



Crown
Commercial
Service

Digital Outcomes and Specialists 5 (RM1043.7)

Framework Schedule 6 (Order Form)

Version 2

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

Order Form

Call-Off Reference: PS112

Call-Off Title: LE TacCIS PPMO PSS Specialist Support

Call-Off Contract Description: To provide specialist resource to deliver a PMO managed service under the direction of the LE TacCIS Prog Mgr to support the SRO and Prog Dir in the delivery of the programmes outcomes and objectives.

(DOS Outcomes)

The Buyer: [REDACTED]

Buyer Address: Professional Services, Defence Digital, Spur B2, MOD Corsham, Wilts, SN13 9NR

The Supplier: PA Consulting Services Ltd

Supplier Address: 10 Bressenden Place London SW1E 5DN

Registration Number: 00414220

DUNS Number: 211000617 SID4GOV

ID:

Applicable Framework Contract

This Order Form is for the provision of the Call-Off Deliverables and dated 26.08.22.

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

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

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

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

Call-Off Lot

Outcomes

Call-Off Incorporated Terms

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

- 1 This Order Form including the Call-Off Special Terms and Call-Off Special Schedules.
- 2 Joint Schedule 1 (Definitions) RM1043.7
- 3 Framework Special Terms
- 4 The following Schedules in equal order of precedence:
 - Joint Schedules for RM1043.7 ○ Joint Schedule 2 (Variation Form) ○ Joint Schedule 3 (Insurance Requirements) ○ Joint Schedule 4 (Commercially Sensitive Information) ○ Joint Schedule 6 (Key Subcontractors) ○ Joint Schedule 7 (Financial Difficulties) ○ Joint Schedule 10 (Rectification Plan) ○ Joint Schedule 12 (Supply Chain Visibility)
 - Call-Off Schedules for RM1043.7 ○ Call-Off Schedule 1 (Transparency Reports) ○ Call-Off Schedule 2 (Staff Transfer) ○ Call-Off Schedule 3 (Continuous Improvement) ○ Call-Off Schedule 5 (Pricing Details and Expenses Policy) ○ Call-Off Schedule 6 (Intellectual Property Rights and Additional Terms on Digital Deliverables) ○ Call-Off Schedule 7 (Key Supplier Staff) ○ Call-Off Schedule 8 (Business Continuity and Disaster Recovery) ○ Call-Off Schedule 9 (Security) ○ Call-Off Schedule 10 (Exit Management) ○ Call-Off Schedule 13 (Implementation Plan and Testing) ○ Call-Off Schedule 15

(Call-Off Contract Management) ○ Call-Off Schedule 17 (MOD Terms) ○

Call-Off Schedule 20 (Call-Off Specification) ○ Call-Off Schedule 26 (Cyber
Essentials Scheme)

5 CCS Core Terms (version 3.0.9)

6 Joint Schedule 5 (Corporate Social Responsibility) RM1043.7

7 Call-Off Schedule 4 (Call-Off Tender) as long as any parts of the Call-Off Tender that
offer a better commercial position for the Buyer (as decided by the Buyer) take
precedence over the documents above.

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

Call-Off Special Terms

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

None.

Call-Off Start Date: 01.09.22

Call-Off Expiry Date: 31.08.24

Call-Off Initial Period: 2 Years

Call-Off Optional Extension Period: N/A

Minimum Notice Period for Extensions: 1 month

Call-Off Contract Value: £ [REDACTED] ex vat, plus £ [REDACTED] vat T&S LOL = TCV of
£1,006,900.00 ex vat. Capped T&M.

IR35: The Off Payroll rules apply.

Valid SC clearance required. Supplier confirms all personnel on this contract hold valid SC
Clearance and will do so for contract duration.

Call-Off Deliverables

See Appendix 1. (Page 9 – 19).

Buyer's Standards

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

QA: No specific Quality Management System requirements are defined. This does not relieve
the Supplier of providing conforming products under this contract.

No Deliverable Quality Plan is required reference DEFCON 602B 12/06. Concessions shall
be managed in accordance with Def Stan. 05-061 Part 1, Issue 6 - Quality Assurance
Procedural Requirements - Concessions.

Any contractor working parties shall be provided in accordance with Def Stan. 05-061 Part 4,
Issue 3 - Quality Assurance Procedural Requirements - Contractor Working Parties.

Processes and controls for the avoidance of counterfeit materiel shall be established and
applied in accordance with Def Stan. 05-135, Issue 2 – Avoidance of Counterfeit Materiel.

Cyber Essentials Scheme

Template and Call-Off Schedules)

The Buyer requires the Supplier, in accordance with Call-Off Schedule 26 (Cyber Essentials Scheme) to provide a valid Cyber Essentials Certificate prior to commencing the provision of any Deliverables under this Call-Off Contract. SAQ to be completed, copy to also be sent to Comrcl. If Supplier does not meet standard, Improvement plan to be provided. Cyber RAR ref is: 217583969 Low Risk.

A SAL (Security Aspects Letter) applies, dated 24.08.22. Supplier acknowledges and complies with SAL by signing this contract. Deform 94 applies, (NDA), Supplier to sign and return to DD Comrcl.

Maximum Liability

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

The Estimated Year 1 Charges used to calculate liability in the first Contract Year is £ [REDACTED] ex vat.

Call-Off Charges

Capped Time and Materials (CTM)

Where non-UK Supplier Staff (including Subcontractors) are used to provide any element of the Deliverables under this Call-Off Contract, the applicable rate card(s) shall be incorporated into Call-Off Schedule 5 (Pricing Details and Expenses Policy) and the Supplier shall, under each SOW, charge the Buyer a rate no greater than those set out in the applicable rate card for the Supplier Staff undertaking that element of work on the Deliverables.

Reimbursable Expenses

T&S LOL of £ [REDACTED] ex vat.

Payment Method

CP&F

Buyer's Invoice Address (PM)

Name: [REDACTED]

Role: [REDACTED]

Phone: [REDACTED]

Email address: [REDACTED]

Address: Army Headquarters, Blenheim Building, Ground Floor, Zone 2, IDL 1, Marlborough Lines, Monxton Road, Andover, Hampshire, SP11 8HJ

Buyer's Authorised Representative

Name: [REDACTED]

Role: [REDACTED]

Email: [REDACTED]

Address: MOD Corsham, DD, Prof Svcs, Spur B2, SN13 9NR

Supplier's Authorised Representative

Name: [REDACTED]

Framework
Template,
Template and Call-Off Schedules)
Phone: M: [REDACTED]

OFFICIAL-SENSITIVE COMMERCIAL Schedule 6 (Order Form
Statement of Work

Email address [REDACTED]

Address: PA Consulting | 10 Bressenden Place London SW1E 5DN

Supplier's Contract Manager

Name: [REDACTED]

Phone: [REDACTED]

Email address: [REDACTED]

Address: PA Consulting | 10 Bressenden Place London SW1E 5DN

Progress Report Frequency

Monthly. Supplier and PM to agree monthly SOW. Related acceptance certificates to be signed off.

Progress Meeting Frequency Monthly.

Key Staff

Name: [REDACTED]

Email: [REDACTED]

Name: [REDACTED]

Email: [REDACTED]

Name: [REDACTED]

Email: [REDACTED]

Workers Engagement Route. Inside IR35. SDS Letters to be issued by Authority.

Key Subcontractor(s) None.

Commercially Sensitive Information

Supplier's day rates.

Additional Insurances

Not applicable

Guarantee

Not applicable

Social Value Commitment

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

Statement of Works

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

For and on behalf of the Supplier:

Signature: [REDACTED]

Name: [REDACTED]

Role: [REDACTED]

Date: 31/08/22

For and on behalf of the Buyer:

Signature: [REDACTED]

Name: [REDACTED]

Role: [REDACTED]

Date: 31.08.22

Appendix 1

The first Statement(s) of Works shall be inserted into this Appendix 1 as part of the executed Order Form. Thereafter, the Buyer and Supplier shall complete and execute Statement of Works (in the form of the template Statement of Work in Annex 1 to the template Order Form in Framework Schedule 6 (Order Form Template, Statement of Work Template and Call-Off Schedules)).

	No	Requirement Title	Requirement Description	Requirement Deliverables	Acceptance Criteria
Programme Management Office Functions	1	Programme Management Office (PMO) Support	Support to Programme Management Office (PMO) Leadership	1.1.1 Programme Board (PB) reporting support, including corporate reporting. (quarterly).	<ul style="list-style-type: none"> • 1.1.1 – 1.1.4 Criteria as follows: Timely delivery of agreed slides for PB/1* TACSYS Informal Review/Exec/CIWG; General PB/Exec/Sub PB/CIWG Support if required; Meeting minutes/RODS including action tracker as required; Proposed Courses of Action (COA) plans. Programme level issues identified, including ID of correct level/seniority/delegated responsibility. • 1.2.5 Coordinate PMP 6 monthly review. Support PMO Lead and others in the update of
				1.1.2 1* Informal TacSys review reporting support (2 monthly).	
				1.1.3 Morpheus Exec Bd (sits beneath the LE TacCIS PB) reporting support (2 monthly).	
				1.1.4 CIWG reporting and secretariat support (quarterly). Capturing key DLOD outputs (Risks & Issues) from Project CIWGs and elevating them to Prog Bd)	
				1.2.5 Programme Management Plan (PMP Update (6 monthly).	
				1.3.5 Support in enabling MSP, AOM and AAP review Health Check & Maturity assessments.	

				1.4.5 Support to Maturity Improvement Plan & updates.	Main Body and Governance section of PMP following review. Co-ordination, integration, quality assurance of all new and updated elements/annexes . Initial update at
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					<p>+ 6 months. 2nd update at +12 months. Updates may include addition of new projects as they come on line (i.e. Production of Project Mandates and co-ordinating configuration control activity to ensure associated documents are updated).</p> <ul style="list-style-type: none"> • 1.3.5 Includes as a minimum updates where required of: Programme Organisation; Leadership and Stakeholder Engagement; Benefits Management; Planning and Control; The Business Case; Risk and Issue management; Quality and Assurance Management. • 1.4.5 Based on recommendations from 1.3 and must include timescales, RIO, roles and responsibilities and co-ordination of actions with the appropriate lead for each action owner.
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	2	Benefits Management.	Programme Benefits Manager and appropriate functional support where required, to lead and deliver a programme Benefits function on behalf of the SRO and Programme Manager.	<p>Program Level: 2.1.1 Benefits Mapping, Benefits Realisation and Mapping Plan & Benefits Realisation Plan and tracker (BRP), Benefits Management Strategy updates as required in line with Benefits Refresh activity.</p> <p>2.2.1 Benefits Management reporting</p> <p>2.3.1 Benefits Managements Measurement analysis and support.</p> <p>Project Support: 2.1.2 Support project teams in identifying, documenting and measuring benefits</p>	<p>2.1.9: Benefits Map and BRP update to take account of latest programme changes against the benefits baseline, ensuring coherence with governance, tools, processes and stakeholders</p> <p>2.2.9: Reporting to LE TacCIS Programme Boards and Exec Boards as required).</p> <p>2.2.9:- Continual improvement and development of Benefits Management process, and applying this process to capture and assess user feedback from capabilities delivered by LE TacCIS.</p> <p>2.4.9: Monitor the progress of benefits realization against the plan: Analysis of benefits management assessment results, application of results to the programme benefits baseline and updates to Benefits Management documentation.</p>	
	3	Scope Management.	Programme		3.1.5 Six monthly review of	

			Scope Manager, and appropriate	3.1.1 Deliver PMP Scope Annex updates and process	programme PMP Scope	
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			functional support where required, to lead and deliver a programme Scope function on behalf of the SRO and Programme Manager.	improvement (as required).	Management Annex to update processes and ways of working. Generate, agree and incorporate updates into the PMP (in line with the update cycle) and implementation plan to be agreed and executed. 3.1.5 Co-ordinate the IUWG to implement Intelligent User ways of working across the Prog.	
	4	Dependency and Assumption Management.	Provide a programme Dependency and Assumptions Manager and appropriate functional support where required, to lead and deliver a programme Dependencies and	4.1. 1 Engage with the relevant DD / TacSys and Army HQ Programme & Project Teams to identify, capture and agree dependencies. Facilitate and coordinate these discussions between the External Programmes and the relevant lead staff within LE TacCIS.	4.1.9 Routine POL Updates 4.2.9 Quarterly 3OA review and updates reflected in ADAM (in conjunction with TacSys Team). 4.3.9 LE TacCIS owned dependencies managed through POL. Attendance	

			<p>Assumptions function.</p> <p>Actively support the SRO and PG Mgr in the management of dependencies with internal and external stakeholders.</p>	<p>4.2.1 Support the TacSys DT RMs and Dependency Manager with 3OA management on ADaM.</p> <p>4.3.1 Engage with the TacSys Dependency Manager to facilitate the management of all LE TacCIS owned dependencies.</p> <p>4.4.1 Responsible for the generation of, and managing the agreement of Programme Dependencies.</p>	<p>at relevant TACSYS Dependency meetings/reviews.</p> <p>4.4.9 & 4.5.9 Timely updates to POL (monthly maintenance where required)</p>	
				<p>Maintain all LE TacCIS related assumptions and dependencies in POL.</p> <p>4.5.1 Engage with Hd Progs and Hd Portfolio to align and cohere wider Defence and Army Portfolio Dependencies.</p> <p>4.6.1 Run the identification, recording and management of Assumptions and Dependencies across LE TacCIS (internal and external dependencies and assumptions).</p>		
5	Planning & Scheduling Management.	Programme Planning a	5.1.9 - Update and maintenance of the LE TacCIS L0, L1	5.1.9: Quarterly update release of the Level 0 L1 and		

			Scheduling Manager and appropriate functional support where required, to lead and deliver a programme Planning and Scheduling function on behalf of the SRO and Programme Manager	<p>Programme Schedule. Broad engagement with LE TacCIS Capability Owners pan programme. Update and maintain an LE TacCIS Level 3 schedule, comprising of all LE TacCIS component Programmes.</p> <p>5.2.9 -- Lead Army HQ input into Joint Quarterly SRA runs, working with TacSys as required.</p> <p>5.3.9- Input Schedule information to the various CIWG's, Exec Board's and the 2* Programme Board.</p>	<p>Level 3 LE TacCIS Programme Schedules.</p> <p>5.2.9: Quarterly SRAs produced with TACSYS.</p> <p>5.3.9: Attendance and input as required to all CIWGs, Exec Boards and Programme Boards and supporting meetings. Generation of RoDs / minutes as required.</p>	
	6	Manage Change Control.	Programme Change Control Manager and appropriate	6.1.5 Run the LE TacCIS Change Control Process	6.1.5 Annex review and updates to include improvements	

			functional support where required, to lead and deliver a programme Change Control Process on behalf of the SRO and Prog Mgr.		found through review.	
				<p>6.2.5 Run monthly Change Control Management and Co-ordination meetings. 6.3.5 Update to Change Control PMP Annex. (6 monthly)</p>	<p>6.2.25 Agree improvement to, establish and run the LE TacCIS PMO Change Control Process. Liaise with TacSys Change Control Manager/ and support LE TacCIS/Army HQ staff in understanding & using the process and their responsibilities within it .</p>	

	7	Risk, Issue & Opportunity Management.	Programme level Risk Manager and appropriate functional support where required, to lead, deliver, develop and communicate Risk, Issues and Opportunity Management on behalf of the SRO and Prog Mgr.	7.1.5 Generate and maintain RIO Reports for PB, XDLOD elements for Exec boards & each CIWG (quarterly).	7.1.5 RIO reports produced and agreed with Chair of each governance level including agreement of which RIO to be included in slides for discussion.	
				7.2.5 RIO Management Support (monthly).	7.2.25-7.2.31 Monthly updates to POL following delivery of a monthly Programme RIO review to Prog Mgr, incorporating outputs from Project Level PM/CM reviews. Quarterly management and information input to PDSS (or future equivalent) and PMRS with RIO information. Generate RIO Mitigation plan recommendations for stakeholder management to agree. Identification and agreement of RIO	
					owners. MI for inclusion in the Programme Highlight Report.	

				7.3.5 Update of RIO Management PMP Annex. (6 monthly).	7.3.5 - Review of PMP Annex and improvement actions. Inclusion of improvements, include update of RIO RBS with explanation and guidance, update thresholds where applicable.	
				7.4.5 Design and deliver upskilling to risk owners and process participants (Quarterly)	7.4.5 Routine briefing and training to "Risk Process Manager" role holders to ensure consistency of approach across the LE TacCIS Programme. Formal events delivered quarterly or following major personnel changes (Total 4 per year).	
				7.5.5 Support to Quantitative Risk Analysis (QRA)	7.5.5 Contributing Army HQ risk information to cost and schedule risk analysis carried out to aid management situational awareness and decisions and to support approvals. Provide technical oversight of relevant QRA. Communicate insight to Capability Managers based on interpretation of QRA outputs.	

8	Stakeholder Management.	Stakeholder Manager and appropriate functional support where required, to lead and deliver Programme communications to identified stakeholder audiences; identify who needs to be communicated with, how often and to what end on behalf of the SRO and Prog Mgr.	8.1.5 Stakeholder Comms plan updates (monthly).	8.1.25-8.1.31- Provide a plan for communications with Stakeholders; Users, Interfacing programmes and systems, approving authorities, delivery teams and team members.	
			8.2.5 Products and delivery for stakeholder engagement. (as required).	8.2.5 Update to products tailored to relevant stakeholder groups and provide products (newsletters, info updates, and articles) for communication to relevant groups on at least quarterly, and adhoc when circumstances (major change with significant stakeholder implications) basis.	
			8.3.5 Updates to Stakeholder Management PMP Annex. (6 monthly). 8.4.5 Conduct a quarterly Stakeholder Analysis and associated effects review.	8.3.5 - Six monthly review of Stakeholder Management Annex and implementation of improvement plan. Any prog management agreed action plan must be integrated with the intent of the PMP as a whole.	
9	P3M Knowledge Transfer	Throughout the duration of the contract the supplier will	9.1.5 Develop and adhere to a Knowledge Transfer Plan.	9.1.5 Quarterly update to Knowledge Transfer Plan	

			deliver continual knowledge transfer to Army HQ Crown Servant PMO	9.2.5 Develop and continually update a Knowledge Transfer Data Pack (in line with deliverables for each supported	9.2.5 Knowledge transfer to be developed and delivered including, Risk, Benefits,	
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			staff (where appropriate posts are resourced) to enable them to conduct future activity without the need for contracted SME support.	functional area of the program).	Approvals, Scheduling, Leading Agile Programmes, Programme Inductions and additional programmatic training.	
				9.3.5 Develop and adhere to a Knowledge Transfer Plan to build the capacity of Crown Servants within the LE TacCIS PMO	Specific targets for knowledge transfer are:	
				9.4.5 Work with APfO to ensure all knowledge transfer is aligned to the strategic intent of the APfO		
					LE TacCIS Capability Managers, Project Managers and Requirements Managers	
					· C4I Capability Team	
Capability Development Support / Business Transformation	10	Business Process Transformation and Intelligent User Support	Support the Army HQ as an Intelligent User through the continuing deployment and refinement of the ECD TOM into BAU as it affects the C4I FCWG and CM functions:	10.1.1: Support Army HQ fulfil it's obligations as Intelligent User through continual business improvement.		

			C4I FCWG staffing process and Governance support role	10.2.1 : Adopt a lean approach to Continual Business Improvement, driven by the capability delivery plan	10.1.1 - 10.2.1: Conduct Maturity assessments of the functions for which the IU community is accountable / responsible. Report progress back to the IUWG	
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					and recommend COAs to improve maturity where required, driven by planned capability delivery. This includes support to any future SI contract.	
			Development and management of the C4I Capability Roadmap	10.3.1 : Support Change Management recommendations to BAU	10.3.1-10.4.1: Use recommendations from ECD JCRVT study to implement adoption of change management approach as Business as Usual through the PMP. Support TacSys in the generation of technology and obsolescence roadmaps.	
			Alignment with neighbouring capability areas		10.4.1 - 10.7.1: Maintain 'simple' capability roadmap, and support development of capability roadmap in Sparx/Alfabet. Support the execution of the IUWG (Intelligent User Working Group) trials.	

				10.4.1 Support the continuing development of the C4I Capability Roadmap		
				10.5.1 - Support LE TacCIS concepts and vision generation	19.5.9 - 19.5.11: Support LD C4I Concepts and Vision to align outcomes of LE TacCIS to meet demands of Integrated	
					Review. Support to identification and capture of emerging requirements primarily from Integrated Review - interpreting FFD outputs and translating them into LE TacCIS requirements.	
				10.6.1 Development of Obsolescence and Technology views informed by TacSys CDO		
				10.7.1 Support the maintenance of the C4I Capability Roadmap 10.1.2: Support to AH-Ops in transitioning and running LE TacCIS Approvals within Army HQ.	10.1.2: Support to AH-Ops and CMs in running LE TacCIS Approvals process within Army HQ. Work with PMO Approval lead to provide artifacts and evidence required to meet approvals and scrutiny requirements.	
	11	Knowledge				

Transition Support		Transfer	Knowledge transfer and transition preparation and delivery in advance of contract completion.	11.1.1 Delivering routine / regular knowledge transfer to AHQ Crown Servant and Military workforce. 11.2.1 Preparing for and delivering on boarding and knowledge transfer to a future PSS delivery team on conclusion of this contract.		

PA Proposal
11.08.22

PS112 Army HQ LE TacCIS PMO Specialist Resource Support

PA Consulting Services Limited (UK)

Through our work at Army HQ, we know that you need to invest in SQEP resource to run the LE TacCIS PMO.

We will deploy mature, effective programme management using our **Proactive PMO** approach.

Our **Proactive PMO** is resourced from 750+ P3M experts with reachback into 3,000+ consultants.

We will provide the control you need to make the right capability decisions at the right time. Please see response to technical solution below for more detail.

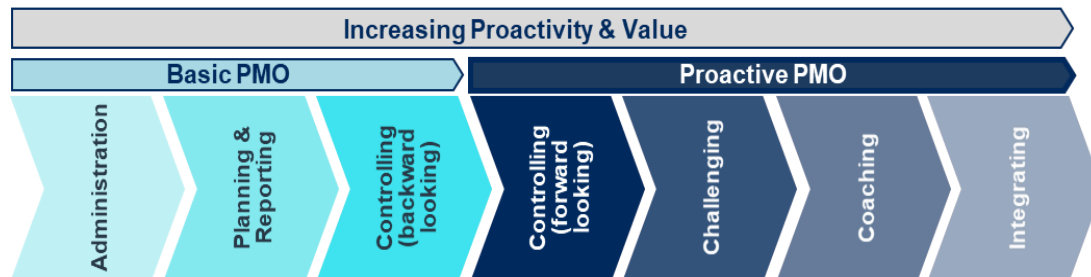
We know the Army's 'hot-spot' areas and in parallel with the RapidReview these will be prioritized from mobilization.

We will provide SQEP, proactivity, insightful analysis, and ability to make timely decisions from day-one. Please see response to technical solution below for more detail.

We will **deliver all the required skills and functions of a high performing PMO** by tailoring our proven **‘Proactive PMO’** service to you.

Developed from over 150 Programmes across industry and using our deep experience of the Army & TacSys, we will give you access to a continuously improving Army HQready toolkit of **SQEP**, practices, processes, and tools.

We know you currently have a basic, process-driven PMO (see below). We will accelerate delivery and maturity of the LE TacCIS PMO to provide Army leaders with the control to stay

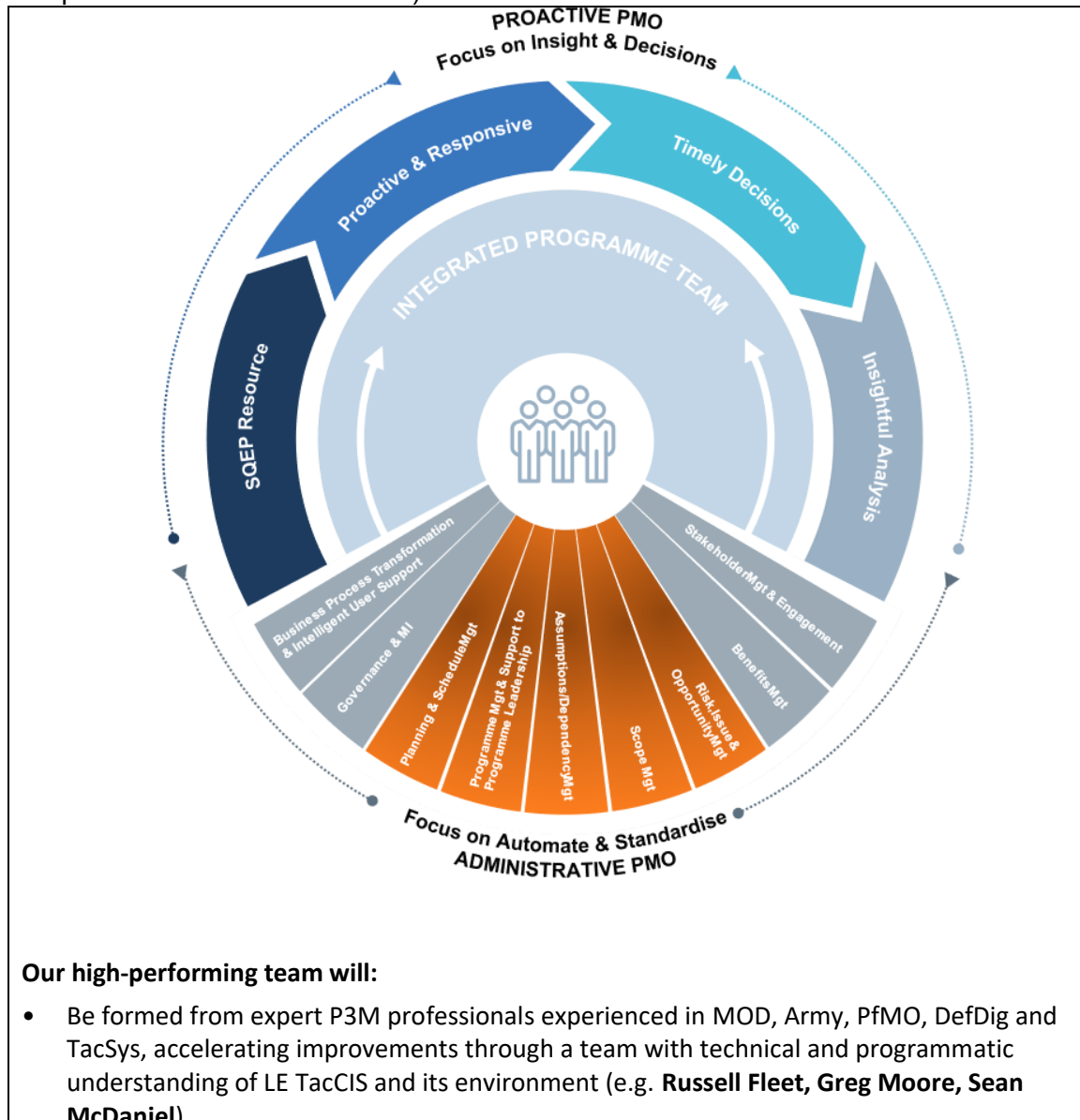


one-step ahead.

From contract start, an initial ‘Rapid-Review’ (same methodology we recently used for AJAX review) will confirm **‘hot-spot areas’**. The review informs the PMO plan/roadmap & PMO sizing/shape to be as efficient as possible. We will deliver this in 4 weeks, as providers are transitioned and the PMO is mobilized.

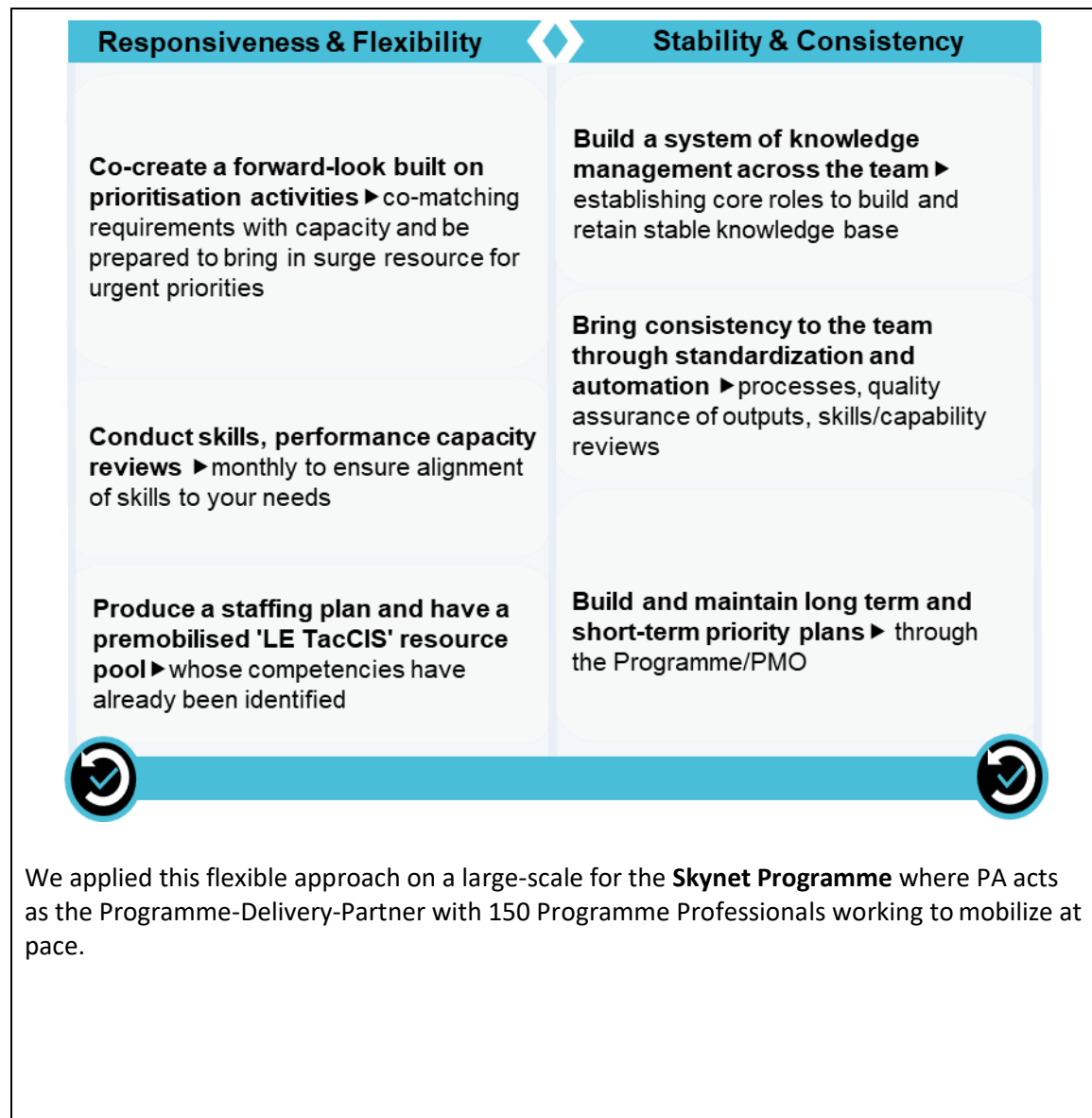


We know the Army’s **‘hot spot’** areas and in parallel with the Rapid-Review these will be prioritized from mobilization. We will provide SQEP, proactivity, insightful analysis, and ability to make timely decisions from day-1.

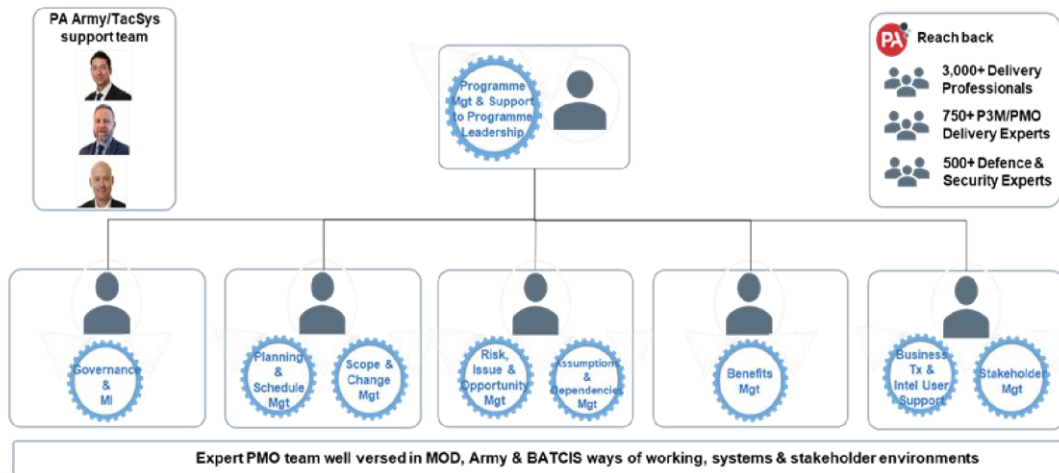


- Integrate and **deliver at pace**, tailoring our proven Proactive PMO service to LE TacCIS, seizing the opportunity to automate controls (PowerBI Workflows) to shift focus to high value Proactive PMO activity
- Bring **evidenced-based recommendations** to programme leaders with prioritised interventions providing one-view of the truth (PowerBI dashboards)
- Increase delivery performance by re-using **proven tools and practices we developed for APfO or TacSys**
- Drive performance using Objectives and Key Results (OKR) to agree performance targets with you, monthly feedback surveys, and a continuous improvement action plan.

We will have a '**core-team**' for stability augmented by '**surge-teams**' with specialist skills as and when you need them, and wider reach-back to 750+ specialist P3M&PMO professionals to balance responsiveness/flexibility & stability/consistency (see below).

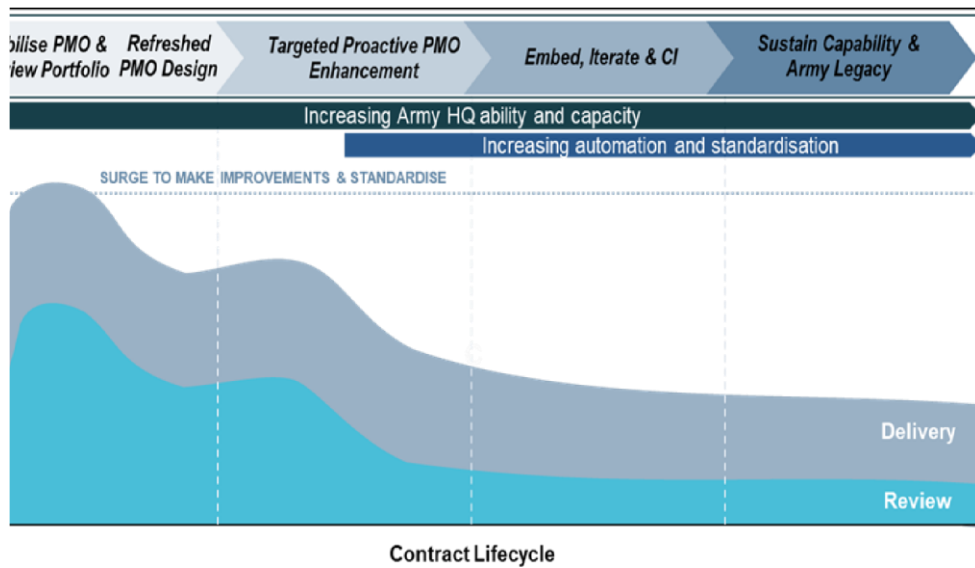


Our structure;



	Indicative FTE			
Role/Responsibility	Phase1	Phase2	Phase3	Phase4
Pg/PMO-Lead	0.5	0.25	0.2	0.1
Governance/MI	1.0	1.0	0.5	0.25
Planning/Schedule	1.0	0.5	0.5	0.25
RAIDO	1.0	0.5	0.5	0.25
Scope&Change	0.25	0.25	0.25	0.25
Benefits	0.5	0.25	0.25	0.25
BusTx/Stakeholders	0.75	0.5	0.5	0.25

Our indicative profile (below) demonstrates surge to review and improve PMO performance, then using standardisation, automation, and knowledge transfer to reduce team size/roles while leaving the legacy capability.



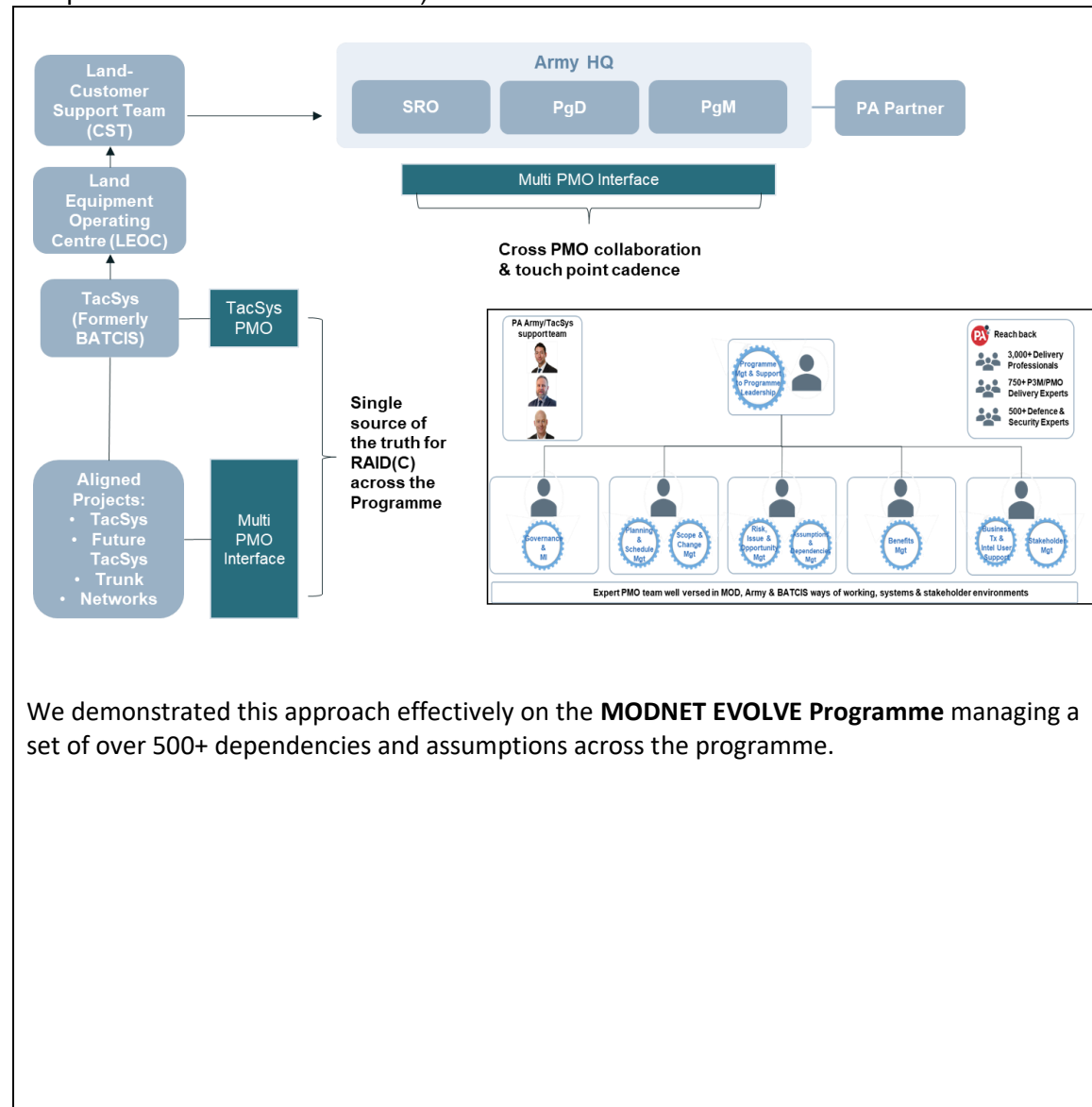
• Our team can start on 1st September or sooner

We will take an **integrated approach to RAID(C)**:

Activity	How	Outcome/Benefits
Capture and consolidate from working groups, existing artefacts, and lessons	Leverage our experience across other Army programmes giving deep insight on approvals, dependency management, and relationships with DE&S e.g., AJAX review	Fast tracked value
RAID(C) planning operations	Define the RAID(C) synonymous with the PMO roadmap/plan, co reviewing monthly, and driving the cadence of reporting via a programme dashboard showing health of PMO trajectory and exception activities - available in your MODNET SharePoint for real time visibility	Clear line-of-sight plan Enhanced control & decision making
Agile & Adaptive to manage & mitigate early	Daily stand ups and weekly retro flash reporting involving cross PMO RAID(C) to commit, communicate and review key actions	Enhanced collaboration Reduced delivery risk

Between PMO functions we will:

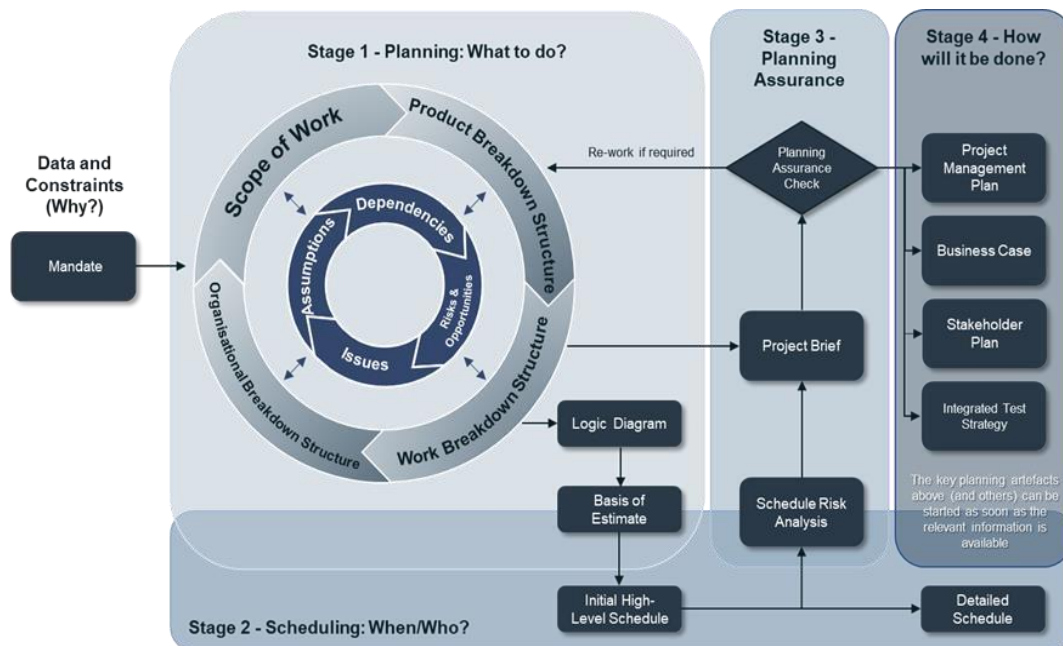
- **Map the interfaces and key dependencies** amongst the programme-elements with associated impacts
- **Implement reporting mechanisms** to inform governance-forums
- **Draw up a team-charter**, operating as a unified-team, using single source of truth data
- **Set up a regime of weekly touch points**, and monthly cross-PMO working groups to improve collaboration



We demonstrated this approach effectively on the **MODNET EVOLVE Programme** managing a set of over 500+ dependencies and assumptions across the programme.

We are leaders in delivery of programme controls across MOD. For example, we drove the TacSys Scheduling, Risk & Dependencies/Assumptions management and took the team from reactivity to a robust process. We will bring this proven working practice into LE TacCIS, reducing the complexity with TacSys and re-using capability that spans both organisations.

Our approach—We will review existing baseline within 4-weeks. Identifying gaps to inform decisions, addressing as priority at source.



- **Understanding the current 'whole system'** of integrated-scheduling, risk, and assumptions/dependencies, against our proven methodology and conduct gap analysis against TacSys ways of working
- **Implementing interventions** aligned to prioritised areas
- **Embed and sustain the improved robust controls system**

We work across the breadth of MOD and Government, embedded alongside thousands of civil servants every day, so have selected a team that are experienced working within such ecosystems.

Crown Servant PMO:

- Working with you to establish collaborative ways of working and a psychologically safe environment through monthly retrospectives
- Enabling feedback and Crown Servant growth through coaching and knowledge transfer
- Enabling flow of feedback through quarterly surveys, fed into PMO performance reviews to inform continuous improvement
- Shared RACI, reviewed monthly, so that responsibilities are clear

The Programme Manager, Director and SRO:

- Convening regular 1-2-1s to agree unified priorities and decision structure • Establishing a standardised presentation of facts and recommendations (e.g. Course-of-Action template) and an open Actions/Decisions log
- Establishing '*challenge the status quo*' forums into the governance structure

We will **plan for handover from day-1** and capture, transfer and embed know-how throughout (quarterly drumbeat shown in the table below).

Month-1	Month-2	Month-3
<ul style="list-style-type: none"> • Mentor Authority staff through shadowing • TNA within the 4week review 	<p>Following TNA, launch PMO & wider P3M training i.e. P3M Learning toolkit & training campaign</p>	<ul style="list-style-type: none"> • Monthly & Quarterly lessons learned sessions • Monthly & Quarterly PMO Health checks
<ul style="list-style-type: none"> • Extant systems and tools at ArmyHQ, including Project Online, Teams and SharePoint • C4I roadmap using the Army's Alfabet tool (We developed with LE TacCIS) to capture/build corporate knowledge on wider LE TacCIS ecosystem 		

VfM/Optimisation	Examples	Saving
Capitalise on the relationships/best practice already built by us	<ul style="list-style-type: none"> Re-use of AfPO & TacSys P3M best practices Leverage existing relationships with MOD/NCSC/programme stakeholders 	Optimised Resource Cost & Productivity
Streamlining/automating PMO ways of working	<ul style="list-style-type: none"> Pre-onboarding resources & continuous transfer of capability into Crown Servants Process automation e.g. JCKP corporate-dashboard reporting saved 2-FTE 	Optimised Capability & Legacy Optimised decisionmaking ability
Applying interoperable resources when needed	<ul style="list-style-type: none"> Multi-disciplinary experts to wear multiple PMO hats simultaneously to balance the team to be as economical as possible 	Enhanced ROI
Accelerating value & challenging the status-quo	<ul style="list-style-type: none"> Use of proven Proactive PMO methodology to fast-track priorities Monthly cadence to identify cost saving areas to adopt new methods (Agility/Digital) 	

We will:

- Use an approach for senior management decision making that focuses on clarity to validate COAs, achieving understanding and consensus at speed.
- Include flexible 1:1 engagements, rich-pictures, and decision-trees, using standard templates, focusing on facts and pragmatism.
- Jointly tackle technical issues at the tactical-level, getting into the detail with our experts.

We have successfully applied communications-plans in government-organisations' Programmes with similar resource constraints, including NCA,RAF,MOD,DIO, and other Army Programmes - our team already 'speaks-the-language' of Army and Defence.

Army P3M-Partner(Sep19-current): 'One Team' Culture & Collaboration

- Operated an open, transparent and collaborative relationship by fully integrating with Army teams and Portfolio Office staff to collectively support programmes through the Evolve workstream
- Worked at all levels with excellent communication/coordination skills to engage the command structure from ExCo to programme teams, ensuring consistent messaging and integrating into drumbeats, maximizing comms flows and tools to achieve a 'one-team' culture

UK Ventilator-Challenge(2020): Unprecedented Pan-Industry Collaboration

- Brought diverse teams from public/private sectors together to stop the UK running out of ventilators during the Pandemic.
- Multiple vendor collaboration including Accenture, Airbus, BAE Systems, GKN Aerospace, Rolls Royce, Thales
- Successfully delivered 14,000 ventilators under enormous pressure in 12-weeks

MOD HYDRA Programme-Review(2021): Challenging the Status Quo

- Challenged the status-quo by running psychological-safety workshops tackling difficult team dynamic challenges and encouraging people to learn from their mistakes by running noblame pre-mortem exercises

Ensuring **lessons 'come-to-life'** by engaging through multiple channels e.g., Army PCPO upskilling 35+ people:

- 1-2-1s, team daily stand-ups/weekly-retros
- Monthly/quarterly lessons-learned
- Town halls
- Lunch& learn groups
- PMO mentoring/training

- Adopting a 'buck-stops-with-me approach' by assigning new items to our team immediately, managed through team daily stand-ups
- Assessing problems to determine scope/scale and collaborating with you on solution options • Running 'challenge the status-quo sessions' with our panel of SMEs for complex problems
- Adopting a mantra of co-create with you, by bringing the solutions to you regularly allowing early/ongoing prioritisation

Indicative phasing

Start:01/09/22

Phase1-Review PMO Design:01/09/22-30/09/22

Phase2-Proactive PMO Enhancement:01/10/22-31/12/22

Phase3-Embed & Iterate:01/01/23-30/04/23 Phase4-Sustain &

Army Legacy:01/05/23-31/08/24

Total Price	£991,900 (ex VAT/ex T&S)
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Role	Rate	Days	Price
Pg/PMO-Lead	████	████	████
Governance&MI-Lead	████	████	████
RAIDO-Support	████	████	████
Planning&Scheduling-Lead	████	████	████
Scope&Change-Support	████	████	████
Benefits-Lead	████	████	████
Business-Process-Transformation/Intelligent-UserSupportLead/Stakeholder Management-Lead	████	████	████
Senior-PA-Leadership,Advisory,Insight&Coaching	████	████	████

We will also use the following rate card for all work for the period of this contract:

Level of Responsibility	Rate
Partner/Director	████
Transformation-SME	████
P3M-Consulting-Expert	████
Senior-Programme/Transformation Lead	████
Programme-Manager	████
Senior-Project-Manager	████
Project-Manager	████
Junior-Project-Manager	████
Project-Specialist	████

Risks

- **Limited proactivity from existing supplier or client during transition:** Use of our deep knowledge of Army HQ/TacSys & existing networks
- **IT/Access:** Use team members with existing MOD access where possible

On 22.08.22, Sean McDaniel, PA Consulting, confirmed by email: We fully understand the requirement information as communicated by the Authority in the DOS advert. Our offer and response is based on this understanding and our proposed solution.

Annex 1 (Template Statement of Work)

1 Statement of Works (SOW) Details

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

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

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

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

Date of SOW:

SOW Title:

SOW Reference:

Call-Off Contract Reference:

Buyer:

Supplier:

SOW Start Date:

SOW End Date:

Duration of SOW:

Key Personnel (Buyer):

Key Personnel (Supplier):

Subcontractors:

2 Call-Off Contract Specification – Deliverables Context

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

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

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

3 Buyer Requirements – SOW Deliverables Outcome Description:

Milestone Ref	Milestone Description	Acceptance Criteria	Due Date
MS01			
MS02			

Delivery Plan:

Dependencies:

Supplier Resource Plan:

Security Applicable to SOW:

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

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

[Insert if necessary]]

Cyber Essentials Scheme:

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

SOW Standards:

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

Performance Management:

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

Material KPIs	Target	Measured by

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

Additional Requirements:

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

Key Supplier Staff:

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

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

SOW Reporting Requirements:

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

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

4 Charges

Call Off Contract Charges:

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

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

[Buyer to select as appropriate for this SOW]

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

Rate Cards Applicable:

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

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

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

[None]

[Buyer to delete as appropriate for this SOW]

5 Signatures and Approvals

Agreement of this SOW

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

For and on behalf of the Supplier

Name:

Title:

Date:

Signature:

For and on behalf of the Buyer Name:

Title:

Date:

Signature:

Annex 1 Data Processing

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

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

Description	Details
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<p>Identity of Controller for each Category of Personal Data</p>	<p>The Relevant Authority is Controller and the Supplier is Processor</p> <p>The Parties acknowledge that in accordance with paragraph 2 to paragraph 15 and for the purposes of the Data Protection Legislation, the Relevant Authority is the Controller and the Supplier is the Processor of the following Personal Data:</p> <ul style="list-style-type: none"> • [Insert the scope of Personal Data for which the purposes and means of the Processing by the Supplier is determined by the Relevant Authority] <p>The Supplier is Controller and the Relevant Authority is Processor</p> <p>The Parties acknowledge that for the purposes of the Data Protection Legislation, the Supplier is the Controller and the Relevant Authority is the Processor in accordance with paragraph 2 to paragraph 15 of the following Personal Data:</p> <ul style="list-style-type: none"> • [Insert the scope of Personal Data which the purposes and means of the Processing by the Relevant Authority is determined by the Supplier] <p>The Parties are Joint Controllers</p> <p>The Parties acknowledge that they are Joint Controllers for the purposes of the Data Protection Legislation in respect of:</p> <ul style="list-style-type: none"> • [Insert the scope of Personal Data which the purposes and means of the Processing is determined by the both Parties together] <p>The Parties are Independent Controllers of Personal Data</p> <p>The Parties acknowledge that they are Independent Controllers for the purposes of the Data Protection Legislation in respect of:</p> <ul style="list-style-type: none"> • Business contact details of Supplier Personnel for which the Supplier is the Controller, • Business contact details of any directors, officers, employees, agents, consultants and contractors of Relevant Authority (excluding the Supplier Personnel) engaged in the performance of the Relevant Authority's duties under the Contract) for which the Relevant Authority is the Controller, • [Insert the scope of other Personal Data provided by one Party]
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	<p>who is Controller to the other Party who will separately determine the nature and purposes of its Processing the Personal Data on receipt e.g. where (1) the Supplier has professional or regulatory obligations in respect of Personal Data received, (2) a standardised service is such that the Relevant Authority cannot dictate the way in which Personal Data is processed by the Supplier, or (3) where the Supplier comes to the transaction with Personal Data for which it is already Controller for use by the Relevant Authority]</p> <p>[Guidance where multiple relationships have been identified above, please address the below rows in the table for in respect of each relationship identified]</p>
Duration of the Processing	[Clearly set out the duration of the Processing including dates]
Nature and purposes of the Processing	<p>[Be as specific as possible, but make sure that you cover all intended purposes.</p> <p>The nature of the Processing means any operation such as collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction of data (whether or not by automated means) etc.</p> <p>The purpose might include: employment processing, statutory obligation, recruitment assessment etc.]</p>
Type of Personal Data	[Examples here include: name, address, date of birth, NI number, telephone number, pay, images, biometric data etc.]
Categories of Data Subject	[Examples include: Staff (including volunteers, agents, and temporary workers), customers/ clients, suppliers, patients, students / pupils, members of the public, users of a particular website etc.]
<p>Plan for return and destruction of the data once the Processing is complete</p> <p>UNLESS requirement under Union or Member State law to preserve that type of data</p>	[Describe how long the data will be retained for, how it be returned or destroyed]