

**Crown Commercial Service**

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

**BASELINING SUPPORT SERVICES ACROSS GOVERNMENT**

**TO**

**CABINET OFFICE (CO)**

**FROM**

**KPMG LLP**

**CONTRACT REFERENCE CCCC20B69**

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## **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 **Management Consultancy Framework Two** dated **4<sup>th</sup> September 2019**.

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	<b>TBC on Contract Award</b>
From	<b>Cabinet Office (CO)</b> <b>("CUSTOMER")</b>
To	<b>KPMG LLP</b> <b>("SUPPLIER")</b>
Date	<b>23<sup>rd</sup> June 2021</b> <b>("DATE")</b>

### SECTION B

#### 1. CALL OFF CONTRACT PERIOD

<b>1.1.</b>	<b>Commencement Date: 24<sup>th</sup> June 2021</b>
<b>1.2.</b>	<b>Expiry Date:</b>  End date of Initial Period: <b>30<sup>th</sup> September 2021</b>

#### 2. SERVICES

<b>2.1</b>	<b>Services required:</b>  See Annex 1 - Statement of Requirements
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### 3. PROJECT PLAN

3.1.	<b>Project Plan:</b> This is in line with the Milestones/Deliverables within Section 7 of Annex 1 – Statement of Requirements.
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### 4. CONTRACT PERFORMANCE

4.1	<b>Standards:</b> In clause 11 (Standards and Quality) Applied											
4.2	<b>Service Levels/Service Credits:</b> There shall be a 10% payment retention on completion of each milestone, this 10% is payable at the end of phase 2b subject satisfactory delivery of all the reports. The Customer's definition of satisfactory is outlined within Annex 1 – Statement of Requirements. Should the Customer choose not to progress to phase 2 all outstanding monies owed to the Supplier shall be included in a final payment.											
4.3	<b>Critical Service Level Failure:</b> Not applicable											
4.4	<b>Performance Monitoring:</b> <table><tr><th>Milestone/Deliverable</th><th>Description</th><th>Timeframe or Delivery Date</th></tr><tr><td>1</td><td>Review of the Cost analysis and HR, Finance performance data provided by the Authority and provide comparison with the industry benchmark.</td><td>Within two (1) weeks of Contract Award</td></tr><tr><td>2</td><td>Proposals for efficient collection of relevant KPIs and metrics from departments;</td><td>Within two (2) weeks of Contract Award</td></tr></table>			Milestone/Deliverable	Description	Timeframe or Delivery Date	1	Review of the Cost analysis and HR, Finance performance data provided by the Authority and provide comparison with the industry benchmark.	Within two (1) weeks of Contract Award	2	Proposals for efficient collection of relevant KPIs and metrics from departments;	Within two (2) weeks of Contract Award
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	3	KPI's & metrics and report to show by department what each department does (retained functions) and how much it costs by service and for departments using outsourced or shared services the comparative costs;	Within two (2) weeks of Contract Award								
	4	Reporting of metrics and KPIs from main 18 departments: DWP, MoJ, CO, DEFRA, HO, MOD, BEIS, DIT, HMT, FCO, DFID, HMRC, DFT, DCMS, DHSC, MHCLG, DfE, EA;	Within two (2) weeks of Contract Award								
	5	Phase 2a interim further analysis report covering departments data against the industry and international market;	End of July 2021								
	6	Identification of best practice KPIs and metrics for each process within the 14 areas of the HR and Finance Global design (see annex 1);	End of July 2021								
	7	Phase 2b final further analysis report covering departments data against the industry and international market;	End of September 2021								
<table><tr><th>KPI/SLA</th><th>Service Area</th><th>KPI/SLA description</th><th>Target</th></tr><tr><td>1</td><td>Quality</td><td>Identification of "best practice" (the standard of performance of best in class / world leading organisations in providing these back-office</td><td>98%</td></tr></table>				KPI/SLA	Service Area	KPI/SLA description	Target	1	Quality	Identification of "best practice" (the standard of performance of best in class / world leading organisations in providing these back-office	98%
KPI/SLA	Service Area	KPI/SLA description	Target								
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			services) KPIs and metrics for each process within the 14 areas of the HR and Finance Global design;	
	2	Data	Reporting of KPIs and metrics for each process within the 14 areas of the HR and Finance Global design;	98%
	3	Time	Deliver the initial report analysis of total costs against head count for each transactional service and organisation within two (2) weeks of Contract Award;	100%
	4	Data & Time	Proposals for efficient review of relevant KPIs and metrics from departments within two (2) weeks of Contract Award;	100%
	5	Data & Time	Full KPIs & metrics and report covering 18 departments and recommendations within two (2) weeks of Contract Award;	100%
	6	Data & Time	Delivery of further analysis interim report by end of September 2021;	100%
	7	Data & Time	Delivery of further analysis final report including industry wide recommendations for best practices implementation by end of September 2021;	100%

<b>4.5</b>	<b>Period for providing Rectification Plan:</b> In Clause 39.2.1(a) of the Call Off Terms

## 5. PERSONNEL

<b>5.1</b>	<b>Key Personnel:</b> <u>Customer:</u> <ul style="list-style-type: none"> <li>• [REDACTED]</li> </ul> <u>Supplier:</u> <ul style="list-style-type: none"> <li>• [REDACTED]</li> <li>• [REDACTED]</li> <li>• [REDACTED]</li> <li>• [REDACTED]</li> <li>• [REDACTED]</li> <li>• [REDACTED]</li> <li>• [REDACTED]</li> <li>• [REDACTED]</li> <li>• [REDACTED]</li> </ul>
<b>5.2</b>	<b>Relevant Convictions</b> (Clause 28.2 of the Call Off Terms): In Clause 28.2 of the Call Off Terms

## 6. PAYMENT

<b>6.1</b>	<b>Call Off Contract Charges</b> (including any applicable discount(s), but excluding VAT): £120,000.00 (excluding VAT). In Annex 3 (Contract Charges) Applied
<b>6.2</b>	<b>Payment terms/profile:</b> BACS In Annex 3 of Call Off Schedule 3 Contract Charges, Payment and Invoicing)
<b>6.3</b>	<b>Reimbursable Expenses:</b> Not Applicable. The Call Off Charges are inclusive of all expenses. Consultants will work predominantly from home but may, by exception, require to join meetings in Central London. In the event that the Supplier is expected to travel to these meetings, the base location shall be deemed as: [REDACTED]

<b>6.4</b>	<b>Customer billing address</b> (paragraph 7.6 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)): Invoices shall be submitted to: <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)): <b>The full term of the Contract</b>
<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 Applied
<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 £120,000.00 (excluding VAT)
<b>7.2</b>	<b>Supplier's limitation of Liability</b> (Clause 37.2.1 of the Call Off Terms); In 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 Applied
<b>9.2</b>	<b>Commercially Sensitive Information:</b> None

## 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: <b>9<sup>th</sup> November 2020</b> Recital D - date of receipt of Call Off Tender: <b>23<sup>rd</sup> November 2020</b>
<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
<b>10.4</b>	<b>ICT Policy:</b> Not applicable
<b>10.6</b>	<b>Business Continuity &amp; Disaster Recovery:</b> In Call Off Schedule 8 (Business Continuity and Disaster Recovery)  <b>Disaster Period:</b> For the purpose of the definition of "Disaster" in Call Off Schedule 1 (Definitions) the "Disaster Period" shall be 30 days.

<b>10.7</b>	<b>Protection of Customer Data</b> (Clause 35.2.3 of the Call Off Terms): Applied
<b>10.8</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>10.9</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> Not applicable
<b>10.12</b>	<b>Call Off Tender:</b> See Annex 2 – Supplier's Proposal
<b>10.13</b>	<b>Publicity and Branding (Clause 36.3.2 of the Call Off Terms)</b> Not applicable
<b>10.14</b>	<b>Staff Transfer</b> Not applicable.

## **Annex 1 – Statement of Requirements**

### **1. PURPOSE**

- 1.1 Government Automation and Business Services (GABS), a directorate within Cabinet Office (CO), needs to establish the cross-government performance baseline for HR and finance processes as set out in the global design principles for finance and HR. Furthermore, the directorate needs to have a good understanding over the shared services and retained services cost across departments. This information will enable us to identify the areas that will benefit most from process improvement and/or automation.
- 1.2 The Cabinet Office (CO) shall be referred to as the “Contracting Authority” throughout this document.

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

- 2.1 Government Automation and Business Services (GABS) is a newly-created cabinet office organisation that incorporates four existing organisations, under the leadership of **[REDACTED]**:

- 2.1.1 Government Automation (GA);
  - 2.1.2 Government Shared Services (GSS);
  - 2.1.3 Government Recruitment Services (GRS);
  - 2.1.4 Elements of the Civil Service and Royal Mail Pensions delivery.
- 2.2 GABS' remit is to drive greater reform and modernisation of these services. GABS works closely with the Civil Service Operations Board, departments and functions. Transforming the services GABS provides will facilitate better services for citizens and Civil Servants, back office modernisation and significant efficiencies and savings.
- 2.3 Government Automation (GA) - automation can transform how Government works: better services delivered at less cost, allowing our people to focus on delivering the outcomes that matter and targeting their interventions on those most in need of them. This will create a smaller, more personalised and efficient Civil Service. The work of the automation team is about much more than simply adopting new technology - fundamentally it's about process redesign and optimisation, which means eliminating unnecessary processes before automating them. Our approach is based on industry best practice, which has three main elements: people, process and technology.
- 2.4 Government Shared Services (GSS) - Government Shared Services (GSS) is the centre of expertise sitting at the heart of government and working across departments to transform shared services in line with the shared services strategy for government. Government employees rely on HR and finance services to process internal transactions like expenses, leave, payslips, and financial approvals. Sharing these services across Government supports effective and efficient departmental administration and enables Civil Servants and others in the public sector to focus on delivering government priorities and public services.
- 2.5 Government recruitment services (GRS) - Government Recruitment Service (GRS) is a 400-person strong team which works as a one stop shop to meet the recruitment needs of the entire civil service. GRS delivers 70% of all recruitment across the civil service, and we are delivery experts based predominantly in newcastle, london, leeds and manchester. GRS collaborates with departments, functions and professions to develop and deliver high quality, customer-focused recruitment that identifies and attracts the best people for our roles. GRS offers a wide range of services, from core low-cost solutions to meet 'routine' recruitment needs to handle more complex or specialist campaigns by tailoring our approach to attract and recruit the highest quality candidates.
- 2.6 Civil service and royal mail pensions delivery - the pensions delivery team based in Basingstoke, London and Liverpool leads on pensions delivery to our 1.5 million current and former Civil Servants and around 400,000 members of the Royal Mail statutory pension scheme, managing our suppliers/administrators (including Mycsp and Capita respectively).
- 2.7 Organisational Strategy:**
- 2.8 GABS has four (4) strategic objectives:**
- 2.8.1 Working with departments on their Automation Blueprints for services for the public and UK businesses;
  - 2.8.2 Strong focus on internal processes, improving Joining, Leaving and Movers in the Civil Service;

- 2.8.3 Streamlining Source-to-Pay for goods and services (including invoicing) to drive efficiency and support UK business;
- 2.8.4 Early tangible examples of practical Interoperability for Civil Servants to enable more efficient and automated sharing of data and information across departments and functions CSHR Government Shared Services (GSS) strategy.

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

- 3.1 The Government Shared Services (GSS) strategy was published in January 2018, setting an ambitious vision for transforming delivery of finance and HR transactional activity over a 10-year period. In order to deliver GABS strategic objectives, GSS board commissioned a strategy refresh to drive inter and intra-departmental collaboration through three pillars: insights, destination and roadmap:
  - 3.1.1 On **insights**, the Contracting Authority will establish a baseline of government's current costs and performance, **this is where the Contracting Authority are seeking supplier's input**;
  - 3.1.2 On **destination**, the Contracting Authority continue to work with departments to refine their articulation of the vision;
  - 3.1.3 With a **roadmap** of implementation to realise the vision. This is out of scope of this requirement.
- 3.2 To support the **insights** pillar of the Shared Services Strategy Refresh, the Contracting Authority has started on collecting data across government and we are seeking the consultancy to provide the analysis to establish a firm baseline on costs and performance. The outcome of this work will give the departments a snapshot of their performance information at certain points in time, a comparative baseline on shared services and retained services, and costs across departments that will enable us to create a set of meaningful, consistent, and sustainable cross-Civil Service Key Performance Indicators (KPIs). This will provide vital insight to underpin development of the strategy refresh, and it will support departments in understanding changes that need to be implemented when moving to cloud technology, automating and/or commissioning new back office services to ensure that their shared services deliver maximum benefits.
- 3.3 The work described in the scope comprises two phases. Phase 1 of the contract to run until 31<sup>st</sup> July, the first interim report to be delivered within 2 weeks of contract award, with possibility to extend the contract to phase 2 subject to satisfactory completion, lessons learnt throughout and delivery within the agreed timeline. The delivery of phase 1 represents the contract breakpoint with option to extend to phase 2 to be delivered by end of February. The maximum total value of phase 1 and phase 2 work will not exceed £125,000 (excluding VAT).

### 4. DEFINITIONS

Expression or Acronym	Definition
CO	Means; Cabinet Office (the Contracting Authority)
GABS	Means; Government Automation Business Services

GRS	Means; Government Recruitment Services
CSHR	Means; Civil Service Human Resources

## 5. SCOPE OF REQUIREMENT

- 5.1 The Supplier shall analyse the transactional Finance, HR and payroll data, provided by the Authority, along with information they already hold, or gather through this contract. The intention is to develop a picture of the transactional costs, by organisation, across UK Government Departments and other comparable country.
- 5.2 **Phase 1 analysis shall focus in answering the following:**
- 5.2.1 What is the data telling us about managing process effectiveness (Cycle time and error rate) for HR and Finance?
  - 5.2.2 Staff turnover and staff satisfaction rate in each department as outlined in Annex 3;
  - 5.2.3 Service Level Agreement (SLA) compliance in each department;
  - 5.2.4 The Supplier will identify the drivers for transactional Finance, HR and payroll costs and prepare a report of the cost drivers.
- 5.3 The Contracting Authority is seeking clarity on the cost drivers for these transactional services and the economies of scale which may be achieved.
- 5.4 One aspect of this analysis will consider the total cost of the transactional Finance, HR and Payroll service provision (including the outsourced costs, licenses, implementation and configuration, and the total cost of any internal teams) against the total Headcount /FTE/ hours served by these services within each organisation.
- 5.5 Where there are consultancy staff within an organisation, any licensing costs applicable to these shall be apportioned appropriately across the costs for the services.
- 5.6 The Supplier shall provide an initial report within 2 weeks of contract award, which will include initial analysis of total costs against head count for each transactional service and organisation.
- 5.7 The cost analysis shall be presented in a consolidated curve within a scale interval against time. The convergence curve should include all the departments, where each department cost is represented accordingly over time.
- 5.8 A comparison of how Government Departments convergence curve compares to industry average cost consolidation.
- 5.9 Reporting of metrics and KPIs from main eighteen (18) departments: DWP, MOJ, CO, DEFRA, EA, HO, MOD, BEIS, DIT, HMT, FCO, DFID, HMRC, DFT, DCMS, DHSC, MHCLG AND DFE. Further information can be found at Annex 2 – Government Departments.
- 5.10 Gap analysis and advising on the most efficient and productive proposal for best practice implementation to gain optimum economies of scale. **Within two (2) weeks of Contract Award.**

## **5.11 Phase 2:**

- 5.12 The Supplier shall analyse the data against industry data to identify HR and Finance best practices to be adopted. This may include data from the private sector and other countries, or other as advised by the Supplier.
- 5.13 The Supplier shall identify common metrics and KPIs recommend the KPIs to be collected and reported regularly in future to support strategic changes.
- 5.14 The Supplier shall identify a suitable methodology to enable GABS to regularly collect this data in the future.
- 5.15 The initial report needs to address the following:
  - 5.15.1 Total department transactional costs;
  - 5.15.2 Analysis of departments transactional costs breakdown into retained services, shared services, technology, HR, Finance and any other costs;
  - 5.15.3 Finance current. KPIs volume, cycle time to process and accuracy;
  - 5.15.4 HR current KPIs cycle time, quality, staff retention rate and user experience;
  - 5.15.5 Root cause analysis the issues identified;
  - 5.15.6 An overview of the existing HR and Finance systems and processes;
  - 5.15.7 Advising on the most efficient and productive way to cluster to gain optimum economies of scale;
  - 5.15.8 Identification of best practice KPIs and metrics for each process within the 14 areas of the HR and Finance Global design principles (see Annex 1).
- 5.16 The report containing detailed KPIs and metrics analysis by department on all transactional costs, with supporting evidence covering:
  - 5.16.1 Cost for retained functions;
  - 5.16.2 Cost for shared services;
  - 5.16.3 Cross department comparison of retained services cost and shared services costs;
  - 5.16.4 Analysis of HR and finance system and processes analysis and insights against industry and external markets;
  - 5.16.5 Analysis of departments cost convergence to Finance and HR Global Design Principles over time (year on year);
  - 5.16.6 Actionable recommendations on best practices to be implemented across government;
  - 5.16.7 Recommendation of Top 5 KPIs for HR and Finance to be tracked across government;

5.16.8 Identification and recommendations for areas to focus on for improvement, automation, Cost reduction and User experience.

5.17 The interim phase 2a report is expected by **end August 2021**.

5.18 The final report, phase 2b report is expected by **end September 2021**.

## 6. THE REQUIREMENT

6.1 The Supplier shall demonstrate the level of transactional HR Finance and Payroll shared service data they already have access to.

6.2 GSS will provide the data collected from 18 departments. The Supplier shall describe the approach they will adopt through this contract to obtain additional data from relevant and broadly equivalent transactional HR Finance and Payroll services across the globe. The Supplier will confirm that such data will be of equivalent granularity to the data the authority has requested from UK Government Departments. See Annex 3 for further details.

## 7. KEY MILESTONES AND DELIVERABLES

7.1 The following contract milestones/deliverables shall apply:

Milestone/Deliverable	Description	Timeframe or Delivery Date
1	Review of the Cost analysis and HR, Finance performance data provided by the Authority and provide comparison with the industry benchmark.	Within two (1) weeks of Contract Award
2	Proposals for efficient collection of relevant KPIs and metrics from departments;	Within two (2) weeks of Contract Award
3	KPI's & metrics and report to show by department what each department does (retained functions) and how much it costs by service and for departments using outsourced or shared services the comparative costs;	Within two (2) weeks of Contract Award
4	Reporting of metrics and KPIs from main 18 departments: DWP, MoJ, CO, DEFRA, HO, MOD, BEIS, DIT, HMT, FCO, DFID, HMRC, DFT, DCMS, DHSC, MHCLG, DfE, EA;	Within two (2) weeks of Contract Award
5	Phase 2a interim further analysis report covering departments data against the industry and international market;	End of July 2021

6	Identification of best practice KPIs and metrics for each process within the 14 areas of the HR and Finance Global design (see annex 1);	End of July 2021
7	Phase 2b final further analysis report covering departments data against the industry and international market;	End of September 2021

## **8. MANAGEMENT INFORMATION/REPORTING**

- 8.1 Three stages reports covering cost, Finance and HR KPIs insights and recommendations.
- 8.2 Templates used to create the reports by the Supplier.
- 8.3 All the supporting analysis documents and background information used to create the reports.

## **9. VOLUMES**

- 9.1 Phase 1 - one single report covering data from 18 Government Departments to enable benchmarking of internal support functions - HR, Finance, and commercial enabling comparison of cost and efficiency of internal retained functions and shared services. This report should outline the current models employed across government and compare them internally and against industry standards. A method for future collection and reporting will also be required.
- 9.2 Phase 2a - one single further analysis report covering data from 18 Government Departments against industry and external markets.
- 9.3 Phase 2b - final further analysis report covering data from 18 Government Departments against industry and external markets.

## **10. CONTINUOUS IMPROVEMENT**

- 10.1 The KPIs and measures identified/recommended by the supplier should enable GABS to continually improve the service based upon the baseline created by the Supplier.
- 10.2 The report should enable individual departments to continually improve the service based upon the baseline created by the Supplier.
- 10.3 The Supplier will be expected to continually improve the way in which the required services are to be delivered throughout the contract duration.
- 10.4 The Supplier should present new ways of working to the Contracting Authority during contract review meetings where applicable.
- 10.5 Changes to the way in which the services are to be delivered must be brought to the Contracting Authority's attention and agreed prior to any changes being implemented.

## **11. SUSTAINABILITY**

- 11.1 Not Applicable.



## **12. QUALITY**

- 12.1 KPIs and metrics should be based on industry wide best practice to drive efficiency.
- 12.2 Best practice KPIs are identified and sustainable and actionable levels of insight provided.

## **13. PRICE**

- 13.1 Overall budget for this project is £120,000.00 (excluding VAT), the overall price for this project should not exceed this budget.
- 13.2 A price for each milestone within the contract is required as a capped price.
- 13.3 Prices are to be submitted via the e-sourcing suite Attachment 4 – Price Schedule excluding VAT and including all other expenses relating to contract delivery.

## **14. STAFF AND CUSTOMER SERVICE**

- 14.1 Subject to satisfactory delivery of phase 1 reports, there is an option to end the contract with the supplier or to extend the contract to phase 2 of the project. Phase 1 shall contain a suitable level of insights according to the requirements; outputs credible with the stakeholders within the timescale and resources available. The report shall also be of value for money.
- 14.2 Phase 2 contract to run from July 2021 to September 2021, with phase 2a report being delivered by end of July 2021 and the final report phase 2b being delivered by end of September 2021.
- 14.3 It is expected that the cost provided covers for the possibility of contract extension to phase 2.
- 14.4 The Supplier shall provide a sufficient level of resource throughout the duration of the contract in order to consistently deliver a quality service.
- 14.5 The Supplier's staff assigned to the contract shall have the relevant qualifications and experience to deliver the contract to the required standard.
- 14.6 The Supplier shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the contract.

## **15. SERVICE LEVELS AND PERFORMANCE**

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

KPI/SLA	SERVICE AREA	KPI/SLA DESCRIPTION	TARGET
1	Quality	Identification of "best practice" (the standard of performance of best in class / world leading organisations in providing these back-office services) KPIs and metrics for each process within the 14 areas of the HR and Finance Global design;	98%

2	Data	Reporting of KPIs and metrics for each process within the 14 areas of the HR and Finance Global design;	98%
3	Time	Deliver the initial report analysis of total costs against head count for each transactional service and organisation within two (2) weeks of Contract Award;	100%
4	Data & Time	Proposals for efficient review of relevant KPIs and metrics from departments within two (2) weeks of Contract Award;	100%
5	Data & Time	Full KPIs & metrics and report covering 18 departments and recommendations within two (2) weeks of Contract Award;	100%
6	Data & Time	Delivery of further analysis interim report by end of September 2021;	100%
7	Data & Time	Delivery of further analysis final report including industry wide recommendations for best practices implementation by end of September 2021;	100%

15.2 Payment shall be made on successful delivery of each milestone.

15.3 There shall be a 10% payment retention on completion of each milestone, this 10% is payable at the end of phase 2b subject satisfactory delivery of all the reports.

15.4 Contract breakpoint at phase 1 delivery and gateway review before the contract extension to phase 2.

15.5 In the event of contract breakpoint at the end of phase 1, full payment for phase 1 shall be made to the supplier.

## **16. SECURITY AND CONFIDENTIALITY REQUIREMENTS**

16.1 The Contracting Authority will provide to the Supplier a copy of the data it obtains from UK Government Departments. This data is provided for the purposes of this analysis only and will remain Contracting Authority data.

16.2 The data provided by the Contracting Authority should not be used in subsequent work for individual or groups of departments without the express agreement of the contracting authority.

16.3 The data provided by the Contracting Authority should not be used in publications or reports without the express agreement of the Contracting Authority.

## **17. PAYMENT AND INVOICING**

17.1 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.

17.2 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

17.3 Invoices should be submitted to: **[REDACTED]**

## **18. CONTRACT MANAGEMENT**

18.1 Attendance at Contract review meetings shall be at the Supplier's own expense.

## **19. LOCATION**

19.1 The Supplier's consultants will work predominantly from home or, as required in Central London.

19.2 In the event that the supplier is expected to travel to any meetings, the base location will be:

19.2.1 **[REDACTED].**

Travel & Subsistence costs to the base location shall be included in the rates.

## **Annex 2 – Supplier’s Proposal**

**[REDACTED]**

### **Annex 3 – Contract Charges**

The below table sets out the maximum charges that the Customer will be charged by the Supplier for the entire Contract Term.

These charges shall remain fixed for the duration of the Contract. The total capped cost is £120,000.00 including all expenses but 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]
Signature	[REDACTED]
Date	[REDACTED]

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

Name and Title	[REDACTED]
Signature	[REDACTED]
Date	[REDACTED]