



Work Order

This document is a Work Order according to the definitions contained within the provisions of the Services Delivery Agreement (SDA) dated 20th November 2020, between Bloom Procurement Services Ltd and PA Consulting Services Ltd.

Except where stated herein, all the clauses and conditions specified in the said supplier terms are included herein by reference and form part of this Work Order.

For the avoidance of doubt, the Bloom Standard Terms & Conditions (only where applicable), the SDA and this Work Order constitute the contract between Bloom and the SPS Provider and are hereinafter referred to collectively as the Supplier Terms.

We are delighted to advise that Bloom Procurement Services Ltd have been authorised to obtain the following services on behalf of the Authority.

Project Number:	Project_5898 Contract_13278
Project Name:	NEPRO3 - Consolidated End User Device Provision for HM Government: Discovery and
SPS Provider:	PA Consulting Services Ltd
For The Attention of:	REDACTED TEXT under FOIA Section 40, Personal Information
E-mail:	REDACTED TEXT under FOIA Section 40, Personal Information
Telephone Number:	REDACTED TEXT under FOIA Section 40, Personal Information
Address:	10 Bressenden Place, London, UNITED KINGDOM SW1E 5DN

Description of Specialist Professional Services / deliverables required:
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PA Consulting Services Ltd (PA Consulting) have been appointed by Bloom Procurement Services Limited on behalf of Cabinet Office (CO) to conduct research and produce a range of delivery options, including service design and implementation plans, on how to centralise and standardise procurement of end user devices for civil servants.

The final findings report must contain several costed and scoped delivery options for HMG to take forward and an actionable implementation plan for the recommended option. The discovery will cover all managed devices for civil servants with standard requirements, and should encompass:

- potential cost savings through streamlining processes;
- how to improve user (civil servants) experience;

- how to reduce delays in hardware supply;
- how to ensure that all government hardware works in all government buildings.

Timescale for delivery

Final project outputs must be completed and returned to CDDO by the end of March 2024.

Deliverables/outputs

By the end of this delivery piece, CDDO needs to be provided with clear, costed delivery options and implementation roadmaps with no additional research needed.

CO expect the following deliverables, but are also keen to invite suggestions from potential partners for additional or alternative outputs:

- User research findings report, including analysis of qualitative and quantitative methods to collect information from different user groups affected.
- Research and analysis report on existing HMG end user compute processes, looking across different types and sizes of government organisations, and potential delivery models including international comparisons. This should include cost comparisons and risk analyses, including market analyses and risks of taking no action.
- A comprehensive set of costed delivery options, that are presented with projected benefits, possible risks. These should be developed enough that CDDO can take forward their preferred option into delivery.
- A set of suggested standard technical design builds for government laptop and mobile phones, based on user research and technical input.
- Implementation roadmap for the recommended option.
- Day to day operational practices, i.e. how would the recommended option be resourced and operationalised, including potential suppliers, phasing, maintenance, technology upgrades and other key factors.

CDDO expects that all deliverables are of a mutually agreed quality and in line with existing or emerging government guidance: visit the below page(s) for more information.

- The Technology Code of Practice for Government
(<https://www.gov.uk/guidance/thetechnology-code-of-practice>)
- Government Technology Standards and Guidance
(<https://www.gov.uk/guidance/government-technology-standards-and-guidance>)

Resource model

CO expect that this work will require a project team to be supplied for a minimum of 6-8 weeks. CO would expect to see the following resources allocated:

- Project Manager
- Business Analyst & Economist
- Commercial/Market expert (to support CCS)
- User Researcher
- End User Computing Engineer
- Solutions Architect
- Security Architect

Reporting and SRO

All products must be approved by the Government Chief Enterprise Architect, CDDO Programme Delivery Manager and CCS Market Expert as a minimum (hereinafter Project

Board), with other assurance checks as required. The SRO for this work is Edward McCutcheon, Government Chief Enterprise Architect, CDDO.

On a day-to-day basis the project team will be accountable to Claudia Chiurlia as Delivery Manager and Kevin Doyle as Principal Technologist for CDDO.

Security clearance

CDDO expects all members of the delivery team to have BPSS security clearance as a minimum.

Functional Requirements

In collaboration with CDDO, Crown Commercial Services and key stakeholders, PA Consulting is expected to:

- Analyse spend/commercial data and information on existing government procurement of end user devices (EUDs) to provide a baseline and analysis of current state of EUD procurement and provision across the public sector.
- Conduct user research with stakeholders in the public sector to understand the current state and requirements for end user device deployment.
- Provide a clear analysis of the risks, benefits and timelines associated with a centralised or standardised procurement of EUDs.
- Outline functional and non functional requirements for civil servant end user devices and provision.
- Work with Crown Commercial Services to create a market analysis of opportunities and threats related to EUD procurement.
- Outline a set of costed options for a consolidated EUD service for the public sector.
- Outline a service design for an agreed recommended option with a full implementation plan.
- Provide a full benefits forecast for the recommended option.

*CDDO understands that the limited timescales of the proposed project will restrict the amount of effort PA Consulting will be able to place on user research and data analysis. CDDO would expect to agree on a suitable scope for these activities prior to contract award to enable rapid progress based on a pragmatic approach to analysis (e.g. taking a cross-section of government data), and changes will be actioned in accordance with the Change Control Notice (CCN) procedure.

All artefacts produced will be maintained within a CDDO Shared Google Drive.

A specific deliverable has been identified to facilitate knowledge transfer from PA Consulting to CDDO and allow the delivery of the common solution across organisations within HMG.

Working arrangements

The location of the Services will be carried out in three locations across the UK:

- ❖ The Whitechapel Building, E1, London
- ❖ 3 Glass Wharf, BS2, Bristol
- ❖ City Tower, M1, Manchester

Working arrangements to be agreed between both parties. It will be possible for PA Consulting's delivery team to work remotely for a proportion of the week if viable, and in agreement with the CO. PA Consulting's delivery team will need to be available to work at onsite locations as required to deliver effectively on the outcomes set out above.

Expected deliverables:

- Current End User Device Baseline analysis (E.g. current state of end user device provision, costs, risks, opportunities)
- Market Analysis (Emerging trends, service models, etc).
- Costed option appraisal (Costs, benefits, effort, timescales, etc).
- Benefits forecasts, feasibility analysis and equality impact assessment of recommended solution(s) against existing analysis of end user device provision?
- Recommendation and actionable implementation roadmap (Actionable plan including phishing, key milestone etc to implement the recommended option).
- Additional products or approaches the SPS suggests would be appropriate.

CDDO will provide:

- SRO, 0.1 FTE
- Programme Delivery Manager, 0.1 FTE
- Delivery Manager, 0.4 FTE
- Associate Delivery Manager, 0.4 FTE
- Access to technical expertise from across government as required

CCS will provide:

- Commercial expertise in technology
- Access to contract data in the public sector

Mandatory Requirements

PA Consulting will:

- Have a thorough understanding of HM Government operations.
- Have extensive expertise in provider selection and programme delivery of End User Device deployment for large and complex organisations, and commercial procurement of IT hardware and software.
- Experience in design, build and deployment of end user devices for large, complex organisations with multiple user types.
- Have access to industry benchmarks and analysis, best practices and emerging trends in end user device procurement, deployment and management.

Milestones

Please refer to Appendix. A – Milestones for fee breakdown.

Line Item	Description	Completion Trigger
Line Item 1	Onboarding complete	All project members named, present and able to access systems

Line Item 2	Research, initial interviews, baselining and analysis complete	Analysis pack v1 delivered and agreed
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Line Item 3	Initial Benefits Analysis complete Stop/go gateway	Benefits analysis agreed at Project Board
Line Item 4	Service Design Options and recommended design agreed	Project Board agreement
Line Item 5	Detailed service design and implementation plan complete	Project Board agreement
Line Item 6	All final products agreed and delivered	Del Manager and Product Manager confirm receipt

Service Levels and Key Performance Indicators (KPIs)

	KPI	Service Level	Measurement of Service Level	Consequence of Failed Service Level
A	User research	Min. 10 interviews Min. 5 orgs	Number of interviews conducted. Number of orgs interviewed.	Early termination
B	Costed options produced	Min. 3 costed options	Number of costed options agreed by Del & Prod Manager	Early termination
C	Standard builds designed	Min. 5 suggested standard builds	Number of suggested design builds approved by Product Manager	Early termination
D	Implementation Plan	100%	Implementation plan delivered and agreed at board level	Re-work required

Contract Management (measuring success and review)

CO will agree with PA Consulting a set of contract management measures prior to contract award.

PA Consulting will agree with CO, a set of mutually agreeable management information on the development of the products and provide this on a regular basis once available.

It will be required to present progress at programme boards and regular sprint meetings as required, as well as coordinating structures for delivery meetings as part of delivery overheads included in the arrangement. It will also be required to attend contract review meetings.

Attendance at Contract Review meetings shall be at PA Consulting's own expense.

CO will measure the quality of PA Consulting's delivery by adherence to the following required service levels/KPIs:

KPI/SLA	Service Area	KPI/SLA description	Target
1	All	Achievement of all contractual deliverables detailed above	100%

2	All	Weekly reports to be delivered by 12:00 pm on the day due.	100%
3	All	Information requests from CO to be answered the same day.	100%

Towards the end of the contract agreement, PA Consulting shall support CO to export a full set of the data and establish a plan with them to assist with the offboarding, so no data or assets are lost.

Special Licences, Consents, Conditions Required as part of the Deliverables?	Security Clearance (BPSS) Cyber Essentials Plus ISO27001 NDA – Signed
Specialist Professional Services Category (Primary)	Information Communication Technology
Specialist Professional Services Category (Secondary)	Forecasting, Planning and Strategy
Commencement Date	8 th February 2024
Completion Date	15 th March 2024

<p>Total Price Payable</p> <p>All prices to include the 5% Delivery Partner's Managed Services Fee excluding VAT. Expenses are exempt of the 5% Delivery Partner's Managed Services Fee. Payment terms are in accordance with the SPS Contract</p>	<p>Total: £205,620.00</p>										
<p>Purchase Order No</p>	<p>37070035326</p>										
<p>Details of Agreed Expenses</p>	<p>N/A</p>										
<p>Agreed Payment Schedule (Milestone schedules to be detailed below)</p>	<p>Payment (Milestones)</p>		<p>Detail: Consumption Based Payments</p>								
	<p>Payment in full option</p>										
	<p>Other</p>	<p>X</p>									
<p>Insurance Cover Required (To be amended in accordance with project requirements or if Enhanced or C&E SDA provisions applicable)</p>	<table border="0"> <thead> <tr> <th></th> <th style="text-align: right;">Amount (£)</th> </tr> </thead> <tbody> <tr> <td>Public Liability</td> <td style="text-align: right;">£10,000,000.00</td> </tr> <tr> <td>Employers Liability</td> <td style="text-align: right;">£5,000,000.00</td> </tr> <tr> <td>Professional Indemnity</td> <td style="text-align: right;">£2,000,000.00</td> </tr> </tbody> </table>				Amount (£)	Public Liability	£10,000,000.00	Employers Liability	£5,000,000.00	Professional Indemnity	£2,000,000.00
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Employers Liability	£5,000,000.00										
Professional Indemnity	£2,000,000.00										
<p>Any Further Specific Requirements</p>	<p>Data Protection The SPS Provider understands that in relation to the Data Protection Legislation it is a Data Sub-Processor on behalf of Bloom and Bloom is a Data Processor on behalf of the Relevant Authority in respect of any Personal Data that is</p>										



	<p>passed from the Relevant Authority to Bloom and from Bloom to the SPS Provider</p> <p>The attached Data Protection Schedule Annex 1 and where appropriate Annex 2 shall be completed in respect of this project.</p> <p>Delivery Partner Responsibilities For the avoidance of doubt the Delivery Partner's role, duties and responsibilities are expressly set out in the Supplier Terms and no other implied role, duty or responsibility, shall be applied to the Delivery Partner.</p>
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Invoicing procedure

The SPS Provider shall complete and submit a Service Delivery Plan via the Technology Platform. This will initiate the Self-Billing Process once approved by the Authority or requirement owner.

Milestone reporting and Payment (Subject to agreed 'Service Delivery Plans') 1

- Payment Schedule

Description	Deliverables	Invoice Frequency	Total Price	
1. 1	Payment Schedule 1 - Project_5898 - PO_37070035326 - Consolidated End User Device Provision for HM Government: Discovery and Roadmap - Monthly	As Set Out in the Description of Specialist Professional Services and Appendix A.	Consumption Based Payments to Be Made Between 16 th February 2024 to 29 th March 2024. The submitted Invoice will reflect the actual hours worked against the project in agreement by the Contracting Authority. Day Rate/Rate Card not requested for this commission.	£205,620.0 0
Total:			£205,620.0 0	

Total Price	Commencement Date	Currency
£205,620.00	5 th February 2024	Pounds Sterling

Acknowledgment re supervision and control of SPS Provider personnel

By signing this Work Order and agreeing to the Supplier Terms, the SPS Provider confirms for the duration of the Services provided (subject to the contractual terms governing the Services to be provided):

1. The SPS Provider shall procure that its personnel do not act or operate in a manner which could be perceived in such a way as to infer that the SPS Provider's personnel are employees of the Authority;
2. The SPS Provider shall always ensure that the Authority shall not supervise or control the work being carried out by the SPS Provider's personnel;
3. The SPS Provider is free to determine the personnel it uses to provide the services provided that all personnel meet the standards specified by the Authority (including security clearances where applicable);
4. The SPS Provider shall not assume any line management responsibility for any of the Authority's employees;
5. The SPS Provider shall use their own equipment to deliver the Services, except where the provision of equipment by the Authority is necessary for security purposes;

6. The SPS Provider shall determine their own place and hours of work, except where the nature of the project naturally enforces restriction e.g. attending project meetings at client site during business hours;

If at any time, the SPS Provider fails to comply with the above terms, this shall amount to a material breach of the Work Order which is not capable of remedy for the purposes of the termination clause of the SDA and this Work Order will be terminated with immediate effect. If the SPS Provider breaches these provisions it may be liable for the payment of income tax or national insurance contributions.

ANNEX 1 – to record permitted project specific processing of personal data.

1. The Contractor shall comply with any further written instructions with respect to processing by the Data Controller.
2. Any such further instructions shall be incorporated into this Schedule and this Schedule may be amended at any time during the Term by agreement in writing between the Data Controller and the Contractor to ensure that the description and detail set out in this Schedule with regard to the processing of personal data reflects the arrangements between the Parties, is accurate and is compliant against the Data Protection Legislation.

No	Description	Details
1	Subject matter of the processing	The processing of personal data in relation to the obligations of the SPS Provider as the supplier under the contract for Specialist Professional Services
2	Duration of the processing	The data will be provided for the duration of the Project covering for the provision of specialist professional services The contract expires on the project end date at which time the information will be reviewed.
3	Nature and purposes of the processing	The nature of the processing includes the collection, recording, organisation storage, retrieval, use, disclosure by transmission, dissemination or otherwise making available, erasure or destruction of data (whether by automated means) The purpose of the processing is the fulfilment of the SPS Providers obligations arising under the Work Order for the provision of specialist professional services and to ensure effective communication between the SPS Provider and the Authority.
4	Type of Personal Data	For the purposes of the contract, the Authority will disclose the following information directly to the SPS Provider: <ul style="list-style-type: none"> - Contact details for individuals concerned with the management of the Work Order - Contact details for individuals concerned with specific projects under the Work Order - This will include: Name, email address, postal address, telephone number)

5	Categories of Data Subject	Personal data relating to the Authorities staff (including temporary or agency staff) concerned with the Work Order
6	Plan for return and destruction of the data once the processing is complete UNLESS requirement under union or member state law to preserve that type of data	The SPS Provider agrees that all data supplied will be retained no longer that is necessary after the expiry or termination of the Work Order and shall be destroyed as soon as practicable.

ANNEX 2

1. This Annex lists the sub-processors that the Data Controller has authorised the Contractor to use in accordance with the Supplier Terms.
2. The Data Controller may, at any time and upon such notice as is reasonable in the circumstances, withdraw its approval in relation to any or all sub-processors listed within this Annex and upon such withdrawal the Contractor must immediately cease using that sub-processor.
3. If the Contractor wishes to propose a new sub-processor for approval, it must provide written notice to the Data Controller detailing the identity of the proposed sub-processor, the nature of the sub-processing and confirmation that a written contract in relation to the sub-processing is in place between the Contractor and the sub-processor. The Data Controller must not unreasonably refuse or delay approval.
4. The Data Controller may at any time and upon reasonable notice request copies of the contracts between the Contractor and its approved sub-processors in relation to the subprocessing.

Sub-contractor details: (name, address and company registration number)	Nature of sub-processing:	Commencement date and term of contract between Contractor and Sub-processor:
N/A	N/A	N/A

Signature Area

Appendix A
Milestones

Line Item	Description	Completion Trigger	Planned Completion Date	Fee
Line Item 1	Onboarding complete	All project members named, present and able to access systems	16 th Feb 2024	£33,450.00
Line Item 2	Research, initial interviews, baselining, and analysis complete	Analysis pack v1 delivered and agreed	23 rd Feb 2024	£38,900.00
Line Item 3	Initial Benefits Analysis complete Stop/go gateway	Benefits analysis agreed at Project Board	1 st Mar 2024	£38,900.00
Line Item 4	Service Design Options and recommended design agreed	Project Board agreement	7 th Mar 2024	£33,450.00
Line Item 5	Detailed service design and implementation plan complete	Project Board agreement	22 nd Mar 2024	£30,460.00
Line Item 6	All final products agreed and delivered	Delivery Manager and Product Manager confirm receipt	29 th Mar 2024	£30,460.00
				Total Fee £205,620.00

Signature Area

Organisation Name:

Bloom

Role/Title:

**REDACTED TEXT under FOIA
Section 40, Personal Information**

Name:

**REDACTED TEXT under FOIA
Section 40, Personal Information**

Signature:

**REDACTED TEXT under FOIA
Section 40, Personal Information**

Organisation Name:

PA Consulting Services Ltd

Role/Title:

**REDACTED TEXT under FOIA
Section 40, Personal Information --**

Name:

**REDACTED TEXT under FOIA
Section 40, Personal Information**

Signature:

**REDACTED TEXT under FOIA
Section 40, Personal Information**