# Call-Off Schedule 20 (Call-Off Specification)

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

## PURPOSE

* 1. The purpose of this document is to set out the requirements for the provision of counter fraud consultancy services for the Public Sector Fraud Authority (PSFA). The requirements cover two work packages that will form part of a single contract with the Cabinet Office.

## BACKGROUND TO THE CONTRACTING AUTHORITY

* 1. The Cabinet Office (CO) supports the Prime Minister and ensures the effective running of Government. The CO is also the corporate headquarters for Government and in partnership with HM Treasury takes the lead in certain policy areas.
  2. The Counter Fraud Function (CFF) centre sits in the CO along with other corporate functions.
  3. In the Summer of 2022, the Cabinet Office and HMT will launch the Public Sector Fraud Authority (PSFA). The PSFA is a new organisation that will build on the progress made by the Government’s Counter Fraud Function. Its role is to monitor and oversee public bodies' performance with a focus on greater performance and outcomes and delivery of expert services. The PSFA will be closely integrated with HMT and Cabinet Office functions.
  4. The newly established PSFA will deliver the following service lines and support:
  5. **Data and Intelligence Services** to prevent/detect fraud and economic crime in government spending;
  6. **Enforcement Services** to provide enforcement services - creating efficiency by building services that can be called upon when needed;
  7. **Risk, Threat and Prevention** to create and maintain a Global Fraud Risk Assessment, and support understanding of fraud risk and prevention;
  8. **Practice, Standards and Capability** to develop the Government Counter Fraud Profession (GCFP) and the Counter Fraud Practice;
  9. **Performance, Assurance and Evidence** to drive improvement in performance with increased scrutiny on counter fraud outcomes and quality;
  10. **Policy** will provide leadership on cross-government fraud issues and initiatives, to drive the government’s policies in finding and fighting fraud.
  11. The purpose of the PSFA is to work with Departments and Public Bodies to understand and reduce the impact of fraud. Its mission is to:
  12. Modernise the fraud and error response by widening access, and use of, leading practices, tools and technology - better protecting taxpayers’ money;
  13. Build expert led services that collaborate with experts in Departments and Public Bodies to better fight fraud and error through risk, prevention, data and enforcement techniques;
  14. Develop capability in the public sector to find, prevent and respond to fraud and error - both organisationally and individually;
  15. Put performance at the heart of the public sector fraud conversation - focusing on investments and outcomes;
  16. Be seen as a beacon of fraud and error expertise and a destination for those wanting to make a difference in fighting public sector fraud.

## BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

* 1. The requirement has been divided into two separate Work Packages outlined below.
  2. **Work package 1 relates to the delivery of the Fraud Analytics Programme for the Covid-19 Loan Schemes**. As part of the Covid-19 fraud response, the CFF devised and implemented a fraud analytics programme to enhance the detection of fraud within the Covid-19 loan schemes. The programme has delivered over £2.2bn of outputs thus far, with a significant focus on fraud detection involving registered companies in the Bounce Back Loan Scheme (BBLS). The programme has deployed a network analytics platform, delivered extensive data matching with the NCA and HMRC, and has implemented key controls including the bulk dissolution objections process to prevent companies from dissolving with outstanding loans.
  3. During the next phase of the analytics programme (phase 5), the CFF will focus on sole trader fraud in the Bounce Back Loan Scheme (BBLS). Total guarantees against sole traders account for £9.6bn of total lending or 28% of the loan book by volume (447K facilities in all). To achieve this, the programme will acquire data from lenders, perform data matching with other Government agencies and carry out analytics against a range of identified risks. This includes activity to identify scheme-level duplicates, false declarations of trading and links to directors (who are also sole traders but have defrauded the schemes in a different legal form (i.e. as a registered company director). There will be a focus on identifying entities and nominals that are linked to organised crime and fraud using network analytics in an effort to close out fraud within the schemes.
  4. The outputs will be provided to lenders in the form of output files where there will be a focus on maximising outcomes (i.e. detected/prevented and recovered fraud). The Supplier will report on the change in the baseline (i.e. total uplift in detected / prevented fraud) using loan facility information from the EFG Portal. These benefits will be audited and the Supplier will be required to develop a range of ‘savings assurance papers’ with a fully documented methodology to evidence the saving.
  5. In addition to the work on sole trader fraud, the Supplier will maintain BAU fraud controls for the Covid-19 loan schemes. This includes the bulk dissolution objections process and data matching for the Insolvency Service (INSS). The supplier will work to identify high-risk fraud populations within the loan book (including undeclared facilities and false declaration of trading) and supply those caseloads to INSS. Develop and optimise the fraud portfolio screening model. Produce dashboards on fraud performance (covering the key metrics) and maintain the feeds for BBB’s Lender Performance Dashboard. In addition, there will be an ongoing need to support ad-hoc analytics requests to inform policy and decision-making.
  6. To deliver this, the supplier will provide a team of Data Scientists, Data Engineers, Data Analysts, Business Analysts and a Fraud Analytics Manager to deliver the programme. Programming skills in SQL, Python and Scala are essential (as the analytics will be delivered on-premise using Azure tooling and a network analytics platform). The Supplier will be expected to deliver according to agile principles, delivering in sprints and will be accountable to a Head of Programme (Product Owner). The programme team will be hybrid in nature and Consultants will be expected to work alongside Civil Servant Data Scientists to deliver the programme.
  7. As part of this contract, the Supplier will assist the CFF with upskilling in Fraud Data Science and will ensure that best practices are embedded in the team. This includes coding best practices and the use of automation to drive efficiency. The supplier shall work with the CFF to develop and agree a knowledge transfer plan within 3 months of the contract award.
  8. **Work Package 2 relates to Counter Fraud Advice and Assurance**. The supplier shall provide Counter Fraud SMEs to deliver advice and assurance over Initial Fraud Impact Assessments (IFIAs); Departmental Fraud Risk Assessments (FRAs); targeted fraud reviews covering new/existing schemes; and, activity to develop and maintain the Global Fraud Risk Assessment (GFRA) and the development and design of a 'high threat portfolio’ covering the main fraud risks and threats facing the UK Public Sector. There will also be provision for delivery of tiger teaming - the ability to supply multi disciplined teams to deep dive and provide expert advice on counter fraud across the public sector.  Consultants will have experience in fraud risk management, fraud control design, fraud strategy, strategic intelligence and/or assurance/audit.
  9. The Public Services (Social Value) Act 2012 requires public authorities to have regard to economic, social and environmental wellbeing in connection with public services contracts. The Supplier shall identify and develop with the CO proposed social value initiatives, proportionate and relevant to each Work Package. It is important that social value initiatives are measurable and supported by robust evidence. Examples of Social Value issues, outcomes and measures can be found in the latest National Themes Outcomes and Measures (TOMs) Framework for Social Value measurement, published on The Social Value Portal.

## DEFINITIONS

|  |  |
| --- | --- |
| Expression or Acronym | Definition |
| BBLSV | Means Bounce Back Loans Scheme – a Covid-19 Financial Support Scheme for SMEs and micro businesses that provided 100% government backed-loans of up to £50,000 on an initial 6-year term. Loans were provided via 24 accredited lenders. The scheme operated on the principles of self-certification with no requirement to verify eligibility responses supplied by the borrower. |
| BEISBBEIS | Means Department for Business, Energy and Industrial Strategy |
| BBB | Means British Business Bank |
| CBILS | Means Coronavirus Business Interruption Loan Scheme |
| CLBILS | Means Coronavirus Large Business Interruption Loan Scheme |
| CO | Means Cabinet Office |
| CFF | Means Counter Fraud Function |
| COVID-19 | Means the virus, COVID-19, and more broadly the economic and public health situation that it has generated |
| COVID-19 Loan Schemes | * Means the following schemes delivered by the British Business Bank (BBB): * Bounce Back Loan Scheme (BBLS); * Coronavirus Business Interruption Loan Scheme (CBILS); * Coronavirus Large Business Interruption Loan Scheme (CLBILS); * Recovery Loan Scheme (RLS); * Future Fund (FF). |
| CRA | Means Criminal Records Agency |
| EFG | Means Enterprise Finance Guarantee Portal (a portal that contains loan facility information relating to 120+ scheme lenders, covering BBLS, CBILS, CLBILS, RLS and Future Fund) |
| FMB | Means Fraud Ministerial Board |
| FRA | Means Fraud Risk Assessment |
| GFRA | Means Global Fraud Risk Assessment – a high level fraud risk assessment of a C-19 Financial Support Schemes. |
| IFIA | Means Fraud Impact Assessment |
| HMG | Means Her Majesty’s Government |
| HMRC | Means Her Majesty’s Revenue and Customs |
| NCA | Means the National Crime Agency. |
| RLS | Means Recovery Loan Scheme |
| SOC | Means Serious and Organised Crime (NCA data sets) |
| SME | Subject Matter Experts |
| SRO | Means Senior Responsible Officer |

## SCOPE OF REQUIREMENT

* 1. The scope of this requirement shall include:
     1. The supply of data science, data engineering and analytical resources to deliver the Fraud Analytics Programme for the Covid-19 Loan Schemes.
     2. The supply of Counter Fraud SMEs to deliver advice and assurance over IFIAs; Departmental FRAs; targeted fraud reviews covering new/existing schemes; and, activity to develop and maintain the Global Fraud Risk Assessment (GFRA) and a 'high threat portfolio’ covering the main fraud risks and threats facing the UK Public Sector. Consultants will have experience in fraud risk management, fraud control design, fraud strategy, strategic intelligence and/or assurance/audit.
  2. The following is out of scope:
     1. The Supplier is not required to provide tooling, analytics platforms or software to deliver the programme, Consultants will be issued with CO laptops (Mac OS or Windows) - and will have access to our Azure environment via a remote desktop connection. Open source data science tools can be provided upon request (Jupyter Notebook and Python are already used).
     2. Data sharing agreements - these will be put in place by the CO. The Supplier will act as a Data Processor and will deliver the programme under the direct supervision of the CO.
     3. The supply of internal and external data - these will be provided by the CO, BEIS, BBB, Companies House, HMRC, NCA, Insolvency Service and Lenders - and/or acquired under the provision of the programme.

## THE REQUIREMENT

* 1. Work Package 1: To supply data science, data engineering, data analyst, business analyst and analytics management support to deliver the Fraud Analytics Programme for the Covid-19 Loan Schemes, including;
     1. Data analytics and data matching to detect fraud within the Covid-19 loan books (including but not limited to sole trader fraud, sole trader duplicates, false declarations of trading and connections to fraud / SOC);
     2. To maintain BAU controls for the schemes, including the Monthly Dissolutions Objections and Insolvency Service Data Matching process;
     3. To develop and maintain a fraud portfolio screening model for the ‘non-performing’ loans population (covering registered companies and sole traders);
     4. To produce the Monthly fraud dashboard and to provide the data feeds for BBB’s lender performance dashboard;
     5. To carry out ad-hoc analytics to inform policy (including, but not limited to fraud identification using internal and external data sets) and analysis to drive decision making and targeted interventions (i.e. dissolution objections).
     6. To track the outcomes from the analytics programme and assist CO / BBB with lender engagement activity with a focus on driving outcomes (i.e. fraud detection and recoveries);
     7. To prepare benefit methodologies and savings assurance papers to evidence the impact of the programme (targeting moderate assurance or higher) with GIAA;
     8. To support the delivery of £30-50m of outcomes from the programme (detected / prevented and recovered loss) via lenders and BBB.
  2. Work Package 2: To supply Counter Fraud SMEs to support the delivery of the PSFA’s Service Lines (Risk, Threat and Prevention and Performance, Assurance and Evidence functions):
     1. To supply Counter Fraud SMEs with experience in fraud risk management, fraud control design, fraud strategy and/or assurance/audit;
     2. To develop and maintain the Global Fraud Risk Assessment (GFRA) and build a ‘high threat portfolio’ that covers the main fraud risks/threats facing the UK Public Sector.
     3. To provide detailed advice and assurance over IFIAs and Departmental FRAs that form part of the Public Sector Fraud Authority (PSFA's) major portfolio;

6.2.3.1 The requirement is for complete reviews of Initial Fraud Impact Assessments and Fraud Risk Assessments - to ensure alignment with the Government Counter Fraud Risk Standards - which are Professional Standards, published on [GOV.UK](http://gov.uk/) by the Government Counter Fraud Profession.

*Please note that “assurance” work in the context of this Call-Off Contract comprises the Supplier’s review and recommend activity which it will conduct based upon its experience, relevant guidance such as the Government Counter Fraud Professional Standards and Guidance and understanding of good practice where relevant. This does not include any Assurance work that is conducted in accordance with a particular professional standard (such as the International Standard on Assurance Engagements (ISAE 3000) of the International Auditing and Assurance Standards Board).*

* + 1. To support the design and delivery of a multidisciplinary  'tiger teaming' service integrated within the PSFA governance and structures;
    2. Undertake targeted reviews, testing of major schemes and expert counter fraud advice with the aim of preventing fraud in future or existing programmes;
    3. To prepare reports and briefings related to fraud risk management and assurance to senior stakeholders;
    4. To supply governance administrative support for the oversight and reporting of PSFA data analytics, fraud risk management and new service line activity and impact.
  1. To provide ad hoc support and advice on PSFA function and service delivery priorities.
  2. To assist with upskilling in fraud data science - ensuring that both coding best practices are employed, and that our Azure analytics tools are utilised to their full potential (i.e. dashboard visualisation and automation) and use of machine learning / predictive analytics to identify fraud.
  3. To provide a full handover no less than 30 days prior to the end of the contract with CO staff.

1. KEY MILESTONES AND DELIVERABLES
   1. The following Contract milestones/deliverables shall apply:

|  |  |  |
| --- | --- | --- |
| Milestone / Deliverable | Description | Delivery date |
| Source 75% of resources to deliver work package 1. | Sourcing of SC cleared consultants to deliver the programme. | Within 4-8 weeks of the contract award. |
| Source 75% of the resources to deliver work package 2. | Sourcing of AC/CTC and/or SC cleared consultants to deliver the programme. | Within 4-8 weeks of the contract award. |
| Run the bulk dissolution objections process. | Run the code and QA outputs. | Monthly throughout the contract duration. |
| Insolvency Service (INSS) data matching and case identification. | Run the insolvency data against the EFG web portal to identify undeclared facilities.  Assist INSS with requests to identify cases for enforcement action. | Monthly throughout the contract duration |
| Deliver a proof of concept using lender data to identify sole trader fraud by matching data with HMRC (2-3 lenders). | Acquire data, prepare files, facilitate data sharing with HMRC, analyse results and share outputs with lenders for investigation. | Within 6 months of the contract award |
| Match all sole trader data against HMRC and identify high risk facilities that are likely to be fraudulent (dependent on a successful PoC). | Following a proof of concept, proceed to match the entire sole trader loan book against HMRC, analyse results and share outputs with lenders for investigation. | Within 10 months of the contract award. |
| Acquire Sole Trader data from lenders and resolve entities using the network analytics platform - link sole traders to registered company directors to identify overlap with fraud and SOC indicators. | Prepare files to ingest into the network analytics platform via ETLs - support with scoring to identify sole trader loan facilities with a fraud / SOC overlap.  Carry out analysis to identify sole trader duplicates.  Carry out network analytics on the sole trader population. | Within 8 months of the contract award. |
| Produce the Fraud Dashboard and data feeds for the Lender Performance Dashboard. | Continue to produce the Fraud Dashboard and supply lender performance data to BBB. | Within 1 month of the contract award (recurring Monthly). |
| Portfolio Fraud Screening (new claims and non-performing loans (NPLs) – All Covid-19 loan schemes. | Risk score claims and NPLs for potential fraud – work to optimise model performance using data on suspect fraud / SOC etc to identify fraud. | Within 2 months of the contract award (recurring Monthly). |
| Deliver ad-hoc analytics to inform decision making. | Support ad-hoc analytics requests from CO, HMT, BEIS and BBB to inform policy and understanding of risk exposure within the Covid-19 loan schemes. | As required throughout the contract duration. |
| Deliver advice and assurance over IFIAs. | Assess IFIAs and provide advice on scheme design to mitigate loss on future programmes. | As required throughout the contract duration. |
| Deliver advice and provide assurance over Departmental FRA activity. | Advice and support departments on the completion of FRA’s to the Government standard. | As required throughout the contract duration. |
| Deliver targeted fraud reviews covering new / existing schemes. | Carry out fraud control reviews / audits – provide advice on scheme design. | As required throughout the contract duration. |
| Develop and maintain the Global Fraud Risk Assessment; and,  build a ‘high-threat portfolio’ that shows the main fraud risks / threats facing the UK Public Sector. | Use IFIA scoring to assess risks, map controls and assess residual risks as part of the GFRA.  Use the GFRA to build a high-threat portfolio that shows the main fraud risks/threats facing the UK public sector, which will drive the prioritisation of downstream PSFA activity. | As required throughout the contract duration. |
| Development of ‘Tiger Team’ service. | Delivery of a blueprint for a Tiger Team function (urgent risk mitigation 'surge' activity) and some initial delivery of the service to 'Test and Learn' before scaling the model up. | Delivery of Tiger Team Options analysis (Dec 22),  Development of final Tiger Team Blueprint (March 23) ,  Test and Learn activity (June 23) |
| Development of a Threat Product. | Scoping and blueprint development of an analytical/communications  ‘Threat Product’ to support cross-govt counter-fraud community to mitigate associated risks. | scoping and stakeholder engagement (Dec 22)  Blueprint agreed (March 22)  Product trialled with genuine content (June 23) |
| Timely production of fraud risk management and assurance reports and briefings to senior stakeholders. | Preparation of executive level reports and briefings in an agreed format | As required throughout the contract duration. |

## MANAGEMENT INFORMATION/REPORTING

* 1. Weekly status reporting applies to the duration of the programme - along with mid/end of sprint reviews - the Supplier will be expected to report on progress against agreed milestones.
  2. A Monthly contract review meeting will be held with the CO and other stakeholders - this will be a formal meeting where VFM and outcomes will be discussed.
  3. Aforementioned, the Supplier is expected to produce fraud dashboards to track the outcomes and portfolio performance over time. This will be shared with wider stakeholders (including SROs and Ministers from CO, HMT and BEIS).

## VOLUMES

* 1. The Supplier is responsible for sourcing Consultants with the appropriate technical expertise and skills to deliver the requirements within this document. Resourcing levels may vary at the discretion of the Supplier (without any adjustment to the contract value) so long as the required deliverables are met.

## CONTINUOUS IMPROVEMENT

* 1. The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.
  2. The Supplier should present new ways of working to the CO during monthly Contract review meetings. This includes ongoing innovation and the adoption of new data science techniques to maximise the outcomes from the programme.
  3. Changes to the way in which the Services are to be delivered must be brought to the CO’s attention and agreed prior to any changes being implemented.

## SUSTAINABILITY

* 1. The CO is committed to sustainability and places great importance on working with the Supplier to deliver services with sustainability embedded. The Supplier shall work with the CO in achieving these goals across the lifecycle of the programme work packages.

## QUALITY

* 1. Work should be performed by suitably qualified and accredited workers and quality shall be in line with the terms and conditions of the Crown Commercial Service Framework Agreement MCF 3 – Reference RM6187.
  2. Analysis work should be completed according to The Aqua Book standard.
  3. IFIAs and FRAs are to be assured using the Government Professional Standards (see Fraud Risk Assessment standard) and Managing Public Money guidance.
  4. Data analytics resources including Data Scientists, Data Engineers and Data Analysts will be certified in Python, SQL and/or Scala and have a background in fraud / financial crime analytics (with strong analytical, data visualisation and communication skills). Experience of using Azure tooling, including Databricks, Datafactory and SQL Server Management Studio is essential. Professionals with experience in Spark and Scala are necessary to support network analytics activity using the CO platform.

## CALL-OFF CONTRACT DURATION

13.1 The contract lengths for Work Packages 1 and 2 are set out below:

* **Work Package 1 -** Provision of data science, data engineering and analytical resources to deliver the Fraud Analytics Programme for the Covid-19 Loan Schemes.

Estimated contract start date: 5 September 2022

Length of contract: Up to 2.5 years

* **Work Package 2 -** Counter fraud assurance and advice over initial fraud impact assessments, Departmental FRAs (including development and maintenance of the Global Fraud Risk Assessment); support with targeted fraud reviews and delivery of tiger teaming, for the PSFA’s major threat portfolio.

Estimated contract start date: 5 September 2022

Length of contract: 1 year

13.2 The initial period of the contract for Work Package 1 shall be 12 months from the commencement date. The Cabinet Office may elect to extend the duration of the contract for an extension period of up to 18 months by giving the Supplier no less than two months’ written notice. The Cabinet Office shall not be obligated to exercise the option of an extension period.

13.3 The Cabinet Office may, at any time during the Contract including where it is intended to extend the initial period of the Contract in respect of Work Package 1, propose an alteration of, addition to or omission from the Services set out in this Statement of Requirements. The Cabinet Office shall notify the Supplier of the proposed change and within 14 days the Supplier shall provide a firm lump sum price quotation in respect of the alteration, addition or omission for agreement with the Cabinet Office.

## PRICE

* 1. Rates and Prices are to be submitted via the e- Sourcing Suite - Attachment 4 Price Schedule. Prices are to exclude VAT and include all other expenses relating to Contract delivery.
  2. Rates for Consultants shall not exceed the rate card for the Framework Agreement RM6187 Lot 3 Complex & Transformation Services. Work shall be structured such that it is performed by a balanced mix of Supplier resources rather than a concentration of the higher cost individuals.
  3. The price for Work Package 1 shall be held firm for the initial 12- month period of the Contract i.e. not subject to variation. The price for the 18- month extension period shall be a maximum price to be converted to a firm price by agreement of the parties before the commencement of the extension period.
  4. The price for Work Package 2 shall be held firm for the 12- month period of the Contract i.e. not subject to variation.
  5. Not Used
  6. The Supplier shall work collaboratively with the CO, BBB and lenders to proactively identify and deliver savings within the Covid-19 loan scheme portfolio. Where the Supplier contributes to the achievement of a new audited and validated savings methodology exceeding £30,000,000 (or £10,000,000 per annum), the CO shall consider making a gain share payment as a percentage of the savings achieved. The percentage payable is 0.25% (a quarter of one percent) capped at £75,000 maximum for the contract (excl. VAT). The payment shall be made at the sole discretion of the CO.

## STAFF AND CUSTOMER SERVICE

* 1. The Supplier shall provide a sufficient level of resource throughout the duration of the Contract in order to consistently deliver a quality service.
  2. The Supplier’s staff assigned to the Contract shall have the relevant qualifications and experience to deliver the Contract to the required standard.
  3. The Supplier shall ensure that staff understand the CO’s vision and objectives and will provide excellent customer service to the CO throughout the duration of the Contract.

## SERVICE LEVELS AND PERFORMANCE

* 1. The CO will measure the quality of the Supplier’s delivery by:
     1. Launching and operating a quality service that addresses the requirements set out above within the required timescale;
     2. That provides value for money for the taxpayer;
     3. That meets the required Key Performance Indicators (KPI);
     4. That is at all times in line with existing and evolving Government policy and standards on Counter Fraud.
  2. The key KPI’s are outlined below which will be developed further with the Supplier within one month of the Contract start date and at no additional cost to the CO:

|  |  |  |  |
| --- | --- | --- | --- |
| KPI/SLA | Service Area | KPI/SLA description | Target |
| 1 | Prevented, detected & recovered fraud | £30-50m of outcomes to be delivered by March 2025 (£10-16m per year). | 100% of target (min range) |
| 2 | Customer Service | Email/communication from the Cabinet Office to be responded to within 48 hours. | 95% |
| 3 | Service Delivery | Agreed outputs to be delivered to a consistently high professional standard by agreed deadline | 95% |
| 4 | Service Delivery | Staff churn during the duration of the contract is minimised | <20% |

16.3 The Supplier shall create a central lessons learned log with key learnings included. The CO and stakeholders shall be granted access to the lessons learnt log and this shall be shared free of charge.

16.4 The Supplier shall ensure that knowledge acquired during the Call Off Contract term is transferred to the CO, which allows for the CO to improve awareness of strategic approaches to Counter Fraud, upskill the CO’s personnel and share market intelligence. It will be the CO’s right to further share the learnings to internal and external stakeholders. The Supplier shall deliver mentoring and coaching as appropriate to ensure that knowledge is transferred.

16.5 The Supplier shall, within three months after the start date, deliver to the CO a skills and knowledge transfer plan which complies with the requirements set out above and includes periodic touchpoints to facilitate skills/knowledge transfer.

16.6 The Supplier shall, within three months after the start date, deliver to the CO an exit plan which complies with the requirements set out in paragraph 4.3 of RM 6187 Framework Agreement Call - Off Schedule 10 (Exit Management) and is reasonably acceptable to the CO.

## SECURITY AND CONFIDENTIALITY REQUIREMENTS

* 1. Two levels of security clearance are required:
     1. Fraud Analytics Programme (SC clearance).
     2. Counter Fraud Advice / Assurance (AC/CTC clearance) - some roles may require SC clearance.
     3. All vetting shall be performed via the NSV Unit (or in-house where the Supplier has an accredited unit).
     4. All data processing shall be conducted in accordance with the CO/BEIS Memorandums Of Understanding and Data Usage Agreements. Data must not be transferred off-premise or to non-CO laptops (including corporate and personal devices).

## PAYMENT AND INVOICING

* 1. Payment can only be made following satisfactory delivery of pre-agreed certified deliverables and in line with the Payment provisions in the CCS Framework Agreement RM6187 Lot 3 Complex & Transformation Services.
  2. A valid Purchase Order must be quoted in invoices against which payment shall be made.
  3. Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.
  4. All invoices must first be approved by the CO Official nominated in the Call-Off Order Form.

## CONTRACT MANAGEMENT

* 1. Monthly Contract review meetings to review performance, outcomes and delivery of Value for Money shall be scheduled as required by the CO and must be attended by the Supplier.
  2. Attendance at Contract Review meetings shall be at the Supplier’s own expense.

## LOCATION

* 1. The location of the Services will be carried out remotely (approximately 40-60% of time) and at 1 Horse Guards Road, London SWIA 2HQ or 10 South Colonnade, London, E14 4QQ (approximately 40-60% of time). The CO operates a Hybrid working policy and Consultants are expected to adopt similar working patterns to Civil Servants.