****

**Provision of Consultancy for OGP Capability Assessment**

 **TO**

 **Office of Government Property**

**From**

**Methods Business & Digital Technology Limited**

 **Contract Reference: CCCC20B80**

12/08/2013

**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 Agreementfor the provision of Management Consultancy Services dated **04 September 2018**.

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

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

|  |  |
| --- | --- |
| Order Number | **To be completed at Contract Award** |
| From | **Office of Government Property****("CUSTOMER")** |
| To | **Methods Business & Digital Technology Limited** **("SUPPLIER")** |
| Date  | **29th January 2021** |

SECTION B

1. call off contract period

|  |  |
| --- | --- |
|  | **Commencement Date**: 1st February 2021 |
| * 1.
 | **Expiry Date**:End date of Period: 31st March 2021 |

1. Services

|  |  |
| --- | --- |
| 2.1.  | **Services required**: Please refer to Annex 1 - Statement of Requirements |

1. PROJECT Plan

|  |  |
| --- | --- |
| **3.1.**  | **Project Plan**: Please refer to Section 6 Annex 1 - Statement of Requirements |

1. contract performance

|  |  |
| --- | --- |
| **4.1.**  | **Standards**:Please refer to Annex 1- Statement of Requirements |
| **4.2** | **Service Levels/Service Credits**:Not applied |
| **4.3** | **Critical Service Level Failure**:Not applied |
| **4.4** | **Performance Monitoring:** Please refer to Section 10 Service Levels and Performance in Annex 1- Statement of Requirements |
| **4.5** | **Period for providing Rectification Plan:** In Clause 39.2.1(a) of the Call Off Terms |

1. personnel

|  |  |
| --- | --- |
| **5.1** | **Key Personnel**: Customer- **Redacted**Supplier- **Redacted** |
| **5.2** | **Relevant Convictions** (Clause 28.2 of the Call Off Terms):In Clause 28.2 of the Call Off Terms |

1. PAYMENT

|  |  |
| --- | --- |
| **6.1** | **Call Off Contract Charges** (including any applicable discount(s), but excluding VAT): In Annex 1 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing) |
| **6.2** | **Payment terms/profile** (including method of payment e.g. Government Procurement Card (GPC) or BACS):Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables. Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs. For the avoidance of doubt, the total contract value will not exceed £40,675.00 exc. VAT.**Redacted** |
| **6.3** | **Reimbursable Expenses**: Not permitted |
| **6.4** | **Customer billing address** (paragraph 7.6 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):Invoices should be submitted to;APinvoices-CAB-U@gov.sscl.com |
| **6.5** | **Call Off Contract Charges fixed for** (paragraph 8.2 of Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):For the term of theCall OffContract from the Call Off Commencement Date. |
| **6.6** | **Supplier periodic assessment of Call Off Contract Charges** (paragraph 9.2 ofCall Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing))will be carried out on:Not Applicable |
| **6.7** | **Supplier request for increase in the Call Off Contract Charges** (paragraph 10 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):Not Permitted |

1. LIABILITY and insurance

|  |  |
| --- | --- |
| **7.1** | **Estimated Year 1 Call Off Contract Charges**:The sum of £40,675.00 (exc VAT) |
| **7.2** | **Supplier’s limitation of Liability** (Clause 37.2.1 of the Call Off Terms);In Clause 37.2.1 of the Call Off Terms |
| **7.3** | **Insurance** (Clause 38.3 of the Call Off Terms):In Clause 38.3 of the Call off Terms |

1. TERMINATION and exit

|  |  |
| --- | --- |
| **8.1** | **Termination on material Default** (Clause 42.2 of the Call Off Terms)):In Clause 42.2.1(c) of the Call Off Terms |
| **8.2** | **Termination without cause notice period** (Clause 42.7 of the Call Off Terms):In Clause 42.7 of the Call Off Terms |
| **8.3** | **Undisputed Sums Limit**:In Clause 43.1.1 of the Call Off Terms |
| **8.4** | **Exit Management:** In Call Off Schedule 9 (Exit Management)  |

1. supplier information

|  |  |
| --- | --- |
| **9.1** | **Supplier's inspection of Sites, Customer Property and Customer Assets:**Not Applied |
| **9.2** | **Commercially Sensitive Information**:To be confirmed at Award |

1. OTHER CALL OFF REQUIREMENTS

|  |  |
| --- | --- |
| **10.1** | **Recitals** (in preamble to the Call Off Terms):Recitals B to ERecital C - date of issue of the Statement of Requirements: 4th January 2021Recital D - date of receipt of Call Off Tender: 18th January 2021 |
| **10.2** | **Call Off Guarantee (Clause 4 of the Call Off Terms):**Not required  |
| **10.3** | **Security**:Long form security requirementsANDThe supplier will be expected to comply with the Cabinet Office [Information Management Standards Framework](https://drive.google.com/open?id=1M--uqZ4aGOavUdQ-U3FBtHzyPsfEfcRa), which sets out how we manage our records and information in order to make them accessible, and to ensure we remain compliant with the law. This framework applies equally to all systems and security tiers.The Supplier will comply with data protection law in the collection and handling of any personal information. |
| **10.4** | **ICT Policy:****T**o be provided by the Customer before the Commencement Date. |
| **10.6** | **Business Continuity & Disaster Recovery**: In Call Off Schedule 8 (Business Continuity and Disaster Recovery)**Disaster Period**:For the purpose of the definition of “Disaster” in Call Off Schedule 1 (Definitions) the “Disaster Period” shall be Not applied |
| **10.7** | Not Used |
| **10.8** | **Protection of Customer Data** (Clause 35.2.3 of the Call Off Terms):Not Applied |
| **10.9** | **Notices** (Clause 56.6 of the Call Off Terms):Customer’s postal address and email address: Office of Government Property, 10 South Colonnade, Canary Wharf, Londo, E14 4QQEmail: **Redacted**Supplier’s postal address and email address: Methods Business & Digital Technology Limited, Saffron House, 6-10 Kirby Street, London, EC1N 8TSEmail: **Redacted**  |
| **10.10** | **Transparency Reports**In Call Off Schedule 13 (Transparency Reports) |
| **10.11** | **Alternative and/or Additional Clauses from Call Off Schedule 14 and if required, any Customer alternative pricing mechanism:**Not Applicable |
| **10.12** | **Call Off Tender**:See Annex 2 Call Off Tender |
| **10.13** | **Publicity and Branding (Clause 36.3.2 of the Call Off Terms)**In Clause 36.32. of the Call Off Terms |
| **10.14** | **Staff Transfer**Annex to Schedule 10, List of Notified Sub-Contractors (Call Off Tender). |
| **10.15** | **Processing Data**Call Off Schedule 17 |
| **10.16** | **DEFCONs and DEFFORMs**Not Applicable |
|

|  |  |  |  |
| --- | --- | --- | --- |
| **Contract Reference:** | **CCCC20B80** |  |  |
| **Date:**  | **29th January 2021** |  |  |
| **Description Of Authorised Processing** | **Details** |  |  |
| Identity of the Controller and Processor | The Parties acknowledge that for the purposes of the Data Protection Legislation the Parties are independent controllers of Personal Data under this Framework Agreement.  |  |  |
| Use of Personal Data | Managing the obligations under the Call Off Contract Agreement, including exit management, and other associated activities,  |  |  |
| Duration of the processing | For the duration of the Framework Contract plus 7 years.  |  |  |
| Nature and purposes of the processing |  |  |  |
| Type of Personal Data | Full nameWorplace addressWorkplace Phone Number Workplace email address Names Job TitleCompensation

|  |
| --- |
| Tenure InformationQualifications or Certifications |
| Nationality |
| Education & training history |
| Previous work history |
| Personal Interests |
| References and referee details |
| Driving license details |
| National insurance number |
| Bank statements |
| Utility bills |
| Job title or role |
| Job application details |
| Start date |
| End date & reason for termination |
| Contract type |
| Compensation data |
| Photographic Facial Image |
| Biometric data |
| Birth certificates |
| IP Address |
| Details of physical and psychological health or medical condition |
| Next of kin & emergency contact details |
| Record of absence, time tracking & annual leave |

 |  |  |
| Categories of Data Subject |  |  |  |

 |

**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 |  |
| Signature |  |
| Date |  |
| **For and on behalf of the Customer:** |
| Name and Title |  |
| Signature |  |
| Date |  |

Annex 1

# PURPOSE

## The office of government property (ogp) in the cabinet office (co) would like to procure expert services to:

* + 1. Develop the Target Operating Model (TOM) for OGP, setting out how the business unit should be best organised in order to deliver its strategic objectives,
		2. Undertake a staff capability assessment to set out what OGP’s current/baseline is.
		3. Produce a gap analysis between current and future capability requirements, including identifying options to close the gap and deliver a workforce capable of operating under the future TOM.
	1. As part of this work we would like to undertake a deep dive specifically into project and programme management in order to understand more detail around current capability, what is needed in the future and what capability development options would plug the gap.

# BACKGROUND TO THE CONTRACTING AUTHORITY

## The property function operates across departments, delivery organisations, property companies and agencies, with the office of government property (ogp) providing central leadership. Ogp is a key enabler of the work of government, including the civil and wider public service, and has a critical role in supporting ministerial priority outcomes by leading the relocation of civil service roles out of london/south east, increasing property profession capability to make sure the government estate is net zero by 2050, delivering the infrastructure revolution, driving up the standard of how public facilities are managed, all underpinned by a radical increase in the scale and quality of data analytics for the public sector estate.

## The chief operating officer (coo) team is responsible for:

### Providing an oversight and assurance to the Director General; and

### Government Chief Property Office on the target operating model, resourcing and workforce planning for the Office of Government Property.

### Oversight and management of a budget of approximately £9.3m and oversight of around 100 FTE.

### Oversight and implementation of the corporate functions of OGP, linking in with Cabinet Office, in particular HR, finance and commercial.

### Ensuring regular reporting is available for the Director General, Government Chief Property Office and wider management team

### Oversight of the Private Office functions for two Directors and a Director General.

### Oversight of the governance functions for the effective operation of the Office of Government Property.

### Sponsorship of the business and governance operation of the Government Property Agency, an Executive Agency of the Cabinet Office.

# BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

1. 1. The Authoritys ambition is to move to a more specialist workforce model. For the purposes of this review, specialist refers to a member of staff who has a career anchor in one of the [Civil Service Professions](https://www.civil-service-careers.gov.uk/professions/) and/or holds or is working towards a specialist qualification in those areas (e.g. Property related qualifications (RICS, FM etc.), HR, Operational Delivery etc.). This ambition has been supported through our Spending Review 2020 bid, where we have requested a significant increase in staffing numbers to support specialist activities in areas such as sustainability and facilities management.
	2. The Office of Government Property has an ambitious programme of activity over the next few years with a number of high profile programmes being led by the unit, including our Places for Growth programme which is leading on the relocation of Civil Servants from London and the South East; achieving a net zero estate by 2050 through our sustainability programme and improving the quality and scale of our data on the public estate which underpins our work to name a few.

## The government property function operates across a functional taxonomy model to deliver better outcomes for government. Ogp leads the delivery of these areas from the centre to facilitate a central government strategy and align the function to key departmental priorities.

##

*.*

* 1. The Authoritys Property Profession team are conducting an analysis of Government Property organisational models, operating models and baseline capacity and capability status across 19 Strategic Assessment Management Plan (SAMP) returns which cover departments and their Arms Length Bodies (ALB).

## Strategic asset management plans (samps) have been in place for three years and form a key part of the planning framework for the government’s property function. They express how the government’s estate will be managed in support of departmental priorities set out in single departmental plans (sdps) and the policy commitments that all government organisations must take into account within the government estate strategy.

## A vital element of samp returns is a statement of an understanding of the capability and capacity within a departmental property team to deliver effectively on commitments and the effective roles, skills and operating models anticipated to work towards overtime for better operational performance.

## As part of maturing the functional capability of government property the ogp are planning to further develop capability blueprints with departments using the data from the samps as a baseline to begin this work. This overtime will define the roles and skills that should make up functional property teams in order to deliver programmes effectively within different property operating models.

* 1. Following our People Survey 2019 (which is an annual staff survey run across the Civil Service), OGP developed a “People Action Plan’ to look at three key areas of focus:
		1. Ensuring all people across OGP have the development and tools required to role model CO leadership behaviours and values, and inspire in others the importance of professional excellence. Be confident and sincere in the way we engage and work collaboratively across our internal and external customers.
		2. Recognise change as our one OGP constant, that we are driving, are directly impacted by or that is being driven by others. In managing change we are open and honest, explain why change is happening and the ‘bigger picture’ impact, and embrace the opportunities change brings.
		3. Everyone across OGP openly role models the CO behaviours and values. People are proud of their contribution and working for OGP, and this is recognised and celebrated making OGP a great place to work. Everyone should feel empowered and trusted to carry out their roles effectively and feel supported to do so by their colleagues and manager.
	2. Progress and action has been taken to address these key areas and the findings of the People Survey 2020, due in December will provide further insight into where we focus our attention to update this for 2020/2021.
	3. Within OGP we are in the process of moving to a portfolio approach, whereby we manage the work of the property function and of OGP as the totality of investment required to deliver the Government Estate Strategy. To support this ambition we need to ensure that we have staff with the capability, skills and experience to operate under project, programme and portfolio ways of working. OGP has recently established a Portfolio Management Office (PMO) to enable this approach. One of the key services of the PMO is to build the capability of OGP in project and programme delivery. This work will inform how this is achieved in OGP.

# DEFINITIONS

|  |  |
| --- | --- |
| Expression or acronym | Definition |
| Alb | Arm’s length body |
| Co | Cabinet office |
| Coo | Chief operating officer |
| Ogp | Office of government property |
| Pmo | Portfolio management office |
| Samp | Strategic asset management plan |
| Sdp | Single departmental plan |
| Tom | Target operating model |

# SCOPE OF REQUIREMENT

1. 1. The high level requirement of the Supplier is to develop the future Target Operating Model for OGP and what is needed to be done to develop the future capability of OGP. This will require a detailed understanding of the current capability in areas such as project/programme management, customer engagement etc. in addition to specialist property capability.
	2. The conclusions and recommendations from this will be used by the contracting body to inform discussions as to how OGP develops the capability required to operate the future TOM.

# THE REQUIREMENT

1.

## The requirement is focussed on four core areas;

## Develop the future target operating model for ogp;

## Review and assess capability levels across ogp, including specific work on project and programme delivery capability;

## Provide a gap analysis between current standards and future requirements and;

## Undertake an options appraisal as to how ogp could develop the staff capability required to operate the future tom.

* 1. Specifically the requirements cover the following details;
		1. Develop and agree the methodology to carry out the work including how the TOM will be developed, how the baseline capability survey will be conducted, how the capability gap analysis will be carried out and how the options appraisal will be undertaken. This should specify the methodology to undertake the project/programme capability assessment. This should include discussions with Deputy Directors on the proposals and requirements/TOMs for their team’s which will feed into the overall TOM for OGP.
		2. Provide a detailed report into the proposed future TOM for OGP. This should be based on industry best practice and cover (but not be restricted to) areas such as people, processes, organisation, governance, information technology and external suppliers/partnerships. It should be built on a thorough understanding of the objectives, priorities and strategies relevant to OGP and the wider property function.
		3. Provide an assessment of OGP’s current staff capability covering areas such as customer engagement, commercial management, project/programme management and specialised property specific capability. This should be built up from an understanding of capability at an individual level, and provide a detailed analysis project/programme capability.
		4. Report on the capability gaps that exist when comparing current capability of OGP to that required under the TOM developed as part of this contract. This should include an appraisal of the various options that exist to build capability and move to the new TOM.

# KEY MILESTONES AND DELIVERABLES

## The following contract milestones/deliverables shall apply:

|  |  |  |
| --- | --- | --- |
| **Milestone/Deliverable** | **Description** | **Timeframe or Delivery Date** |
| Method Statement | Deliver a method statement covering how the work will be carried out. This should provide a detailed timeline for the work and a detailed description of how each deliverable will be carried out. It should also include what access to OGP staff and information/data will be needed as there are sensitivities involved with this work. This should also include discussions with each Deputy Director to establish their requirements and team level TOMs which will feed into the overall TOM for OGP. To be agreed with the contracting body. | Week 2 |
| Development of Target Operating Model | Design and report on a TOM for OGP, based on industry best practice. | Week 5 |
| Assess Current Capability Levels | Assess current capability standards. | Week 5 |
| Analysis and Evaluation | Carry out gap analysis and options appraisal for building capability required for operating future TOM. | Week 7 |
| Recommendation | Finalise report and recommendations. | Week 8 |

#

# MANAGEMENT INFORMATION/REPORTING

1. 1. The Supplier will be required to provide regular updates to the contracting body (weekly/bi-weekly as appropriate).
	2. The Supplier should also provide updates/reporting at the key milestones as set out in the table at 7.1.

# VOLUMES

## Not applicable.

# CONTINUOUS IMPROVEMENT

## The supplier will be expected to continually improve the way in which the required services are to be delivered throughout the contract duration.

## The supplier should present new ways of working to the authority during monthly contract review meetings.

## Changes to the way in which the services are to be delivered must be brought to the authority’s attention and agreed prior to any changes being implemented.

# SUSTAINABILITY

## Not applicable.

# QUALITY

## Not applicable.

# PRICE

## 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.

# STAFF AND CUSTOMER SERVICE

## The supplier shall provide a sufficient level of resource throughout the duration of the contract in order to consistently deliver a quality service.

## The supplier’s staff assigned to the contract shall have the relevant qualifications and experience to deliver the contract to the required standard.

## 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.

# SERVICE LEVELS AND PERFORMANCE

## The authority will measure the quality of the supplier’s delivery by:

|  |  |  |  |
| --- | --- | --- | --- |
| KPI/SLA | SERVICE AREA | KPI/SLA DESCRIPTION | TARGET |
| 1 | Delivery timescales | Delivery of key milestones | 100% |
| 2 | ProgressUpdates | Regular updates on progress to the contracting body | 100% |

# SECURITY AND CONFIDENTIALITY REQUIREMENTS

1. 1. The Supplier will be expected to comply with the Cabinet Office Information Management Standards Framework (Annex 1), which sets out how we manage our records and information in order to make them accessible, and to ensure we remain compliant with the law. This framework applies equally to all systems and security tiers.
	2. The Supplier will comply with data protection law in the collection and handling of any personal information.

# PAYMENT AND INVOICING

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

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

## Invoices should be submitted to:

 APinvoices-CAB-U@gov.sscl.com (PDF only)

# CONTRACT MANAGEMENT

## Attendance at contract review meetings shall be at the supplier’s own expense.

# LOCATION

## The location of the services will be carried out at the suppliers premises due to covid 19 restrictions.

## Annex 2- Call Off Tender

## Redacted