



**Crown  
Commercial  
Service**

**Provision of NHS Test and Trace  
Commercial Services**

**To**

**Department of Health and Social Care**

**From**

**4C Associates**

**Contract Reference: WPID1820**



## **Crown Commercial Service**

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

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**FRAMEWORK SCHEDULE 4**  
**PART 1 – CALL OFF ORDER FORM**

**SECTION A**

This Call Off Order Form is issued in accordance with the provisions of the Framework Agreement for the provision of Complex & Transformation 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	WPID1820
From	Secretary of State for Health and Social Care acting as part of the Crown through the Department of Health & Social Care of 39 Victoria Street, London, SW1H 0EU.  Department of Health and Social Care
To	4C Associates Limited – 04018096  Kings House, 5th Floor, 174 Hammersmith Rd, London W6 7JP
Date	The contract is deemed to have commenced on 1 <sup>st</sup> July 2021

**SECTION B**

**1. CALL OFF CONTRACT PERIOD**

<b>1.1.</b>	The contract is deemed to have commenced on 1 <sup>st</sup> July 2021
<b>1.2.</b>	<b>Call Off Expiry Date:</b>  End date of Call Off Initial Period: 28/02/2022

## 2. SERVICES

2.1.	<p><b>Services required:</b></p> <p>As may be further set out in Call Off Schedule 2 (Services).</p> <p>The Services will form part of a large and complex programme to shape and deliver mass population testing across the UK. This will involve multiple workstreams and deliverables. MCF2 Lot 2 has been chosen as it is deemed complex, multi-disciplinary, transformational and large scale with multiple workstreams and interdependencies.</p> <p>The Supplier shall co-ordinate and report across the breadth of the specified work package and the wider Test and Trace programme of work, ensuring interdependencies are considered at the work package and programme levels.</p> <p>In addition to the Services set out in this section 2.1 and Call Off Schedule 2, the Supplier is also required to deliver, as part of the Services, the Key Performance Indicators listed below and detailed in Annex 1 to this Call Off Order Form:</p> <ul style="list-style-type: none"><li>• 99% of timesheet reports completed and submitted to the Buyer within five (5) Working Days of month end detailing all billable work completed in the preceding month</li><li>• 99% minimum accuracy across total invoices received (direct match between invoiced amounts and accompanying timesheets).</li></ul>
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## 3. PROJECT PLAN

3.1.	<p><b>Project Plan:</b></p> <p>The draft Project Plan for the contract duration (essentially resource forecasts) are included in 6.1. It is known that this resource estimate will change throughout the contract and flexibility is key.</p>
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Milestone	Deliverables	Milestone Date
Project Plan Delivered	Resource Plan delivered as per 6.1. With performance against responsibilities reviewed on a monthly/quarterly basis as part of contract management	Within ten (10) Working Days of Call Off Contract Commencement
Knowledge Transfer Complete	Knowledge Transfer  Occurs on a case by case basis as individuals are rolled off following the DHSC offboarding process	
Transparency Reports	Weekly reports are sent to relevant Line Managers (see 10.10 below)	As set out in section 10.10 below

#### 4. CONTRACT PERFORMANCE

4.1.	<b>Standards:</b> As defined in the Call Off Terms
4.2	<b>Service Levels/Service Credits:</b> Not applied
4.3	<b>Critical Service Level Failure:</b> Not applied
4.4	<b>Performance Monitoring:</b>

	<p>The Supplier shall provide weekly timesheet reports in a format to be determined by the Customer showing time spent by each member of Supplier Personnel over the week. Payment will be based on getting written approval from business stakeholders confirming the following:</p> <ul style="list-style-type: none"> <li>• That the supplier has delivered the services as described</li> <li>• That the services were provided to the correct standard</li> <li>• That the services were provided in line with the scope of contract</li> </ul> <p>This approval will be sought on a monthly basis from Line Managers</p>
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<b>4.5</b>	<b>Period for providing Rectification Plan:</b>  The period of ten (10) Working Days in Clause 39.2.1(a) shall be amended to five (5) Working Days
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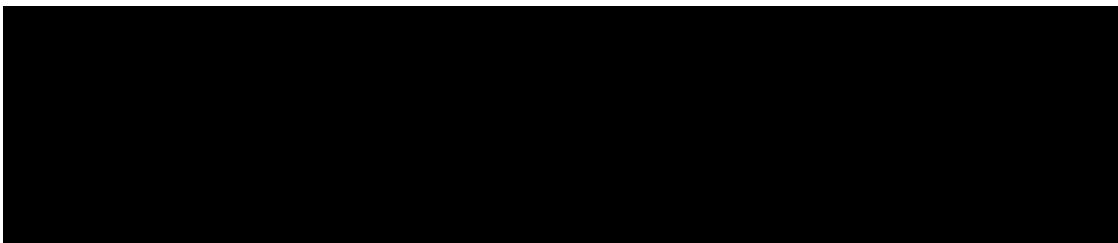
## 5. PERSONNEL

<b>5.1</b>	<b>Key Personnel:</b>  No Specific Key personnel mentioned.
<b>5.2</b>	<b>Relevant Convictions</b> (Clause 28.2 of the Call Off Terms):  Applied as per clause 28.2.  The Supplier shall ensure that the checks specified in HMG Baseline Personnel Security Standard have been carried out in respect of any of Supplier Personnel assigned to access the Customer Premises, Customer Property, Customer Data or any other property or information belonging to the Customer, and that the results of those checks were satisfactory. The Supplier shall document full and accurate records of HMG Baseline Personnel Security Standard checks.  This sub-clause 28.2 shall apply if the Customer has specified Relevant Convictions in the Call Off Order Form.  The Supplier shall ensure that no person who discloses that he has a Relevant Conviction, or who is found to have any Relevant Convictions (whether as a result of a police check or through the procedure of the Disclosure and Barring Service (DBS) or otherwise), is employed or engaged in any part of the provision of the Services without Approval. Where it is known that an individual is under assessment for BPSS, but the process is not yet complete, the Buyer will provide 'temporary approval' for a maximum of 30 days pending outcome and the supplier shall keep the Buyer informed of progress. If the individual has not passed their BPSS assessment or it is not complete then they will be replaced or the Supplier will request Approval for additional time for completion of the BPSS assessment.  Notwithstanding Clause 28.2.2, for each member of Supplier Personnel who, in providing the Services, has, will have or is likely to have access to children, vulnerable persons or other members of the public to whom the Customer owes a special duty of care, the Supplier shall (and shall procure that the relevant Sub-Contractor shall): <ul style="list-style-type: none"> <li>• carry out a check with the records held by the Department for Education (DfE);</li> <li>• conduct thorough questioning regarding any Relevant Convictions; and</li> </ul>
	<ul style="list-style-type: none"> <li>• ensure a police check is completed and such other checks as may be carried out through the Disclosure and Barring Service (DBS), and the Supplier shall not (and shall ensure that any Sub-Contractor shall not) engage or continue to employ in the provision of the Services any person who has a Relevant Conviction or an inappropriate record.</li> </ul>

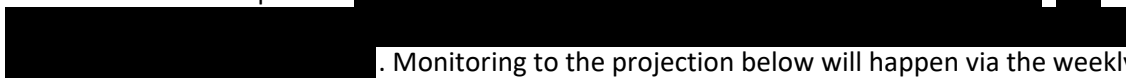
## 6. PAYMENT

### 6.1 Call Off Contract Charges (including any applicable discount(s), but excluding VAT):

Table of grades & rates:



The following table indicates the current project (resource) plan as of July 1<sup>st</sup> and named individuals as understood as of 1<sup>st</sup> July 2021. This is indicative and will necessarily change as activity progresses as either individuals roll off and on throughout the contract, or circumstances change for T&T i.e. some people may be requested to stay longer. As a result any Purchase Order set up will be



. Monitoring to the projection below will happen via the weekly reports, and the monthly invoicing and latest projections to the Commercial and Contract Leads for the remainder of the time.

Resourcing costs from 4C will not exceed the maximum contract value.

Table 1: Maximum liability cost estimate to end June based on forecasted staff deployment as of 1<sup>st</sup> July

Role	Rate	Units required	Discount applied
<b>Charged days</b>			
Commercial Business Partner Start date: 01/07/21 End date: 28/02/22	£ [REDACTED]	[REDACTED]	[REDACTED]
CRE - Category Lead - Consumables and Equipment Start date: 01/07/21 End date: 28/02/22	£ [REDACTED]	[REDACTED]	[REDACTED]
CRE - Category Lead - Sample Test Kits Start date: 01/07/21 End date: 31/01/22	£ [REDACTED]	[REDACTED]	[REDACTED]
CRE - Commercial Lead - lab Consumables - Reagents Start date: 01/07/21 End date: 31/12/21	£ [REDACTED]	[REDACTED]	[REDACTED]



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	CRE Commercial Operations Lead Start date: 01/07/21 End date: 31/01/22	£ [REDACTED]	[REDACTED]	[REDACTED]	
	CRE - Commercial Lead - Lab Components - Plastics Start date: 01/07/21 End date: 31/12/21	£ [REDACTED]	[REDACTED]	[REDACTED]	
	Logistics - Contracts Manager - Royal Mail Group (RMG) Start date: 01/07/21 End date: 31/12/21	£ [REDACTED]	[REDACTED]	[REDACTED]	
	Logistics - Commercial Lead - Packaging Start date: 01/07/21 End date: 28/02/22	£ [REDACTED]	[REDACTED]	[REDACTED]	
	Logistics - Commercial Lead Start date: 01/07/21 End date: 28/02/22	£ [REDACTED]	[REDACTED]	[REDACTED]	
	Logistics - Commercial Data and Analytics Manager Start date: 01/07/21 End date: 30/09/21	£ [REDACTED]	[REDACTED]	[REDACTED]	
	Infrastructure - Contract Management Team Lead Start date: 01/07/21 End date: 30/09/21	£ [REDACTED]	[REDACTED]	[REDACTED]	
	Infrastructure - Workforce - Commercial Manager Start date: 01/07/21 End date: 31/12/21	£ [REDACTED]	[REDACTED]	[REDACTED]	

	Infrastructure - Contract Manager Start date: 01/07/21 End date: 30/09/21	£			
	Data & Reporting - Contract Review Manager Start date: 01/07/21 End date: 31/10/21	£			
	Data & Reporting - Contract Review Manager Start date: 01/07/21 End date: 31/12/21	£			
	Data & Reporting - Contract Review Manager Start date: 01/07/21 End date: 31/10/21	£			
	<b>Investment Days</b> (not charged)				
	Total excl. VAT	£ 1,932,347			

6.2	<p><b>Payment terms/profile</b> (including method of payment e.g. Government Procurement Card (GPC) or BACS):</p> <p>In Annex 2 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)</p> <p>Submitted invoices must be accompanied by supporting information including:</p> <ul style="list-style-type: none"> <li>• completed timesheets for amounts set out in the relevant invoice (excel summary); and</li> <li>• such other information as the Customer (acting reasonably) may require in order to verify the invoiced amounts.</li> </ul> <p>The Supplier shall have processes and systems in place to ensure costs and pricing are managed appropriately during the Call Off Contract. The Supplier shall ensure that an effective mix of grades of the project team are assigned and managed during the Call Off Contract to ensure best value for money for the Customer.</p> <p>Invoice payments will be approved upon satisfactory delivery of the agreed Key Performance Indicator targets set out in Annex 1 to this Call Off Order Form and (in respect of the period before the end of the Call Off Initial Period (and any Call Off Extension Period, where applicable) a completed knowledge transfer in accordance with section 8.4 of this Call Off Order Form.</p>
6.3	<p><b>Reimbursable Expenses:</b></p> <p>Not permitted</p>

6.4	<p><b>Customer billing address</b> (paragraph 7.6 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
6.5	<p><b>Call Off Contract Charges fixed for</b> (paragraph 8.2 of Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):</p> <p>The duration of the Call Off Contract</p>
6.6	<p><b>Supplier periodic assessment of Call Off Contract Charges</b> (paragraph 9.2 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)) will be carried out on:</p> <p>1 January and 1 July each year</p>
6.7	<p><b>Supplier request for increase in the Call Off Contract Charges</b> (paragraph 10 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):</p> <p>Not Permitted</p>

## 7. LIABILITY AND INSURANCE

<b>7.1</b>	<b>Estimated Year 1 Call Off Contract Charges:</b>  The sum of <b>£1,932,347 (exc VAT)</b>
<b>7.2</b>	<b>Supplier's limitation of Liability</b> (Clause 37.2.1 of the Call Off Terms);  In Clause 37.2.1 of the Call Off Terms.
<b>7.3</b>	<b>Insurance</b> (Clause 38.3 of the Call Off Terms):  Professional Indemnity – £5m per claim and in the aggregate per annum  Employers' liability – as required by law  Third Party Public and Products Liability Insurance – £5m per occurrence and in the aggregate per annum

## 8. TERMINATION AND EXIT

<b>8.1</b>	<b>Termination on material Default</b> (Clause 42.2 of the Call Off Terms));  In Clause 42.2.1(c) of the Call Off Terms
<b>8.2</b>	<b>Termination without cause notice period</b> (Clause 42.7 of the Call Off Terms):  The period of thirty (30) Working Days in Clause 42.7 shall be amended to five (5) Working Days. By exception where the Supplier deems 5 working days notice to be insufficient to  enable an effective handover between the consultant/buyer resource, the Supplier may request an additional number of days, and will ensure any such request is kept to a minimum. The Buyer will consider the request; in all cases, the Buyer's view on any proposed extension to minimum notice period is final. In considering any such request the Buyer will consider the Supplier's view in determining any extension to the minimum notice period.  To ensure alignment with the evolving client requirement and transparent value for money, the Authority has the option to vary the scope or terminate without cause in accordance with clause 42.7.1 on 31 <sup>st</sup> October 2021, which will be informed by a formal contract review to take place no later than 30 <sup>th</sup> September.
<b>8.3</b>	<b>Undisputed Sums Limit:</b>  In Clause 43.1.1 of the Call Off Terms
<b>8.4</b>	<b>Exit Management:</b>  In Call Off Schedule 9 (Exit Management), which shall be amended as follows:  The following new paragraph 13 will be added:  13.1 The Supplier will complete the handover plan process as highlighted by the DHSC T&T Offboarding process (usually a 5 day handover to staff highlighted)13.2

## 9. SUPPLIER INFORMATION

<b>9.1</b>	<b>Supplier's inspection of Sites, Customer Property and Customer Assets:</b> Not applicable
<b>9.2</b>	<b>Commercially Sensitive Information:</b> Commercially Sensitive Information will include but not be limited to: The Customer's Services Required / Statement of Requirements shown at Annex A of this document. Any contracted outputs and deliverables the Supplier will provide to the Customer under the terms of this contract.

## 10. OTHER CALL OFF REQUIREMENTS

<b>10.1</b>	<b>Recitals</b> (in preamble to the Call Off Terms): Recital A
<b>10.2</b>	<b>Call Off Guarantee (Clause 4 of the Call Off Terms):</b> Not required
<b>10.3</b>	<b>Security:</b> Short form security requirements, as indicated in Schedule 7 of the RM6008 terms and conditions of contract.
<b>10.4</b>	<b>ICT Policy:</b> As per Department for Health and Social Care standard policy
<b>10.6</b>	<b>Business Continuity &amp; Disaster Recovery:</b>
	In Call Off Schedule 8 (Business Continuity and Disaster Recovery)  <b>Disaster Period:</b> For the purpose of the definition of "Disaster" in Call Off Schedule 1 (Definitions) the "Disaster Period" shall be as defined in the BCDR Plan.
<b>10.7</b>	<b>NOT USED</b>
<b>10.8</b>	<b>Protection of Customer Data</b> (Clause 35.2.3 of the Call Off Terms): Not Applicable

10.9	<p><b>Notices</b> (Clause 56.6 of the Call Off Terms):</p> <p>Customer’s postal address and email address:</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>Supplier’s postal address and email address:</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>														
10.10	<p><b>Transparency Reports</b></p> <p>As set out in the table below (and Call Off Schedule 13 (Transparency Reports)):</p> <table><tr><th>TITLE</th><th>CONTENT</th><th>FORMAT</th><th>FREQUENCY</th></tr><tr><td rowspan="3">Project Progress &amp; Deliverables Report</td><td><ul style="list-style-type: none"><li>“4C Weekly Report” A summary of resource utilised: activities completed sent to Line Managers. Highlighting Deliverables, Key Next Steps and any issues for escalation</li></ul></td><td>PowerPoint</td><td>Weekly</td></tr><tr><td><ul style="list-style-type: none"><li>Monthly Timesheet summary sent to Line Managers to approve time</li></ul></td><td>Email with Excel summary</td><td>Monthly</td></tr><tr><td><ul style="list-style-type: none"><li>Summary timesheet and costs assigned in the month completed sent to</li></ul></td><td>Excel</td><td>Monthly</td></tr></table>	TITLE	CONTENT	FORMAT	FREQUENCY	Project Progress & Deliverables Report	<ul style="list-style-type: none"><li>“4C Weekly Report” A summary of resource utilised: activities completed sent to Line Managers. Highlighting Deliverables, Key Next Steps and any issues for escalation</li></ul>	PowerPoint	Weekly	<ul style="list-style-type: none"><li>Monthly Timesheet summary sent to Line Managers to approve time</li></ul>	Email with Excel summary	Monthly	<ul style="list-style-type: none"><li>Summary timesheet and costs assigned in the month completed sent to</li></ul>	Excel	Monthly
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<b>10.11</b>	<b>Alternative and/or Additional Clauses from Call Off Schedule 14 and if required, any Customer alternative pricing mechanism:</b> Not applicable	
<b>10.12</b>	<b>Call Off Tender:</b> In Schedule 16 (Call Off Tender)	
<b>10.13</b>	<b>Publicity and Branding (Clause 36.3.2 of the Call Off Terms)</b> Not applicable	
<b>10.14</b>	<b>Staff Transfer</b> Annex to Schedule 10, List of Notified Sub-Contractors (Call Off Tender).	
<b>10.15</b>	<b>Processing Data</b> Call Off Schedule 17  Name: [REDACTED] [REDACTED]  Name: [REDACTED] [REDACTED]	
<b>Contract Reference:</b>		WPID1820
<b>Date:</b>		24/06/2021
<b>Description Of Authorised Processing</b>		<b>Details</b>
Identity of the Controller and Processor		The Parties acknowledge that for the purposes of the Data Protection Legislation the Customer is the Data Controller and the Supplier is the Data Processor of Personal Data under this Call Off Contract Agreement.
Use of Personal Data		Managing the obligations under the Call Off Contract Agreement, including delivery of the Services.
Duration of the processing		For the duration of the Call Off Contract Agreement.
Nature and purposes of the processing		As necessary for the Supplier to deliver the Services, in particular by using the Personal Data specified below to contact and discuss relevant matters with employees and contractors of the Customer.



Type of Personal Data	Full name  Workplace address  Workplace Phone Number  Workplace email address  Job title or role
Categories of Data Subject	Employees and contractors of the Customer.
10.16	<b>MOD DEFCONs and DEFFORM</b>  Call Off Schedule 15  Not applicable

## FORMATION OF CALL OFF CONTRACT

**BY SIGNING AND RETURNING THIS CALL OFF ORDER FORM** (which may be done by electronic means) the Supplier agrees to enter a Call Off Contract with the Customer to provide the Services in accordance with the terms Call Off Order Form and the Call Off Terms.

The Parties hereby acknowledge and agree that they have read the Call Off Order Form and the Call Off Terms and by signing below agree to be bound by this Call Off Contract.

In accordance with paragraph 7 of Framework Schedule 5 (Call Off Procedure), the Parties hereby acknowledge and agree that this Call Off Contract shall be formed when the Customer acknowledges (which may be done by electronic means) the receipt of the signed copy of the Call Off Order Form from the Supplier within two (2) Working Days from such receipt.

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

Name and Title	[REDACTED]
Signature	[REDACTED]
Date	28-06-2021

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

Name and Title	[REDACTED]
Signature	[REDACTED]
Date	29/06/21

## Annex 1 – Details of key performance indicators which are required to be delivered by Supplier as part of the Services listed in Section 2.1 of this Call Off Order Form

### Key performance indicators

- From the Commencement Date and during the Call Off Contract Term, the Supplier shall meet or exceed the following key performance indicators:

No.	Subsidiary Performance Indicator Title	Definition	Formula	A	B
1	On Time Timesheet Submission	99% of all timesheets detailing all billable work completed in the relevant KPI Measurement Period are completed and issued to the Customer On Time  Where "On Time" means within five (5) Working Days of the end of the relevant KPI Measurement Period	$(A/B) \times 100$	Number of completed timesheets submitted On Time in the relevant KPI Measurement Period	Total number of completed timesheets submitted in the relevant KPI Measurement Period
2	Invoice Accuracy	99% of all invoices submitted to the Customer for payment in the relevant KPI Measurement Period are Accurate  Where "Accurate" means that the amount specified in an invoice fully aligns to the supporting timesheets provided with such invoice(s).	$(A/B) \times 100$	Number of Accurate invoices submitted in the relevant KPI Measurement Period	Total number of invoices submitted in the relevant KPI Measurement Period

- On a weekly basis the Supplier shall, at no additional cost to the Customer, provide a project report to the Customer setting out:
  - Achievements last week, Priorities for the next week, a summary of any risks/issues for escalation and a summary of resources (sent to each individual relevant Line Manager)
  - On a monthly basis for the Commercial and Contract Lead there will be a summary of invoiced time for the last month and a current projection, based on known information at the time, of spend for the next 4 weeks, and estimate for the remainder of the contract duration.

Any errors or omissions in the report submissions identified in a report must be corrected by the Supplier within five (5) Working Days of the error/omission being identified.

- The Supplier shall have processes and systems in place to ensure costs and pricing are managed appropriately during the Call Off Contract Term and will ensure that an effective mix of the grades are assigned to a project team and managed during the Call Off Contract Term to deliver best value for money for the Customer.

## Annex A – Services Required

The services at the time of contract signature include the Design and Build activities across a range of Commercial roles within the Test & Trace mission, from (variously) designing the contract management essentials programme, build and starting rollout through pilots in the category teams right through to sensitive negotiations with suppliers to unpick previous contractual arrangements to service new known demand levels, and designing and building new improved category strategies, and operating models. It is noted that focus of the services may change in line with the changing demands of the programme and market circumstances

Work of T&T commercial support

Under this contract 4C will work across multiple categories.

The Testing Commercial Team are tasked with procuring and managing all commercial arrangements required for the programme and in particular are focused on driving value for money and ensuring compliance with regulations whilst also ensuring the demanding programme timelines are met. 4C in this instance are required to assist in reaching this goal and will support the overall T&T programme objective.

4c staff will provide support across Logistics, CR&E, Infrastructure and Data / Reporting of T&T across the whole procurement life cycle, including building customer relationships; supplier and stakeholder engagement; sourcing and contract management; commercial and procurement strategy formulation; identification of routes to market; contract negotiation; supporting to urgent procurements; development of supplier performance management mechanisms; contract and exit management; pipelining and demand management; data capture and reporting. The activities provided by 4C enable commercial to support business owners deliver outcomes and the commercial function's category management strategy. Staff are in critical roles across T&T, including test, infrastructure and logistics.

4C is engaged in providing personnel on a resource augmentation basis to DHSC to support delivery of the National Testing Programme. In particular:

- To provide additional commercial expertise and capability to the Testing Commercial Team to support the procurements and commercial management arrangements required.
- The Supplier will work alongside and collaborate with an embedded team of commercial experts from DHSC, Cabinet Office, Seconded from Other Government Departments, and other private organisations.
- The Supplier recognises the need to deliver at pace, and to a high standard and will actively seek ways to facilitate this.

4C will adhere to and report on the following:

1. Establish appropriate stakeholders, build and maintain strong, positive relationships to enable the work to be completed on time and in full.
2. Retain flexibility, and contribute positively, to adapt to new work as the need arises as determined by the leadership and management team within the customer.
3. Capture and understand immediate (short term) targets as commercial activities are assigned, and deliver those tasks on time, with an appropriate attention to quality of detail. Where possible try to create STPPs (Situation, Target, Proposal, Plans) for the work to share with local managers and provide suggestions and improvements for the medium to longer term.

Provision of an actual and forecast spreadsheet highlighting cost will be provided to the Commercial Lead for the contract, at the beginning of each month for the previous month

For a more detailed breakdown of individual roles and responsibilities please see annex B, however it is to be noted that these are indicative and subject to change in line with the changing demands of the programme.

#### Value Add Services

4C have a broad range of experience developing strategy toolkits, operating models and commercial transformation programmes which it will share with the relevant representative of the commercial directorate on request. 4C propose to facilitate workshops as follows:

- Operating Model review with T&T Senior Leadership Team (c10 people) using 4C's ROI™ framework (with pre-work) to help stimulate ideas for further progress
- A training event that was developed for GCF and NHS functions, with the T&T Senior Leadership team/key others on the subject of Market Analysis & Engagement: The importance of understanding supplier markets in developing commercial strategies, to drive effective pre-procurement activities and proactively engaging with markets early to optimise commercial outcomes.
- Workshops on category strategy development. The difference between category planning, and category management. (for individual category teams e.g. Infrastructure, CRE)

## Annex B – Indicative team scope and deliverables

Position	Role	Scope of role	Deliverables / Responsibilities
Partner/ Managing Director	Commercial Business Partner and 4C Team oversight	<p>Provide insight and guidance to senior leadership through business partner meetings to ensure appropriate provision of expertise and experience to deliver programme requirements</p> <p>Primary contact and contract owner responsible for 4C team management ensuring availability of resources, proactively arranging cover where absences are known and actively managing wellbeing of team members to maintain motivation and morale.</p> <p>Works with line managers to ensure alignment of expectations and resolves any performance issues with the 4C team</p> <p>Provides coaching to client and 4C team ensuring high quality delivery (as recognised by line managers)</p> <p>Gathers any common themes for improvement and proactively engages relevant staff to raise awareness, and share 4C thoughts and ideas where relevant.</p>	<p>Attendance at weekly business partner meetings</p> <p>Coordinates weekly reporting requirements and T&amp;T line manager communications and manages monthly invoicing reconciliation process including obtaining line manager approvals as per requested process.</p>
Partner/ Managing Director	CRE - Category Lead - Consumables and Equipment	<p>Category Lead for Consumables and Equipment managing a team of 5 commercial leads.</p> <p>Sit on CR&amp;E management team contributing to category strategy, resourcing and development of ways of working</p> <p>Advise on procurement, sourcing and contracting strategy balancing risks and issues</p> <p>Working with stakeholders from across Pillar 1 and 2 and other related functions to gather demand data and requirements</p>	<p>Responsibility for management of CR&amp;E pipeline projects ensuring progress in line with individual project deadlines.</p> <p>Ensuring compliant value for money procurement processes are delivered</p> <p>Ensuring continuity of supply and resilience of sourcing and stock holdings</p> <p>Ensure accurate reporting, risk management and escalations</p>
Managing Consultant	CRE - Category Lead - Sample Test Kits	<p>Category Lead for Sample Test Kits managing a team of 4 commercial leads.</p> <p>Sit on CR&amp;E management team contributing to category strategy, resourcing and development of ways of working</p> <p>Advise on procurement, sourcing and contracting strategy balancing risks and issues</p> <p>Working with stakeholders from across Pillar 1 and 2 and other related functions to gather demand data and requirements</p>	<p>Responsibility for management of CR&amp;E pipeline projects ensuring progress in line with individual project deadlines.</p> <p>Ensuring compliant value for money procurement processes are delivered</p> <p>Ensuring continuity of supply and resilience of sourcing and stock holdings</p> <p>Ensure accurate reporting, risk management and escalations</p> <p>Negotiation lead for mass testing contracts, managing supplier and internal (DHSC through to Ministerial) relationships</p>
Managing Consultant	CRE - Commercial Lead - Lab Components - Plastics	<p>Commercial Lead responsible for Lab Plastics managing a portfolio of pipeline projects including tips, plates and other lab consumables</p> <p>Managing projects from origination, procurement, contract management handover and then understanding extension / renewal requirements</p> <p>Managing complex portfolio of stakeholders from within DHSC, NHS, PHE and Pillar 2 laboratories</p> <p>Designs and executes the procurement strategy for each requirement and executes</p>	<p>Completion of BJT's and managing them through the approvals process</p> <p>Ensuring compliant value for money procurement processes are delivered</p> <p>Ensuring continuity of supply and resilience of sourcing and stock holdings</p> <p>Maintaining accurate project updates via the Pipeline document and ensuring accurate documentation and compliance with transparency filings</p>
Managing Consultant	CRE - Commercial Lead - Lab Consumables - Reagents	<p>Commercial Lead responsible for Chemicals and Reagents managing a portfolio of pipeline projects including ethanols, controls, workstream lead for LAMP, LAMPOR and MEGALAB bills of materials</p> <p>Managing projects from origination, procurement, contract management handover and then understanding extension / renewal requirements</p> <p>Managing complex portfolio of stakeholders from within DHSC, NHS, PHE and Pillar 2 laboratories</p> <p>Designs and executes the procurement strategy for each requirement and executes</p>	<p>Completion of BJT's and managing them through the approvals process</p> <p>Ensuring compliant value for money procurement processes are delivered</p> <p>Ensuring continuity of supply and resilience of sourcing and stock holdings</p> <p>Maintaining accurate project updates via the Pipeline document and ensuring accurate documentation and compliance with transparency filings</p>
Principal Consultant	CRE Commercial Operations Lead	<p>Operational support for the CRE team including managing reporting requests, risks / issues logs and overall oversight of the CRE Pipeline.</p> <p>Manages 'One Stop Shop' documents and contract workplans to ensure accuracy and works with CRE category teams</p> <p>Building central Bill of Materials to cover all workstreams with a view to generating insights that feed Category Strategy</p> <p>Coordinates with SM&amp;E team to design and build Category Strategy</p> <p>Sits on CR&amp;E Leadership team managing a team of 2 commercial analysts</p>	<p>- Driving efficiency, capability and performance of CRE team by streamlining processes and improving use of data and reporting.</p> <p>- Developing and maintaining central bill of materials for CRE, as well as testing demand model to enable security of UK allocation of stock at times of fluctuating demand, whilst maintaining value for money</p> <p>- Driving the development of CRE category strategy</p> <p>- Satisfying reporting requirements for governance and audit purposes by being the main owner of CRE data including contracts, transparency, pipeline</p>

Managing Consultant	Logistics - Commercial Lead - Packaging	Design, develop and deliver forward looking Packaging Category Strategy Source packaging consumables for new test requirements such as LAMP automation / UK LFD manufacture Support the team with ad hoc requests/needs as may arise from time to time Managing projects from origination, procurement, contract management handover and then understanding extension / renewal requirements and other procurement activities managed in timely and compliant manner	Develop and support packaging standardisation roadmap to focus on end to end cost optimisation Commercial input to Packaging Category Strategy Ensuring continuity of supply and resilience of sourcing and stock holdings Delivery of compliant value for money commercial processes Maintaining accurate project updates via the Pipeline document and ensuring accurate documentation and compliance with transparency filings Category management and SRM Completion of BJT's and managing them through the approvals process
Managing Consultant	Logistics - Commercial Lead	Design and deliver a Procurement strategy that will provide a flexible and commercially robust solution which underpins Operational needs regarding Storage, Warehousing, Kitting and Distribution of test-kits, Bulk components & Associated products.	Responsible for the design of a strategy covering T&T's requirements for storage, kitting and distribution of test-kits. Run and award a compliant tender for aforementioned requirements New supplier implementation, transition and handover Functional support in other areas as and when required Completion of BJT's and managing them through the approvals process
Managing Consultant	Logistics - Contracts Manager - Royal Mail Group (RMG)	Responsibility for RMG Home Fulfilment Contract. Day to day Contract Management and Commercial Leadership ensuring appropriate oversight and delivery of benefits & efficiencies.	To implement good practice Contract & Supplier Management based on Cabinet Office principles; proactively manage stakeholders; financial monitoring; change control; monitor and mitigate risk and issues and deliver measurable improvements in performance, innovation and cost reduction.
Consultant	Logistics - Commercial Data and Analytics Manager	Commercial lead jointly responsible for designing and building kitting automation and co-packers procurement activities. Leading and supporting ad-hoc procurement activities across the Logistics category.	Responsible for kitting automation tender from market engagement to final contract award. Ensuring compliant value for money procurement processes are delivered. Ensuring legacy kitting solution is in place and can be repurposed for other future diagnostic activities.
Managing Consultant	Infrastructure - Contract Management Team Lead	Category Lead for Contract Management & SRM. Sit on Infrastructure management team contributing to category & programme strategies. Support design of contracting strategy, risk management, efficiency & value development, roles & responsibilities. Working with operational & CPSM stakeholders from across Pillar 1 and 2 to deliver business effectiveness & efficiency along with design, review & detailing of category performance data metrics. Financial assessment & monitoring framework category lead	Responsibility for category management & SRM outputs. Ensuring the delivery of the benefits & efficiencies programme within the category. The delivery & management of the risk programme.
Principal Consultant	Infrastructure - Workforce - Commercial Manager	Lead for Assisted Testing Framework Tender	Responsible for design, build and delivering the Assisted Testing Framework tender and subsequent 1st RTS Call-Off competition to replace current Assisted Testing Reg. 32 contracts, including pricing file development, supplier clarification management & responses, evaluation preparation & running of the process, evaluation moderation, working with Legal on contractual documents (Framework Agreement & Call-Off Contract), T&T governance to achieve relevant approvals
Senior Consultant	Infrastructure - Contract Manager	Commercial Contracts Manager for Mitie Security and G4S Facilities Management. Engaging with operational stakeholder to manage commercial queries and processes. Leading and managing the benefits initiative across the Infrastructure Team (including the Construction division).	Responsible for delivering benefits to the Infrastructure team. Responsible for managing the commercial aspects of the Mitie and G4S contracts as well as mitigating risk.
Senior Consultant	Data & Reporting - Contract Review Manager	Transparency lead within the Data and Analytics team	Leading the team ensuring T&T meet its transparency obligations Work with Category Teams to design the interim process to ensure all Category Teams are on track to meet requirements Lead on the internal and external process for Atamis Transition
Junior Consultant	Data & Reporting - Contract Review Manager	Data and Reporting lead within the Data and Analytics team	Responsible for design, build and production of all management information on awarded contracts and new procurements for T&T. Producing weekly reports for DHSC, SoS and EXCO on T&T's ability to meet its transparency obligations Ensuring T&T are able to use ATAMIS as its E-sourcing and contract management tool
Junior Consultant	Data & Reporting - Contract Review Manager	Data and Reporting lead within the Data and Analytics team	Responsible for design, build and production of all management information on awarded contracts and new procurements for T&T. Producing weekly reports for DHSC, SoS and EXCO on T&T's ability to meet its transparency obligations Ensuring T&T are able to use ATAMIS as its E-sourcing and contract management tool