



## WORK ORDER

This document is a Work Order according to the definitions contained within the provisions of the Call Off Agreement between MATRIX SCM LTD and Seven Force Strategic Collaboration (The Contracting Authority) except where stated herein, all the clauses and conditions specified in the said contract are included herein by reference and form part of this Work Order.

We are delighted to advise that MATRIX SCM LTD have been authorised to obtain the following services from Leapwise Ltd. (Supplier)

<b>Project Title</b>	Criminal Justice Board Acceleration
<b>Project Number:</b>	1316
<b>Supplier:</b>	Leapwise Ltd.
<b>For the attention of:</b>	Seven Force Strategic Collaboration
<b>Address:</b>	Portal Avenue, Martlesham Heath, Ipswich, IP5 3QS,

<b>Category</b>	Business Transformation
<b>Sub-Category</b>	Efficiency and effectiveness programmes
<b>Project Description / Summary</b>	<p>To provide an evidence base on the cost, performance and demand of the criminal justice system in Hertfordshire. It supports delivery of the Hertfordshire Criminal Justice Board's strategy 2022- 2024 and the priorities 10,11,18 and 19 of the PCC's Community Safety and Criminal Justice Plan. Some of the exact specification of what is included within each of the 'sprints' is dependent on what comes out of the initial data trawl in Milestone 1. Although all of the 'sprints' will need to be completed could be prioritised differently if the need arises. Therefore Milestone 2-4 will be indicative and subject to change based on the outcome-please be aware of this when submitting your proposal.</p> <p>Please also read the Warwickshire Vetting form attached to establish whether consultants will require vetting and if so you</p>

	<p>will be responsible for completing this process via the National Police Vetting Scheme and ensure you read our Data Protection agreement meeting our minimum standards.</p> <p>The service will be provided in line with the details in this work order, any additional information provided as part of the procurement process and the proposal submitted by the supplier.</p>
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<b>Additional or Special Clauses</b>	
<b>Project Commencement Date</b>	Sep 11, 2023
<b>Project Completion Date</b>	Jun 30, 2024
<b>Total price payable</b>	60000.00
<b>Insurance</b>	<p>1 During the term of this Agreement the SPS Provider shall at its own cost, effect and maintain with a reputable insurance company a policy or policies of insurance providing as a minimum the following levels of cover, in relation to any one claim or series of claims:</p> <p style="text-align: right;"><b>Amount (£)</b></p> <p>Public Liability                      10000000.00</p> <p>Employers Liability                  5000000.00</p> <p>Professional Indemnity              2000000.00</p> <p>2 The SPS Provider shall produce to Matrix on request both the insurance certificate giving details of cover and the receipt for the current year's premium in respect of each insurance policy or policies of insurance providing as a minimum the levels of cover set out above.</p> <p>3 Matrix may from time to time specify additional insurance requirements. Such additional requirements shall be applicable to this Work Order only.</p>
<b>Purchase Order Number</b>	

**Milestone reporting and Payment (Subject to agreed 'Milestone Payment Reports')**

Milestone	Milestone End Date	Fixed Fee (£)
<p>Evidence Base</p> <p>Updating the evidence base to support initial HCJB prioritisation and action planning</p> <ul style="list-style-type: none"> <li>• Conducting a literature review and updating the core analysis conducted by Crest Advisory in 2018 with regards to demand drivers (including priority and prolific offenders), highest areas of cost in Hertfordshire CJS, funding, and performance.</li> <li>• To provide a description of key partnership 'wins' to date and more a detailed success case study.</li> <li>• To help the HCJB understand key trend analysis which includes horizon scanning, policy, funding and institutional change insights.</li> <li>• To help the HCJB understand performance and areas for improvement including the benchmarking of readily available KPIs, including on timeliness of CJS, drug and alcohol, OOCs and disproportionate outcomes</li> <li>• Qualitative view of 'pinch-points' and waste in the system.</li> <li>• Undertake stakeholder mapping of organisational priorities against a structured framework that shows shared interests</li> <li>• Undertake 10 stakeholder interviews</li> <li>• Report and presentation for HCJB and subgroups to playback fundings.</li> <li>• Facilitated decision-making on focus areas across HCJB sub-groups</li> </ul> <p>Impact of this phase: shared understanding of issues, increased motivation to change, insights on where partners are likely to make most difference together</p> <p>Impact of the interviews: first step to co-investment &amp; gap closing.</p>	17/10/2023	£30000.00
<p>Sprint 1: Intervention on Vulnerable adults-INDICATIVE</p> <ul style="list-style-type: none"> <li>• Rapid issues analysis: <ul style="list-style-type: none"> <li>- Problem scale and drivers.</li> <li>- Previous efforts and impact.</li> <li>- Solutions landscape initial review</li> </ul> </li> <li>• Workshop 1 Process analysis and long listing: <ul style="list-style-type: none"> <li>- Examine what works through a rapid review. Map the system interactions around issue</li> <li>- Identifying issues, bottlenecks, redundancy</li> <li>- Capture initial long-list of improvement ideas (quick wins and longer-term transformation)</li> </ul> </li> </ul>	31/10/2023	£10000.00

<ul style="list-style-type: none"> <li>• Workshop 2: Shortlisting and stress testing</li> <li>- Discussion of top 3 co-investment opportunities and quick wins</li> <li>- Refinement of proposition on a page</li> <li>- Prioritisation and implementation considerations</li> </ul> <p>Potential Start Date-17/10/2023</p>		
<p>Sprint 2: Automation Opportunities-INDICATIVE</p> <ul style="list-style-type: none"> <li>• Rapid issues analysis: <ul style="list-style-type: none"> <li>- Problem scale and drivers.</li> <li>- Previous efforts and impact.</li> <li>- Solutions landscape initial review</li> </ul> </li> <li>• Workshop 1 Process analysis and long listing: <ul style="list-style-type: none"> <li>- Examine what works through a rapid review. Map the system interactions around issue</li> <li>- Identifying issues, bottlenecks, redundancy</li> <li>- Capture initial long-list of improvement ideas (quick wins and longer-term transformation)</li> </ul> </li> <li>• Workshop 2: Shortlisting and stress testing <ul style="list-style-type: none"> <li>- Discussion of top 3 co-investment opportunities and quick wins</li> <li>- Refinement of proposition on a page</li> <li>- Prioritisation and implementation considerations</li> </ul> </li> </ul> <p>Potential Start Date: 14th November</p>	14/11/2023	£10000.00
<p>Sprint 3: Quick wins on CJS timeliness-INDICATIVE</p> <ul style="list-style-type: none"> <li>• Rapid issues analysis: <ul style="list-style-type: none"> <li>- Problem scale and drivers.</li> <li>- Previous efforts and impact.</li> <li>- Solutions landscape initial review</li> </ul> </li> <li>• Workshop 1 Process analysis and long listing: <ul style="list-style-type: none"> <li>- Examine what works through a rapid review. Map the system interactions around issue</li> <li>- Identifying issues, bottlenecks, redundancy</li> <li>- Capture initial long-list of improvement ideas (quick wins and longer-term transformation)</li> </ul> </li> <li>• Workshop 2: Shortlisting and stress testing <ul style="list-style-type: none"> <li>- Discussion of top 3 co-investment opportunities and quick wins</li> <li>- Refinement of proposition on a page</li> <li>- Prioritisation and implementation considerations</li> </ul> </li> </ul> <p>Potential Start Date: 12th December</p>	28/11/2023	£10000.00

#### Work order terms:

#### TERMINATION

- 1 The SPS Provider acknowledges that a Relevant Authority may, pursuant to a Relevant Call-Off Contract, terminate any Work Order arising under this Agreement where, in the reasonable

opinion of the Relevant Authority, there is or may be an actual conflict, or a potential conflict, between the pecuniary or personal interests of Matrix, Matrix Personnel or the SPS Provider and the duties owed to the Relevant Authority under the provisions of the Call-Off Contract or the relevant Work Order (as the case may be) which is not immaterial and which if capable of remedy is not remedied within eighteen (18) Business Days of the day of receipt of notice from the Relevant Authority giving details of the breach and requiring its remedy.

#### **RELEVANT AUTHORITY PREMISES**

- 2 The Parties intend that each Relevant Authority shall provide the SPS Provider with access to such parts that Relevant Authority's premises as the SPS Provider reasonably requires for the purposes only of properly providing the Specialist Professional Services.
- 3 The Parties intend that each Relevant Authority shall provide the SPS Provider with such accommodation and facilities in that Relevant Authority's premises as is agreed by Matrix and the Relevant Authority from time to time.

#### **PAYMENT AND CHARGES**

- 4 Should the Work Order require, payment to the SPS Provider will be made on delivery of Milestones. Once a Milestone is reached, the SPS Provider will complete a Milestone Payment Report on the Matrix MM portal, for the approval of the Contracting Authority which demonstrates that the Milestone has been successfully reached.
- 5 In consideration of the provision by the SPS Provider of the Specialist Professional Services pursuant to this Work Order, Matrix shall pay the Charges to the SPS Provider in accordance with this clause 9 of the Supplier Agreement and the details included within this Work Order.
- 6 In consideration of the provision of any Additional Services by the SPS Provider in, Matrix shall pay the Additional Charges to the SPS Provider in accordance with clause 9 of the Supplier Agreement and the details included within this Work Order.
- 7 Matrix may at any time require the SPS Provider by an express written request or via the online platform to perform any Additional Services and the SPS Provider agrees to use its reasonable endeavours to provide such Additional Services. Prior to performing any Additional Services, the Parties shall agree on the Additional Charges and the Milestones for payment of the Additional Charges unless provided in the relevant Work Order. For the avoidance of doubt, if any Additional Services arise from or in connection with any act, omission, negligence or default of the SPS Provider, the SPS Provider shall not be entitled to any Additional Charges and/or any additional fees, costs and expenses in respect of such Additional Services unless expressly agreed in writing by Matrix.
- 8 Matrix reserves the right to withhold payment of all of the relevant part of an invoice without payment of interest where the SPS Provider has either failed to provide the Specialist Professional Services at all or the Specialist Professional Services have been provided inadequately and any invoice relating to such Specialist Professional Services will not be paid unless or until the Specialist Professional Services have been performed to Matrix's and the Relevant Authority's reasonable satisfaction. Where Matrix intends to withhold payment, it shall provide written notice to the SPS Provider detailing the sum to be withheld and the basis for doing so.
- 9 Where any Party disputes any sum to be paid by it then a payment equal to the sum not in dispute shall be paid and the dispute as to the sum that remains unpaid shall be determined in accordance with clause 21. Provided that the sum has been disputed in good faith, interest due on any sums in dispute shall not accrue until twenty (20) days after resolution of the dispute between the Parties, subject to the Late Payment of Commercial Debt (Interest) Act 1998.

- 10 Interest shall be payable on the late payment of any undisputed Charges properly invoiced under this Agreement in accordance with the Late Payment of Commercial Debts (Interest) Act 1998.
- 11 The Charges, Additional Charges and any other payments due under this Agreement are stated exclusive of VAT, which shall be added at the prevailing rate as applicable and paid by Matrix following delivery of a valid VAT invoice. The SPS Provider shall indemnify Matrix against any liability (including any interest, penalties or costs incurred) which is levied, demanded or assessed on Matrix or the Relevant Authority at any time in respect of the SPS Provider's failure to account for, or to pay, any VAT relating to payments made to the SPS Provider under this Agreement.
- 12 Either Party may retain or set off any sums owed to it by the other Party which have fallen due and payable against any sums due from it to the other Party under this or any other Work Order.

#### **PERSONNEL USED TO PROVIDE THE SPECIALIST PROFESSIONAL SERVICES**

- 13 At all times, the SPS Provider shall ensure that:
  - 13.1 each of the SPS Provider's Personnel is suitably qualified, adequately trained and capable of providing the applicable Specialist Professional Services in respect of which they are engaged;
  - 13.2 there is an adequate number of SPS Provider's Personnel to provide the Specialist Professional Services properly;
  - 13.3 all of the SPS Provider's Personnel comply with all of the Mandatory Policies and all of the Relevant Authority's policies which have been provided in writing to the SPS Provider, including those that apply to persons who are allowed access to the Relevant Authority's premises.
  - 13.4 any sub-contractors utilised by the SPS Provider, and with prior agreement of the Relevant Authority, will comply with clauses 13.1 to 13.3
- 14 The SPS Provider acknowledges that the Relevant Authority may refuse to grant access to, and remove from such Relevant Authority's premises, any of the SPS Provider's Personnel who do not comply with any such policies such Relevant Authority's policies which have been provided in writing to the SPS Provider.
- 15 The SPS Provider shall replace any of the SPS Provider's Personnel who Matrix or the Relevant Authority reasonably decides have failed to carry out their duties with reasonable skill and care. Following the removal of any of the SPS Provider's Personnel for any reason, the SPS Provider shall ensure that such person is replaced promptly with another person with the necessary training, experience and skills to meet the requirements of the Specialist Professional Services.
- 16 The SPS Provider shall maintain up-to-date personnel records on the SPS Provider's Personnel who are engaged in the provision of the Specialist Professional Services and, on request, provide reasonable information to Matrix and the Relevant Authority on the SPS Provider's Personnel. The SPS Provider shall always ensure that it has the right to provide these records in respect of the SPS Provider's Personnel in compliance with the applicable legislation.
- 17 The SPS Provider shall use its reasonable endeavours to ensure continuity of personnel and ensure that the turnover rate of its staff engaged in the provision or management of the Specialist Professional Services is at least as good as the prevailing industry norm for similar services, locations and environments.
- 18 The Parties agree that neither Matrix nor the Relevant Authority has the right to supervise, direct or control the SPS Provider or the SPS Provider Personnel as to the way they provide the Specialist Professional Services. The SPS Provider will notify Matrix in writing if the Relevant Authority exercises supervision, direction or control, or seeks the right to supervise, direct or

- control the SPS Provider or the SPS Provider Personnel in which case Matrix may terminate the SPS Project without any further liability on the part of Matrix.
- 19 The Contracting Authority shall not do anything that would treat the SPS Provider as an employee of the Contracting Authority.
- 20 The Contracting Authority acknowledges that the SPS Provider is an independent contractor and therefore shall not supervise or control the work being carried out by personnel of the SPS Provider; instead, the Contracting Authority shall monitor performance by ensuring MATRIX SCM meets the required performance standards.
- 21 The SPS Provider is free to determine the personnel it uses to provide the services; provided that all personnel meets the standards specified by the Contracting Authority (including security clearances where applicable). The Contracting Authority shall have no right to specify that a particular worker of the SPS Provider provides the services.
- 22 The SPS Provider shall not assume any line management responsibility for any of the Contracting Authority's employees.
- 23 The SPS Provider shall use their own equipment to deliver the Services, except where the provision of the equipment is necessary for security purposes.
- 24 The SPS Provider shall determine their own place and hours of work, except where the nature of the project naturally enforces restriction eg. attending project meetings at a client site during business hours.
- 25 If at any time, either party fails to comply with the above, then the Work Order will be considered as terminated. Additionally, specific attention is drawn to the warranties and indemnities in the SSA. If either the SPS Provider or the Contracting Authority breach these provisions, the party in default may be liable for income tax or national insurance provisions.
- 26 The SPS Provider shall indemnify and keep indemnified both Matrix and the Relevant Authority against any Direct Losses or Indirect Losses incurred by Matrix and/or the Relevant Authority by reason of any proceedings, claims or demands by Her Majesty's Revenue and Customs and any successor, equivalent or related body:
- 26.1 for Income Tax; and
- 26.2 pursuant to any of the provisions of ITEPA or the NICs Legislation and/or any supporting or consequential secondary legislation relating thereto arising out of any Specialist Professional Services provided that this indemnity shall not apply to employers' national insurance contributions to the extent that recovery of such contributions is prohibited by paragraph 3A of Schedule 1 to the Social Security Contributions and Benefits Act 1992.

## **REPORTING AND MONITORING**

- 27 The SPS Provider shall use its reasonable endeavours to provide the management reports in the form and at the intervals as set out in the Proposal or Work Order or as reasonably requested from time to time by Matrix.
- 28 The SPS Provider shall in respect of each Work Order submit to Matrix a Milestone Payment Report in accordance with the applicable Work Order.
- 29 In respect of any Work Order, Matrix and the Relevant Authority may monitor the performance of the Specialist Professional Services by the SPS Provider and the SPS Provider shall co-operate with Matrix and the Relevant Authority in carrying out such monitoring at no additional charge to Matrix and/or the Relevant Authority.
- 30 Matrix may score the SPS Provider on its performance on each SPS Project and rank all providers of Specialist Professional Services accordingly. The SPS Provider shall be entitled to query its scoring and ranking.

## **SUBCONTRACTING AND ASSIGNMENT**

- 31 Subject to clause 33, neither Party shall be entitled to assign, novate or otherwise dispose of any or all of its rights and obligations under this Agreement or the Work Order without the prior written consent of the other Party.
- 32 The SPS Provider may not subcontract any or all of its rights or obligations under the Agreement without the prior written consent of Matrix. If Matrix consents to any sub- contracting by the SPS Provider, the SPS Provider shall remain responsible for all acts and omissions of its sub-contractors as if they were its own.
- 33 Matrix shall be entitled to novate this Agreement and any Work Order to any other body as part of a transfer of all or substantial part of the business of Matrix.
- 34 Where the SPS Provider enters into a subcontract with a subcontractor for the purpose of performing any Specialist Professional Services which are the subject of a Work Order in accordance with this Agreement, it shall cause a term to be included in such sub-contract that requires payment to be made of undisputed sums by the SPS Provider to the subcontractor within a specified period not exceeding thirty (30) days from the receipt of a valid invoice from the subcontractor.

Signatures for this Work Order are shown below on the HelloSign Signature Page:



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File name	Client Work Order - Leapwise Ltd., Seven Force Strategic...
Document ID	2dd17b2b2572f3872eca6eefae45a9538c0bf939

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Matrix Milestone

milestone@teammatrix.com

User ID: 39313035373331313937



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milestone@teammatrix.com

IP: 82.6.225.20

September 8th, 2023 2:43 PM UTC

Jessica Shepherd

jessica.shepherd@suffolk.police.uk

User ID: 39313039343935383238



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IP: 165.225.81.38

September 11th, 2023 3:41 PM UTC

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Audit trail date format	YYYY / MM / DD
Status	● Signed

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

Document history

 SENT	<b>2023 / 09 / 08</b> 16:41:22 UTC+2	Sent for signature to Matrix Milestone (milestone@teammatrix.com) and Jessica Shepherd (jessica.shepherd@suffolk.police.uk) from team@precisely.se IP: 34.159.36.191
 VIEWED	<b>2023 / 09 / 08</b> 16:43:14 UTC+2	Viewed by Matrix Milestone (milestone@teammatrix.com) IP: 82.6.225.20
 SIGNED	<b>2023 / 09 / 08</b> 16:43:46 UTC+2	Signed by Matrix Milestone (milestone@teammatrix.com) IP: 82.6.225.20
 VIEWED	<b>2023 / 09 / 11</b> 11:38:04 UTC+2	Viewed by Jessica Shepherd (jessica.shepherd@suffolk.police.uk) IP: 213.121.247.146

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Document history

 SIGNED	<b>2023 / 09 / 11</b> 17:41:26 UTC+2	Signed by Jessica Shepherd ( <a href="mailto:jessica.shepherd@suffolk.police.uk">jessica.shepherd@suffolk.police.uk</a> ) IP: 165.225.81.38
 COMPLETED	<b>2023 / 09 / 11</b> 17:41:26 UTC+2	The document has been completed.