



Crown  
Commercial  
Service

---

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

**Provision of Consultancy for Strategic Base  
Blueprint Design**

**To**

**Ministry of Defence**

**From**

**PA Consulting Services Ltd**

**Contract Reference CCCC20B75**

---

**FRAMEWORK SCHEDULE 4 - CALL OFF ORDER FORM**

**PART 1 – CALL OFF ORDER FORM**

**SECTION A**

This Call Off Order Form is issued in accordance with the provisions of the Framework Agreement for the provision of RM6008 Management Consultancy Services Two dated 4 September 2018.

The Supplier agrees to supply the Services specified below on and subject to the terms of this Call Off Contract.

For the avoidance of doubt this Call Off Contract consists of the terms set out in this Template Call Off Order Form and the Call Off Terms.

Order Number	CCCC20B75
From	Ministry of Defence <b>("CUSTOMER")</b>
To	PA Consulting Services Ltd 10 Bressenden Place, London, SW1E 5DN, United Kingdom <b>("SUPPLIER")</b>
Date	06/01/2021

**SECTION B**

**1. CALL OFF CONTRACT PERIOD**

1.1.	<b>Commencement Date:</b> 6 <sup>th</sup> January 2021
1.2.	<b>Expiry Date:</b> End date of Initial Period: 2 <sup>nd</sup> April 2021

**2. SERVICES**

2.1.	<b>Services required:</b> In Call Off Schedule 2 Annex 1: The Services
------	---

**3. PROJECT PLAN**

3.1.	<b>Project Plan</b> (Call Off Schedule 4 (Project Plan)) Section 7 (Key Milestones and Deliverables) of the Statement of Requirements (Call Off Schedule 2 Annex 1: The Services)
------	--

#### 4. CONTRACT PERFORMANCE

4.1.	<b>Standards:</b> Clause 11 (Standards and Quality) Applied
4.2	<b>Service Levels/Service Credits:</b> Not applied
4.3	<b>Critical Service Level Failure:</b> Not applied
4.4	<b>Performance Monitoring:</b> Sections 7 and 14 of the Statement of Requirements (Call Off Schedule 2 Annex 1: The Services)
4.5	<b>Period for providing Rectification Plan:</b> Not required

#### 5. PERSONNEL

5.1	<b>Key Personnel:</b> <b>Customer:</b> REDACTED <b>Supplier:</b> REDACTED
5.2	<b>Relevant Convictions</b> (Clause 28.2 of the Call Off Terms): Clause 28.2 of the Call Off Terms

#### 6. PAYMENT

6.1	<b>Call Off Contract Charges</b> (including any applicable discount(s), but excluding VAT): In Annex 1 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)
6.2	<b>Payment terms/profile</b> (including method of payment e.g. Government Procurement Card (GPC) or BACS): Invoiced monthly in arrears payment by CP&F/Exostar In Annex 2 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing) Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.  The Supplier is required to submit an invoice to the Customer based on completion of milestones and KPIs delivered against the contract. Payment will then be made via the Contracting, Purchasing and Finance (CP&F) System upon receipt of a valid and accredited invoice.

	Payment can only be made following satisfactory delivery of pre-agreed certified deliverables and confirmation from the SRO that the items invoiced for have been accounted for.
<b>6.3</b>	<b>Reimbursable Expenses:</b> Not permitted
<b>6.4</b>	<b>Customer billing address</b> (paragraph 7.6 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)): <b>REDACTED</b>
<b>6.5</b>	<b>Call Off Contract Charges fixed for</b> (paragraph 8.2 of Schedule 3 (Call Off Contract Charges, Payment and Invoicing)): N/A For the entire duration of the Contract
<b>6.6</b>	<b>Supplier periodic assessment of Call Off Contract Charges</b> (paragraph 9.2 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)) will be carried out on: Not applicable
<b>6.7</b>	<b>Supplier request for increase in the Call Off Contract Charges</b> (paragraph 10 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)): Not Permitted

## 7. LIABILITY AND INSURANCE

<b>7.1</b>	<b>Estimated Year 1 Call Off Contract Charges:</b> The sum of £154,900.00 (excluding VAT) inclusive of all expenses
<b>7.2</b>	<b>Supplier's limitation of Liability</b> (Clause 37.2.1 of the Call Off Terms); Clause 37.2.1 of the Call Off Terms
<b>7.3</b>	<b>Insurance</b> (Clause 38.3 of the Call Off Terms): In Clause 38.3 of the Call Off Terms

## 8. TERMINATION AND EXIT

<b>8.1</b>	<b>Termination on material Default</b> (Clause 42.2 of the Call Off Terms): In Clause 42.2.1(c) of the Call Off Terms
<b>8.2</b>	<b>Termination without cause notice period</b> (Clause 42.7 of the Call Off Terms): In Clause 42.7 of the Call Off Terms

<b>8.3</b>	<b>Undisputed Sums Limit:</b> In Clause 43.1.1 of the Call Off Terms
<b>8.4</b>	<b>Exit Management:</b> Not applied

## 9. SUPPLIER INFORMATION

<b>9.1</b>	<b>Supplier's inspection of Sites, Customer Property and Customer Assets:</b> Not applicable
<b>9.2</b>	<b>Commercially Sensitive Information:</b> Not applicable

## 10. OTHER CALL OFF REQUIREMENTS

<b>10.1</b>	<b>Recitals</b> (in preamble to the Call Off Terms): Recitals B to E Recital C - date of issue of the Statement of Requirements: 1 December 2020 Recital D - date of receipt of Call Off Tender: 14 December 2020
<b>10.2</b>	<b>Call Off Guarantee (Clause 4 of the Call Off Terms):</b> Not required
<b>10.3</b>	<b>Security:</b> Short form security requirements set out in paragraphs 1 to 5 of Schedule 7 (Security) shall apply. In addition to Call Off Schedule 7 Short Form Requirements (paragraphs 1-5), Call Off Schedule 15 shall also apply.
<b>10.4</b>	<b>ICT Policy:</b> Not applied
<b>10.6</b>	<b>Business Continuity &amp; Disaster Recovery:</b> Not applied
<b>10.7</b>	<b>NOT USED</b>
<b>10.8</b>	<b>Protection of Customer Data</b> (Clause 35.2.3 of the Call Off Terms): See Clause 35.2.3 of the Call Off Terms
<b>10.9</b>	<b>Notices</b> (Clause 56.6 of the Call Off Terms): Customer's postal address and email address: <b>REDACTED</b> Supplier's postal address and email address: <b>REDACTED</b>

<b>10.10</b>	<b>Transparency Reports</b> In Call Off Schedule 13 (Transparency Reports)																																
<b>10.11</b>	<b>Alternative and/or Additional Clauses from Call Off Schedule 14 and if required, any Customer alternative pricing mechanism:</b> Call Off Schedule 15 (MOD Defcons and Deforms) shall apply Clause 60 of Call Off Schedule 14 shall apply (Access to MOD Sites)																																
<b>10.12</b>	<b>Call Off Tender:</b> In Schedule 16 (Call Off Tender) - <b>REDACTED</b>																																
<b>10.13</b>	<b>Publicity and Branding (Clause 36.3.2 of the Call Off Terms)</b> See Clause 36.3.2 of the Call Off Terms																																
<b>10.14</b>	<b>Staff Transfer</b> Not applicable																																
<b>10.15</b>	<b>Processing Data (Call Off Schedule 17)</b> 1. The contact details of the Customer Data Protection Officer is: <b>REDACTED</b> 2. The contact details of the Suppliers Data Protection Officer is: <b>REDACTED</b> 3. 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 Schedule.																																
	<table border="1"> <tr> <td><b>Contract Reference:</b></td> <td><b>CCCC20B75</b></td> <td></td> <td></td> </tr> <tr> <td><b>Date:</b></td> <td><b>6<sup>th</sup> January 2021</b></td> <td></td> <td></td> </tr> <tr> <td><b>Description of Authorised Processing</b></td> <td><b>Details</b></td> <td></td> <td></td> </tr> <tr> <td>Identity of the Controller and Processor To be provided at contract award</td> <td>The Parties acknowledge that for the purposes of the Data Protection Legislation the Parties are independent controllers of Personal Data under this Framework Agreement.</td> <td></td> <td></td> </tr> <tr> <td>Use of Personal Data</td> <td>Managing the obligations under the Call Off Contract Agreement, including exit management, and other associated activities,</td> <td></td> <td></td> </tr> <tr> <td>Duration of the processing</td> <td>For the duration of the Framework Contract plus 7 years.</td> <td></td> <td></td> </tr> <tr> <td>Nature and purposes of the processing</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Type of Personal Data</td> <td>Full name Workplace address Workplace Phone Number</td> <td></td> <td></td> </tr> </table>	<b>Contract Reference:</b>	<b>CCCC20B75</b>			<b>Date:</b>	<b>6<sup>th</sup> January 2021</b>			<b>Description of Authorised Processing</b>	<b>Details</b>			Identity of the Controller and Processor To be provided at contract award	The Parties acknowledge that for the purposes of the Data Protection Legislation the Parties are independent controllers of Personal Data under this Framework Agreement.			Use of Personal Data	Managing the obligations under the Call Off Contract Agreement, including exit management, and other associated activities,			Duration of the processing	For the duration of the Framework Contract plus 7 years.			Nature and purposes of the processing				Type of Personal Data	Full name Workplace address Workplace Phone Number		
<b>Contract Reference:</b>	<b>CCCC20B75</b>																																
<b>Date:</b>	<b>6<sup>th</sup> January 2021</b>																																
<b>Description of Authorised Processing</b>	<b>Details</b>																																
Identity of the Controller and Processor To be provided at contract award	The Parties acknowledge that for the purposes of the Data Protection Legislation the Parties are independent controllers of Personal Data under this Framework Agreement.																																
Use of Personal Data	Managing the obligations under the Call Off Contract Agreement, including exit management, and other associated activities,																																
Duration of the processing	For the duration of the Framework Contract plus 7 years.																																
Nature and purposes of the processing																																	
Type of Personal Data	Full name Workplace address Workplace Phone Number																																

		Workplace email address Names Job Title Compensation Tenure Information Qualifications or Certifications Nationality Education & training history Previous work history Personal Interests References and referee details Driving license details National insurance number Bank statements Utility bills Job title or role Job application details Start date End date & reason for termination Contract type Compensation data Photographic Facial Image Biometric data Birth certificates IP Address Details of physical and psychological health or me condition Next of kin & emergency contact details Record of absence, time tracking & annual leave		
	Categories of Data Subject			
10.16	<b>MOD DEFCONS AND DEFFORMS (Schedule 15)</b> <b>The following MOD DEFCONS and DEFFORMs form part of this Call Off Contract:</b> <b>DEFCONS</b>			

<b>DEFCON No</b>	<b>Version</b>	<b>Description</b>
DEFCON 5J	Edn 18/11/16	Unique Identifiers – Clause 4 does not apply
DEFCON 76	Edn 12/06	Contractor's Personnel at Government Establishments
DEFCON 502	Edn 05/17	Specification Changes
DEFCON 503	Edn 12/14	Formal Amendments to Contract
DEFCON 522	Edn 11/17	Payment and Recovery of Sums Due (CP&F)
DEFCON 532B	05/18	Protection of Personal Data
DEFCON 647	Edn 09/13	Financial Management Information
DEFCON 658	10/17	Cyber
DEFCON 703		Intellectual Property Rights – Vesting in the Authority
<b>DEFFORMs (Ministry of Defence Forms)</b>		
<b>DEFFORM No</b>	<b>Version</b>	<b>Description</b>
DEFFORM 111	Edn 12/17	Addresses and Other Information

## **Call Off Schedule 2 Annex 1: The Services**

### **1. PURPOSE**

- 1.1 For a period of 3 months, 2 to 3 x External Assistance (EA) are required to undertake a short-term surge capacity to develop the framework and conduct work on the Strat Base Blueprint design.
- 1.2 The Blueprint Design relates to how Joint Support need to structure our workforce as an organisation, and the concept and work required to achieve the end result in terms of how we need to work<sup>1</sup>. Joint Support has undergone the scoping phase and now needs to conduct a blueprint design phase to understand the requirement to operate and deliver a Strat Base Outload capability.

### **2. BACKGROUND TO THE CONTRACTING AUTHORITY**

- 2.1 Ministry of Defence, UK Strategic Command.
- 2.2 The Ministry of Defence work to protect the security, independence and interests of our country at home and abroad. We work with our allies and partners whenever possible. Our aim is to ensure that the armed forces have the training, equipment and support necessary for their work, and that we keep within budget.

### **3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT**

- 3.1 This work shall deliver against a major theme of the Defence Support Operating Model (DSOM) proposition regarding the lack of Strategic Base effectiveness and enable Chief of Defence Logistics & Support (CDLS) 'to have clear accountability for control and coordination of outloading from the Strategic Base and assure preparedness for outloading' as stated in the DSOM Construct Report Dec 18.
- 3.2 In order for Joint Support to fully understand the complexities of any additional roles and responsibilities and meet the future needs of Defence, a Strat Base Outload blueprint must be developed. The outload blueprint shall ensure that the future organisational roles, responsibilities, decision rights, processes and technology are understood, designed and documented. Continuing from the scoping phase (work conducted to date), a blueprint design phase shall be conducted from Jan to Mar 21. This will contribute to the work being conducted as part of the AGILE STANCE Campaign Plan.

---

<sup>1</sup> This is not about physical construction in the traditional sense and there is not expected to be any work related to construction of, or support of a building or hard facilities.

## 4. DEFINITIONS

Expression or Acronym	Meaning
CDLS	Chief of Defence Logistics & Support
COA	Course of Action
Def Sp	Defence Support (a 2* led organisation which is part of UKStratCom)
DSCOM	Defence Supply Chain Operations and Movements
DSOM	Defence Support Operating Model
DTx	DSCOM Transformation programme
EA	External Assistance
GFX	Government Furnished Asset
PJOB	Permanent Joint Operating Base. An overseas location where the MoD maintains a permanent presence.
SB	Strategic Base (this includes the UK homebase and PJOBS)
UKStratCom	United Kingdom Strategic Command (previously Joint Forces Command, JFC)

## 5. SCOPE OF REQUIREMENT

5.1 The requirement is for:

5.1.1 2 to 3 x EA to develop a Strategic Base (SB) Blueprint. The EAs will be required to be suitable SQEP and have a developed understanding of how Defence works and be capable of quantifying the complex nature of the Strategic Base's relationships and requirements.

5.1.2 The Supplier shall develop the Design Brief, create a baseline of processes and information flows, develop and select options, and plan the outline design work.

5.2 Essential Criteria:

5.3 Experience of working across the five operational domains, Air, Land, Sea, Cyber and Space is essential. There is an expectation that the supplier shall have a high level of understanding and awareness of how these are conducted in both an international and domestic context;

5.4 Knowledge transfer from the incumbent supplier to the Customer shall be provided at and contract closure.

## 6. THE REQUIREMENT

6.1 The Blueprint design is work to be conducted will follow the following steps;

- 6.1.1 Develop the design brief: This is understanding the scope of the work and understating the freedoms and constraints. Joint Support is required to evolve in order to deliver the Strategic Base Outload capability. Joint Support as an organisation is an established capability that has a current and ongoing commitment, the ability to deliver Strategic Base capability is an increase and will have a requirement to operate at greater scale with wider breadth and increased tempo.
- 6.1.2 Create a baseline of understanding: This will look to understand where Joint Support as an organisation currently is (considering current structure and organisation, and the transformation work currently ongoing), and where it needs to get to in order to operate and deliver as the Strategic Base Outload, which leads into the third aspect.
- 6.1.3 Develop and select options: This will look at developing the concept and understanding what needs to be achieved to develop a Strat Base capability.
- 6.1.4 Plan outline design work: The option selected will then be designed to allow the organisation to deliver the work.

## 7. KEY MILESTONES AND DELIVERABLES

7.1 The following Contract milestones/deliverables shall apply:

Milestone/Deliverable	Description	Timeframe or Delivery Date
1	Develop Design Brief	Within week 2 of Contract Initiation.
2	Create a Baseline of processes and information flows.	Within 4 weeks of Contract Initiation.
3	Develop and select options.	Within 7 weeks of Contract Initiation.
4	Plan outline design work.	Within 10 weeks of Contract Initiation.
5	All products briefed and delivered to the Customer.	Contract Closure (expected within 12 weeks of contract initiation).

## 8. MANAGEMENT OF INFORMATION/REPORTING

8.1 The Supplier shall provide, in addition to the above milestones, an update to the SB Blueprint Design to the SRO with Face to Face bi-monthly meetings held at the Abbey Wood site (address detailed in section for base location),

virtual meetings will be held on a weekly basis to provide weekly status report updates to the SRO, the status report updates shall align with Joint Support governance. The incumbent supplier may be required to attend on site for the duration of the work, covid situation permitting.

- 8.2 The Supplier shall ensure reports are cognisant of Joint Support governance, there may be requirements to report to the Joint Support programme board on an as required basis as directed by the programme SRO.

## **9. VOLUMES**

- 9.1 Not applicable.

## **10. CONTINUOUS IMPROVEMENT**

- 10.1 The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
- 10.2 The Supplier should present new ways of working to the Customer during monthly Contract review meetings.
- 10.3 Changes to the way in which the Services are to be delivered must be brought to the Customer's attention and agreed prior to any changes being implemented.

## **11. SUSTAINABILITY**

- 11.1 Not applicable.

## **12. QUALITY**

- 12.1 All outputs shall be of high quality.

## **13. STAFF AND CUSTOMER SERVICE**

- 14.1 The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.
- 14.2 The Supplier's staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.
- 14.3 The Supplier shall ensure that staff understand the Customer's vision and objectives and will provide excellent customer service to the Customer throughout the duration of the Contract.

## **14. SERVICE LEVELS AND PERFORMANCE**

- 15.1 The Customer will measure the quality of the Supplier's delivery by:

15.1.1

<b>KPI/SLA</b>	<b>Service Area</b>	<b>KPI/SLA description</b>	<b>Target</b>
----------------	---------------------	----------------------------	---------------

1	Outline delivery plan	An outline of how the incumbent supplier shall deliver the 4 elements required as detailed in the Statement of Requirement. This must clearly state the anticipated timescales for each element to be completed, along with details regarding how monthly updates shall be provided to the Customer.	Within 2 weeks of Contract Award Letter
2	Develop Design Brief	Develop the design approach and document the design brief. This shall incorporate a defined scope, defined design principles, external good practice identify issues, freedoms and constraints and define the lexicon.	Within 2 weeks of Contract Initiation
3	Create a baseline	Capture and document key baselines of processes and information flows. This shall provide documented baseline to include; level 1 Enterprise Process Map of the SB, document initial RACI, map key locations, identify key contracts, and produce an example level 3 process map for a single function within a SB outload (determined by the Customer).	Within 4 weeks of Contract Initiation
4	Develop and select options	Develop a number of COAs to support Def Sp leadership to down select a preferred option for implementation of the SB Blueprint Programme of Work. This shall identify, document and recommend; selection criteria aligned to the design brief, develop options and score these against the identified selection- these are to be aligned to the design brief. Develop and score the options against the selection criteria.	Within 7 weeks of Contract Initiation

5	Plan outline design work	Once the preferred option has been selected by the Customer, develop an outline plan for the design and implementation phase. Identifying, documenting and recommending an outline plan to deliver the SB design and implementation in FY 21/22 and 22/23.	Within 10 weeks of Contract Initiation to allow for amendments if required.
6	Contract Closure	Lessons Identified presentation and knowledge transfer	End of contract week 12

## **15. SECURITY AND CONFIDENTIALITY REQUIREMENTS**

- 16.1 Allocated consultants must hold as a minimum; Security Clearance.
- 16.2 The Customer, upon entry to its sites retains the rights to search visitors, this must be accepted by the allocated consultants. Entrance to site/premises and to grant access a proof of photo ID along with proof of the security clearance held will need to be provided to the Customer in order to book the consultant onto site / premises.

## **16. PAYMENT AND INVOICING**

- 17.1 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
- 17.2 The Supplier is required to submit an invoice to the Customer based on completion of milestones and KPIs delivered against the contract. Payment will then be made via the Contracting, Purchasing and Finance (CP&F) System upon receipt of a valid and accredited invoice.
- 17.3 Payment can only be made following satisfactory delivery of pre-agreed certified deliverables and confirmation from the SRO that the items invoiced for have been accounted for.

## **17. CUSTOMER'S RESPONSIBILITIES**

- 18.1 The Customer shall provide the incumbent suppliers with suitable Government Furnished Asset (GFX) in the form of MODNET laptops to allow access to the official Sensitive information required to deliver the outputs contained within this contract. This will be on a temporary loan basis and any GFX offered in support of this contract must be returned to the Customer in full working order upon completion of this contract.

## **18. CONTRACT MANAGEMENT**

- 19.1 The Customer will contract manage in line with the Key Milestones and KPI/SLA's.

## **19. LOCATION**

- 20.1 In the current COVID climate the Customer is following Government guidelines and supporting home working where it is appropriate to do so. Therefore, home working will be the main location.
- 20.2 Travel to MOD Abbey Wood, Bristol, BS34 8JH is expected on a weekly basis to attend SB Face to Face meetings and brief an update on outputs. Occasional visits, when required, to Joint Warfare, Northwood HQ, Hertfordshire, HA6 3NB.
- 20.3 For the purposes of T&S, the 'base location' shall be deemed as Abbey Wood, Bristol, BS34 8JH and is therefore included in the Commercial Agreement rates.

**Annex 2 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)**

For the avoidance of doubt, the total contract value shall not exceed £154,900.00 (excluding VAT).

**REDACTED**

## FORMATION OF CALL OFF CONTRACT

**BY SIGNING AND RETURNING THIS CALL OFF ORDER FORM (which may be done by electronic means) the Supplier agrees to enter a Call Off Contract with the Customer to provide the Services in accordance with the terms Call Off Order Form and the Call Off Terms.**

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

**In accordance with paragraph 7 of Framework Schedule 5 (Call Off Procedure), the Parties hereby acknowledge and agree that this Call Off Contract shall be formed when the Customer acknowledges (which may be done by electronic means) the receipt of the signed copy of the Call Off Order Form from the Supplier within two (2) Working Days from such receipt.**

### For and on behalf of the Supplier:

Name and Title	REDACTED TEXT
Signature	REDACTED TEXT
Date	04/01/2021

### For and on behalf of the Customer:

Name and Title	REDACTED TEXT
Signature	REDACTED TEXT
Date	04/01/2021