addresses. |

| | |
|--|--|
| Categories of Data Subject | VOA Staff data |
| <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> | <p>The Supplier shall ensure that all documents and/or computer records in its possession, custody or control which contain Confidential Information or relate to personal information of the Authorities' employees, ratepayers or service users, are delivered up to the Contract Manager.</p> <p>The Supplier shall ensure that all records listed previously are securely destroyed, 12 months after the contract end upon written request from the Buyer.</p> |

Annex 2 - Joint Controller Agreement – Not used

1. Joint Controller Status and Allocation of Responsibilities

1.1 With respect to Personal Data under Joint Control of the Parties, the Parties envisage that they shall each be a Data Controller in respect of that Personal Data in accordance with the terms of this Annex 2 (Joint Controller Agreement) in replacement of paragraphs 3-16 of Joint Schedule 11 (Where one Party is Controller and the other Party is Processor) and paragraphs 18-28 of Joint Schedule 11 (Independent Controllers of Personal Data). Accordingly, the Parties each undertake to comply with the applicable Data Protection Legislation in respect of their Processing of such Personal Data as Data Controllers.

1.2 The Parties agree that the [Supplier/Relevant Authority]:

- (a) is the exclusive point of contact for Data Subjects and is responsible for all steps necessary to comply with the UK GDPR regarding the exercise by Data Subjects of their rights under the UK GDPR;
- (b) shall direct Data Subjects to its Data Protection Officer or suitable alternative in connection with the exercise of their rights as Data Subjects and for any enquiries concerning their Personal Data or privacy;
- (c) is solely responsible for the Parties' compliance with all duties to provide information to Data Subjects under Articles 13 and 14 of the UK GDPR;
- (d) is responsible for obtaining the informed consent of Data Subjects, in accordance with the UK GDPR, for Processing in connection with the Deliverables where consent is the relevant legal basis for that Processing; and
- (e) shall make available to Data Subjects the essence of this Annex (and notify them of any changes to it) concerning the allocation of responsibilities as Joint Controller and its role as exclusive point of contact, the Parties having used their best endeavours to agree the terms of that essence. This must be outlined in the [Supplier's/Relevant Authority's] privacy policy (which must be readily available by hyperlink or otherwise on all of its public facing services and marketing).

1.3 Notwithstanding the terms of clause 1.2, the Parties acknowledge that a Data Subject has the right to exercise their legal rights under the Data Protection Legislation as against the relevant Party as Controller.

1. Undertakings of both Parties

1.1.1.1 The Supplier and the Relevant Authority each undertake that they shall:

- (a) report to the other Party every [x] months on:
 - (i) the volume of Data Subject Access Request (or purported Data

Subject Access Requests) from Data Subjects (or third parties on their behalf);

- (ii) the volume of requests from Data Subjects (or third parties on their behalf) to rectify, block or erase any Personal Data;
- (iii) any other requests, complaints or communications from Data Subjects (or third parties on their behalf) relating to the other Party's obligations under applicable Data Protection Legislation;
- (iv) any communications from the Information Commissioner or any other regulatory authority in connection with Personal Data; and
- (v) any requests from any third party for disclosure of Personal Data where compliance with such request is required or purported to be required by Law,

that it has received in relation to the subject matter of the Contract during that period;

- (b) notify each other immediately if it receives any request, complaint or communication made as referred to in Clauses 2.1(a)(i) to (v);
- (c) provide the other Party with full cooperation and assistance in relation to any request, complaint or communication made as referred to in Clauses 2.1(a)(iii) to (v) to enable the other Party to comply with the relevant timescales set out in the Data Protection Legislation;
- (d) not disclose or transfer the Personal Data to any third party unless necessary for the provision of the Deliverables and, for any disclosure or transfer of Personal Data to any third party, (save where such disclosure or transfer is specifically authorised under the Contract or is required by Law) ensure consent has been obtained from the Data Subject prior to disclosing or transferring the Personal Data to the third party. For the avoidance of doubt, the third party to which Personal Data is transferred must be subject to equivalent obligations which are no less onerous than those set out in this Annex;
- (e) request from the Data Subject only the minimum information necessary to provide the Deliverables and treat such extracted information as Confidential Information;
- (f) ensure that at all times it has in place appropriate Protective Measures to guard against unauthorised or unlawful Processing of the Personal Data and/or accidental loss, destruction or damage to the Personal Data and unauthorised or unlawful disclosure of or access to the Personal Data;
- (g) take all reasonable steps to ensure the reliability and integrity of any of its Personnel who have access to the Personal Data and ensure that its Personnel:

- (i) are aware of and comply with their duties under this Annex 2 (Joint Controller Agreement) and those in respect of Confidential Information;
 - (ii) are informed of the confidential nature of the Personal Data, are subject to appropriate obligations of confidentiality and do not publish, disclose or divulge any of the Personal Data to any third party where the that Party would not be permitted to do so; and
 - (iii) have undergone adequate training in the use, care, protection and handling of personal data as required by the applicable Data Protection Legislation;
- (h) ensure that it has in place Protective Measures as appropriate to protect against a Personal Data Breach having taken account of the:
 - (i) nature of the data to be protected;
 - (ii) harm that might result from a Personal Data Breach;
 - (iii) state of technological development; and
 - (iv) cost of implementing any measures;
- (i) ensure that it has the capability (whether technological or otherwise), to the extent required by Data Protection Legislation, to provide or correct or delete at the request of a Data Subject all the Personal Data relating to that Data Subject that it holds; and
- (j) ensure that it notifies the other Party as soon as it becomes aware of a Personal Data Breach.

1.1.1.2 Each Joint Controller shall use its reasonable endeavours to assist the other Controller to comply with any obligations under applicable Data Protection Legislation and shall not perform its obligations under this Annex in such a way as to cause the other Joint Controller to breach any of its obligations under applicable Data Protection Legislation to the extent it is aware, or ought reasonably to have been aware, that the same would be a breach of such obligations.

2. Data Protection Breach

1.1.2.1 Without prejudice to clause 3.2, each Party shall notify the other Party promptly and without undue delay, and in any event within 48 hours, upon becoming aware of any Personal Data Breach or circumstances that are likely to give rise to a Personal Data Breach, providing the other Party and its advisors with:

- (a) sufficient information and in a timescale which allows the other Party to meet any obligations to report a Personal Data Breach under the Data Protection Legislation; and

- (b) all reasonable assistance, including:
- (i) cooperation with the other Party and the Information Commissioner investigating the Personal Data Breach and its cause, containing and recovering the compromised Personal Data and compliance with the applicable guidance;
 - (ii) cooperation with the other Party including taking such reasonable steps as are directed by the other Party to assist in the investigation, mitigation and remediation of a Personal Data Breach;
 - (iii) coordination with the other Party regarding the management of public relations and public statements relating to the Personal Data Breach; and/or
 - (iv) providing the other Party and to the extent instructed by the other Party to do so, and/or the Information Commissioner investigating the Personal Data Breach, with complete information relating to the Personal Data Breach, including, without limitation, the information set out in Clause 3.2.

1.1.2.2 Each Party shall take all steps to restore, re-constitute and/or reconstruct any Personal Data where it has lost, damaged, destroyed, altered or corrupted as a result of a Personal Data Breach as it was that Party's own data at its own cost with all possible speed and shall provide the other Party with all reasonable assistance in respect of any such Personal Data Breach, including providing the other Party, as soon as possible and within 48 hours of the Personal Data Breach relating to the Personal Data Breach, in particular:

- (a) the nature of the Personal Data Breach;
- (b) the nature of Personal Data affected;
- (c) the categories and number of Data Subjects concerned;
- (d) the name and contact details of the Supplier's Data Protection Officer or other relevant contact from whom more information may be obtained;
- (e) measures taken or proposed to be taken to address the Personal Data Breach; and
- (f) describe the likely consequences of the Personal Data Breach.

3. Audit

1.1.3.1 The Supplier shall permit:

- (a) the Relevant Authority, or a third-party auditor acting under the Relevant Authority's direction, to conduct, at the Relevant Authority's cost, data privacy and security audits, assessments and inspections concerning the Supplier's

data security and privacy procedures relating to Personal Data, its compliance with this Annex 2 and the Data Protection Legislation; and/or

- (b) the Relevant Authority, or a third-party auditor acting under the Relevant Authority's direction, access to premises at which the Personal Data is accessible or at which it is able to inspect any relevant records, including the record maintained under Article 30 UK GDPR by the Supplier so far as relevant to the Contract, and procedures, including premises under the control of any third party appointed by the Supplier to assist in the provision of the Deliverables.

1.1.3.2 The Relevant Authority may, in its sole discretion, require the Supplier to provide evidence of the Supplier's compliance with Clause 4.1 in lieu of conducting such an audit, assessment or inspection.

4. Impact Assessments

1.1.4.1 The Parties shall:

- (a) provide all reasonable assistance to each other to prepare any Data Protection Impact Assessment as may be required (including provision of detailed information and assessments in relation to Processing operations, risks and measures); and
- (b) maintain full and complete records of all Processing carried out in respect of the Personal Data in connection with the Contract, in accordance with the terms of Article 30 UK GDPR.

5. ICO Guidance

The Parties agree to take account of any guidance issued by the Information Commissioner and/or any relevant Central Government Body. The Relevant Authority may on not less than thirty (30) Working Days' notice to the Supplier amend the Contract to ensure that it complies with any guidance issued by the Information Commissioner and/or any relevant Central Government Body.

6. Liabilities for Data Protection Breach

[Guidance: This clause represents a risk share, you may wish to reconsider the apportionment of liability and whether recoverability of losses are likely to be hindered by the contractual limitation of liability provisions]

1.1.6.1 If financial penalties are imposed by the Information Commissioner on either the Relevant Authority or the Supplier for a Personal Data Breach ("**Financial Penalties**") then the following shall occur:

- (a) if in the view of the Information Commissioner, the Relevant Authority is responsible for the Personal Data Breach, in that it is caused as a result of the actions or inaction of the Relevant Authority, its employees, agents, contractors (other than the Supplier) or systems and procedures controlled by the Relevant Authority, then the Relevant Authority shall be responsible for the payment of such Financial Penalties. In this case, the Relevant Authority will conduct an internal audit and engage at its reasonable cost when necessary, an independent third party to conduct an audit of any such Personal Data Breach. The Supplier shall provide to the Relevant Authority and its third party investigators and auditors, on request and at the Supplier's reasonable cost, full cooperation and access to conduct a thorough audit of such Personal Data Breach;
- (b) if in the view of the Information Commissioner, the Supplier is responsible for the Personal Data Breach, in that it is not a Personal Data Breach that the Relevant Authority is responsible for, then the Supplier shall be responsible for the payment of these Financial Penalties. The Supplier will provide to the Relevant Authority and its auditors, on request and at the Supplier's sole cost, full cooperation and access to conduct a thorough audit of such Personal Data Breach; or
- (c) if no view as to responsibility is expressed by the Information Commissioner, then the Relevant Authority and the Supplier shall work together to investigate the relevant Personal Data Breach and allocate responsibility for any Financial Penalties as outlined above, or by agreement to split any financial penalties equally if no responsibility for the Personal Data Breach can be apportioned. In the event that the Parties do not agree to such apportionment then such Dispute shall be referred to the Dispute Resolution Procedure set out in Clause 34 of the Core Terms (Resolving disputes).

1.1.6.2 If either the Relevant Authority or the Supplier is the defendant in a legal claim brought before a court of competent jurisdiction ("Court") by a third party in respect of a Personal Data Breach, then unless the Parties otherwise agree, the Party that is determined by the final decision of the court to be responsible for the Personal Data Breach shall be liable for the losses arising from such Personal Data Breach. Where both Parties are liable, the liability will be apportioned between the Parties in accordance with the decision of the Court.

1.1.6.3 In respect of any losses, cost claims or expenses incurred by either Party as a result of a Personal Data Breach (the "Claim Losses"):

- (a) if the Relevant Authority is responsible for the relevant Personal Data Breach, then the Relevant Authority shall be responsible for the Claim Losses;
- (b) if the Supplier is responsible for the relevant Personal Data Breach, then the Supplier shall be responsible for the Claim Losses: and
- (c) if responsibility for the relevant Personal Data Breach is unclear, then the Relevant Authority and the Supplier shall be responsible for the Claim Losses equally.

1.1.6.4 Nothing in either clause 7.2 or clause 7.3 shall preclude the Relevant Authority and the Supplier reaching any other agreement, including by way of compromise with a third party complainant or claimant, as to the apportionment of financial responsibility for any Claim Losses as a result of a Personal Data Breach, having regard to all the circumstances of the Personal Data Breach and the legal and financial obligations of the Relevant Authority.

7. Termination

If the Supplier is in material Default under any of its obligations under this Annex 2 (*Joint Controller Agreement*), the Relevant Authority shall be entitled to terminate the Contract by issuing a Termination Notice to the Supplier in accordance with Clause 10 of the Core Terms (*Ending the contract*).

8. Sub-Processing

1.1.8.1 In respect of any Processing of Personal Data performed by a third party on behalf of a Party, that Party shall:

- (a) carry out adequate due diligence on such third party to ensure that it is capable of providing the level of protection for the Personal Data as is required by the Contract, and provide evidence of such due diligence to the other Party where reasonably requested; and
- (b) ensure that a suitable agreement is in place with the third party as required under applicable Data Protection Legislation.

9. Data Retention

The Parties agree to erase Personal Data from any computers, storage devices and storage media that are to be retained as soon as practicable after it has ceased to be necessary for them to retain such Personal Data under applicable Data Protection Legislation and their privacy policy (save to the extent (and for the limited period) that such information needs to be retained by the a Party for statutory compliance purposes or as otherwise required by the Contract), and taking all further actions as may be necessary to ensure its compliance with Data Protection Legislation and its privacy policy.