

Call-Off Schedule 20 (Call-Off Specification)

Call-Off Ref:

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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.



Driver & Vehicle
Standards
Agency

Attachment 3 Statement of Requirements

Process Transformation including MS Dynamics Capability

Contract Reference: K280021872

Route to Market: Crown Commercial Service RM6263 Framework, Lot 1, 1 Stage Competition

Version: 2



Purpose

The Driver and Vehicle Standards Agency ("DVSA") are looking to secure a 'Gold Partner' (on the old Partner Certification framework) to help deliver multiple streams of work through a Rapid Application Development Team (RAD). We are seeking to put in place a contract until 31st March 2024 that will work across agile development team roles, supplying specialists to work alongside established digital teams to deliver defined outcomes and, where appropriate, supplying the entire team to deliver applications.

Background to the Authority

In June 2014, the Driving Standards Agency (DSA) and Vehicle and Operator Services Agency (VOSA) merged into a single agency, creating a new agency the Driver and Vehicle Standards Agency (DVSA). DVSA's purpose is "helping you stay safe on Britain's roads". It does this by:

- helping people through a lifetime of safe driving
- helping people keep their vehicles safe to drive
- protecting people from unsafe drivers and vehicles

We carry out driving tests, approve people to be driving instructors and MOT testers, carry out tests to make sure lorries and buses are safe to drive, carry out roadside checks on drivers and vehicles, and monitor vehicle recalls.

We are responsible for:

- carrying out theory tests and driving tests for people who want to drive cars, motorcycles, lorries, buses and coaches, and specialist vehicles.
- approving people to be driving instructors and motorcycle trainers and making sure they provide excellent quality training.
- approving people to be MOT testers, approving the centres they work in, and testing lorries, buses, and coaches ourselves.
- carrying out roadside checks on commercial drivers to make sure they follow safety rules and keep their vehicles safe to drive.
- monitoring recalls of vehicles, parts, and accessories to make sure that manufacturers fix problems quickly.
- approving training courses for qualified drivers, such as Driver Certificate of Professional Competence courses for lorry, bus and coach drivers, and drink-drive rehabilitation courses
- supporting the Traffic Commissioners for Great Britain and the Northern Ireland transport regulator to license and monitor companies who operate lorries, buses, and coaches, and to register local bus services.



Background to the requirement

The agency has made a significant investment in MS Dynamics 365 and the Centre of Excellence. While delivery of several major projects is underway - and these are benefitting from the expertise and development capability available within the Centre of Excellence - there have also been numerous smaller initiatives requesting support.

These initiatives would not normally gain sufficient traction to drive an investment committee proposal or warrant standing up a team in their own right. However, in totality they form a sizeable backlog of work and each one could realise incremental benefits.

These benefits include but are not limited to:

- Time-saving efficiencies through revised / optimised processes
- An increase in data quality through out-of-the-box functionality (such as integrated referential integrity)
- Improved consistency in working practices
- Reduction in waste and duplication from simplification of the estate
- Increased morale from the automation of repetitive or manual tasks
- Reduction in risk / cost associated with older / legacy platforms (e.g., Lotus Notes in ATOS estate or WMS)

The cumulative effect of a number of these applications delivered over time will be a significant increase in the productive time for the members of the directorates impacted, leading to an increased capability to keep the roads safe.

Currently some of these initiatives are being progressed through citizen-developers within the agency. These people are recognised as an asset to the organisation however the work produced is of unknown quality and may not be scalable beyond a team / sub team level. Other initiatives have no route-to-live and would remain unrealised potential value.

Overview of the Requirement

The aim of this procurement is to identify a capable provider of a Rapid Application Development (RAD) team.

The RAD team would enable the DVSA to not only remediate the current business position of not being able to easily access the MS Dynamics platform and services, but also facilitate DVSA moving to a best practice model for the accelerated and efficient delivery of a business application platform. As the RAD team is to be established as part of this contract, there is no incumbent supplier.

The strategic objective of the RAD team is to deliver the primary outcome of enabling DVSA to free up the MS Dynamics development pipeline and backlog.

The expected outcomes from the Rapid Application Development (RAD) team will be delivery of:

- Joined up applications that together deliver new data insights



- At pace to keep up with business demand for greater efficiencies across business areas.
- Through automation the removal of manual paper-based processes.
- Increased channel shift to digital by default services
- To a consistent high standard and in keeping with best practice
- Ability for multiple candidates to consume and build upon Dynamics in parallel
- Re-use of capabilities, components & configurations
- Consistent cost-effective levels of support
- Business value

Meeting the above strategic objective deliveries would enable DVSA to help realise efficiencies while also helping to progress the CEO's aspirations toward a fully digitalised estate.

There may be a requirement for a public facing development. The DVSA follows the GDS Design Principles and Digital Service Standard to deliver public facing digital services, outlining the principles applied, methods adopted and ability to deliver successful outcomes. Should there be a requirement for a public facing development under this contract, the Service Provider will also be expected to follow the GDS Design Principles and Digital Service Standard to deliver public facing digital services.

Please note that the DVSA are unable to commit to spend or volume of work under this contract.

GDS Design Principles information can be found at: <https://www.gov.uk/guidance/government-design-principles>

GDS Service Standard information can be found at: <https://www.gov.uk/service-manual/service-standard>

Working Practices

The RAD team must be flexible, quick to react and with communication capability to explain complicated technical concepts to equally technical people whilst still able to articulate the same in clear, business language to those less technical DVSA staff, for example Product Owners or SMEs.

A pipeline of work or specific developments will not be agreed as part of contract award. The pipeline and development will be communicated with the RAD team through the agreements of Statements of Work (SOWs). These SOWs will be worked on with the Supplier post contract award.

At any one point in time, we expect up to three applications to be worked on in parallel. Exact ways of working will be formalised once the contract is awarded but a logical assumption for comparison might be 3 scrum teams of Devs and QAs supported by a Functional Consultant / PP / D365 Solution Architect and Scrum Master / Delivery Manager.
TUPE is not within scope of this contract.



Use of Sub-Contractors

DVSA will allow for the use of sub-contractor(s) to ensure that the service provider(s) delivering this contract is qualified and capable of delivering.

Please note that a sub-contractor(s) working as the service provider(s) will need to be Microsoft Gold Partner certified on the old Partner Certification framework and will be able to demonstrate an attainment (or progress towards attainment before starting) on the new Microsoft Cloud Partner programme.

If a bidder intends to utilise the capability of sub-contractors in the delivery of this contract, they will need to specify this as part of their bid submission. The same evidence of mandatory qualifications and accreditations (and progress towards Microsoft Cloud Partner) as the bidder (primary supplier) will need to be provided as part of their bid submission. The use of Small to Medium Enterprises is encouraged, especially those that can evidence their own sustainability agenda and progress.

In the context of this Bid Pack, 'Primary Supplier' refers to the bidding entity who, if successful, will be the contracted Supplier. Primary Supplier may also be referred to as the 'Winning Supplier' or 'the Supplier.' The term 'service provider' refers to the organisation providing the capability to deliver the SOWs, this could be the Primary Supplier, or a sub-contract(s) used.

Base Location

The DVSA is working on a 'hybrid' model with staff working at a combination of office locations and from other suitable locations. DVSA would accept a similar arrangement for supplier staff.

Core delivery roles will be based in DVSA's Swansea office with virtual working promoted to minimise travel. Travel to DVSA's site will only be required where necessary as per each SOW. The roles requiring physical presence at DVSA's office will be agreed per SOW and it will be the Primary Supplier's responsibility to adhere to the agreements within the SOWs.

Travel and accommodation to DVSA's Swansea office will be at the Supplier's expense. DVSA will not pay for travel or accommodation costs to DVSA's Swansea office.

Travel to other locations may be required. Travel and accommodation to other sites, as required, will be in line with the DVSA Policy. See Annex 1 of this document below for the DVSA Travel and Subsistence Policy.

DVSA expects the Primary Supplier/Service Provider resources to integrate and interplay with the Buyer and/or other Supplier's resources.

Existing Services and Software

Whilst each SOW will determine its own functional and non-functional requirements which will in turn lead to specific app / capability choices, the following are already technologies in use to some extent or other.



As a minimum (mandatory requirement) the service provider must be able to demonstrate competence in the following, existing capabilities as part of the written proposal:

- Dynamics 365 Customer Engagement
- Microsoft 365 Integration (for example but not limited to Service Side Synchronisation)
- Dynamics 365 Business Central
- Power Platform Model Applications
- Power Platform Canvas Applications
- Power Platform Power Automate (Cloud Flows, Desktop Flows are not considered at this moment in time)
- Microsoft Azure Service Bus
- Microsoft Azure API Management
- Appropriate Azure Security Capabilities (to be discussed further on contract award)

We would expect the Service Provider to be able to demonstrate skills in at least the areas listed above but please detail any additional experience you believe to be of note. Examples of appropriate internationally recognised accreditations might include PL-200, MB-210, MB-230 etc.

Statements of Work (SOW)

As mentioned, each stream of work / app / small service will utilise a SOW to detail how the work will be delivered. This will ensure that we (DVSA) can accurately track progress of the Service Provider against the delivery. Due to the variety of streams of work / apps / small services to be delivered, the timescales for delivery of a SOW will be agreed at the SOW stage as it will be specific to the complexity and size of development.

The process for agreeing a SOW is as follows:

Requirements will be sent to the Service Provider for the delivery of the requirement to be scoped as part of a SOW. Details relating to the delivery of the requirement will be discussed at this stage, including, but not limited to, key milestones, SLAs/KPIs, pricing mechanisms). It is expected that multiple SOWs will be developed at any one point in time. At this point, the SOW will be agreed, and mobilisation timescales will be confirmed should the SOW be approved and prioritised for delivery.

SOWs will then go through a full DVSA approval process, including (but not limited to) financial, accessibility, Central Digital and Data Office (CDDO) and information assurance approvals. DVSA will prioritise the SOWs for completion. SOWs need to be well considered as there is no scope to seek additional funding over the specified resource profile / cost once the SOW is agreed and approved internally with DVSA. Please note that not all SOWs scoped by the Service Provider will be approved and prioritised depending on budgetary constraints.



Once a SOW has been through DVSA's approval process and has been prioritised, the Contract Manager will confirm with the Service Provider that they can commence work on the SOW. The mobilisation timescales as agreed initially in the SOW will be applied for rapid commencement and delivery of work.

It is unlikely that the SOWs will follow agile development phases, however there may be a mix of discovery, alpha, beta, or live developments.

At any one point in time, we expect up to 3 SOWs to be delivered in parallel. There may be a requirement for more or less depending on the complexity of the SOWs. The Primary Supplier will be responsible for ensuring that there is sufficient qualified resource available to carry out each SOW to the timescales agreed.

Small Project Pipeline

The requirement is to design, build and deliver a number of applications / small services that will likely incorporate elements of Dynamics 365, the Power Platform and – where appropriate – Azure.

Each app / service will need to be fully scoped and designed (once prioritised by DVSA) and a Statement of Work (SOW) created. Only SOWs that fit within the scope of this contract will be progressed. The decision whether a potential development is within scope of the contract will be determined by DVSA. For example, they align with DVSA's spend approval process and have considered future CI / Support.

Examples of pipeline work already known (but not assessed as to whether they meet scope):

- Building Attendance / Booking
- Learning & Development Administration Automation
- Vocational Driving Assessment Scheme
- Out of Pocket Expenses
- ADI Register

Please note that these are examples and not a definitive list. There are circa 20 ideas to be assessed at present and more joining the backlog each month.

At any one point in time, we expect up to three applications to be worked on in parallel. Exact ways of working will be formalised once the contract is awarded but a logical assumption for comparison might be 3 scrum teams of Devs and QAs supported by a Functional Consultant / PP / D365 Solution Architect and Scrum Master / Delivery Manager.

Common Patterns and reuse

Wherever possible the RAD Team must follow existing, established patterns and best practices. Where this is not possible it should be highlighted before the SOW is agreed upon. Reuse is encouraged, not just across DVSA but across wider Government where possible / appropriate.



Supplier's own accelerators can be utilised to improve speed to market and help to predict outcomes, but these must be licenced to DVSA at no additional cost and in perpetuity with licence conditions that would allow DVSA to alter and extend said accelerators as appropriate.

Offshore / Onshore Requirements

Offshoring means:

- the actual data being handled or processed outside the UK.
- a backup copy of the data being handled or processed outside the UK.
- IT support accessing the data from outside the UK.

Offshore resources can be utilised in the development tenant only. The majority of work will be done within this development tenant however it is not guaranteed that this will be 100% of the work so Onshore capabilities will be required and should be documented as well. No PII will be permitted outside of the UK.

Should a proposal include offshoring whether inside the EEA or beyond, the proposal should include more information to address the risks that we would be looking to mitigate as part of such a solution. For example:

- The country in which the data is to be processed needs to have a UK adequacy decision in place or where this is not the case, other control measures are in place such as standard contractual clauses.
- Local laws and statutes may oblige organisations to provide access to DVSA data (including personal data and data relating to the security of DVSA systems) due to the processing happening in that country. If it is an EU member state, we may be required to have a representative and a Data Protection Officer based within that country.

Additional mitigations for where there are not equivalent standards. For example:

- Physical security of the sites being used to house resource for the contract.
- Vetting in the country of employment for resource.
- Information about DVSA and access to DVSA systems are shared or accessed more widely than just the personnel working on the DVSA account.
- Any changes to data being handled must be notified to, and agreed with, DVSA in advance. This includes the access of non-personal data from outside the UK.

The above will apply for the Primary Supplier and any sub-contractor(s).

Accreditation

DVSA requires the Service Provider to be a Microsoft Dynamics Gold Partner on the old Partner Certification framework and will be able to demonstrate an attainment (or progress towards attainment before starting) on the new Microsoft Cloud Partner programme.

The Service Provider will have demonstrable experience working with, and adopting best practice of, the Central Digital & Data Office (CDDO). This includes considerable experience of successfully passing CDDO's assessment gateways and supporting central government reviews.

Security Requirements

The Primary Supplier and sub-contractor(s) (if applicable) must ensure that DVSA data is handled securely and that there are robust mitigations in place to minimise cyber security risks. Delivery of this requirement must comply with ISO27001 Information security management and GovS 007 [Government Functional Standard GovS 007: Security](#).

Cyber Essentials Plus must be held by the Primary Supplier and any sub-contractors that will be working with DVSA Data.

The Primary Supplier will ensure that any individual (including sub-contractors) working on the delivery of this contract holds a valid Baseline Personnel Security Standard (BPSS) check. For any individuals offshore a BPSS equivalent must be undertaken. It is not expected that any additional security clearance will be required at this time, however, should SC Clearance be required for a specific SOW then the DVSA will work with the Supplier to obtain at the Supplier's expense.

The Supplier must ensure that the secure delivery of the services within this Contract mitigates against the key risks to DVSA including (but not limited to):

- Loss of DVSA personal data
- Loss/compromise of proprietary material
- Unauthorised access to DVSA data
- Non-repudiation of processing activity
- Overall integrity of the DVSA Practical Driving testing process
- Availability of the existing DVSA Practical Driving test services

Delivery of this contract may require the Service Provider to process Personal Data (as defined in the GDPR) on behalf of the DVSA. The DVSA will be the Data Controller and the supplier will act as the Data Processor. The Supplier will process Personal Data only on the DVSA's documented instructions, as will be set out in Joint Schedule 11 and be subject to the full legal requirements placed upon them by GDPR.

The Supplier must facilitate the DVSA to carry out security audits on its estate were used to deliver the services directly or indirectly to the DVSA, or immediately without prior arrangement in response to a security alert or incident. DVSA security audits will be agreed between the DVSA and the Supplier, and carefully planned to minimise disruptions to business processes.



The Supplier must ensure that its personnel go through regular mandatory data handling, data protection, cyber security awareness, and incident handling training to understand what an incident is, and how they should report it using the Supplier's incident handling processes. Training must inform users of good security practices, such as locking their computer, not using untrusted USB devices etc.

The Supplier must have an incident handling approach that is able to align with the DVSA's extant processes. The Supplier must ensure that any necessary people, data, and systems are made available to the DVSA to support the handling, resolution, and investigation of an incident.

An incident is any event or action that breaches information security policies and procedures or which compromises, or threatens to compromise, the confidentiality, integrity or availability of information, assets, the communications infrastructure, or IT equipment that is being used by the Supplier and their contractors to deliver the services under this contract to DVSA. Incidents include, but are not limited to:

- breaches of physical security.
- detection or introduction of malicious code.
- inappropriate content.
- inappropriate or unauthorised access of IT services or information.
- malfunctions of software.
- misuse of information, items and/or equipment.
- theft or loss of information, items and/or equipment.
- unauthorised destruction of information.
- unauthorised disclosure of information.
- uncontrolled system changes.
- unsecure information, items and/or equipment.
- violations of network and system access.

The Supplier must inform the DVSA as soon as possible of observing an incident (including weekends and weekdays, public holidays).

The Supplier must assist the DVSA in determining and implementing measures and processes to handle an incident. The DVSA will assess incidents and determine if they are to be classified as near misses, security weaknesses or incidents and what actions, if any, are to be taken to mitigate them.

During the contract, the Supplier and any sub-contractor(s) must:



- securely erase any or all DVSA Data held by the Supplier when requested to do so by the DVSA; and
- securely destroy all media that has held DVSA Data at the end of life of that media in accordance with any specific requirements in the Contract and, in the absence of any such requirements, as directed by the DVSA
- securely destroy DVSA Data only on sites which are included within the scope of an existing certification of compliance with ISO/IEC27001; and
- are certified as compliant with the NCSC Assured Service (CAS) Service Requirement Sanitisation Standard or an alternative standard as agreed by the DVSA.

Upon exit of the contract the Supplier and any sub-contractor(s) must ensure that any and all DVSA data is securely destroyed. DVSA may request for evidence to be supplied of destruction.

Authority's Responsibilities

The DVSA will provide a specification for each requirement along with relevant internal Subject Matter Expert and Service Owner. The Authority will ensure access to environments/repositories is made available in a timely manner. The authority will work with the Supplier to aid the Supplier in providing a costed SOW to meet the requirements.

Key Milestones

Key milestones will be specific to each development and will be detailed within each SOW.

Continuous Improvement

The Supplier will be expected to provide CI capability in line with the authority prioritisation 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.

Reporting

Reporting will include:

- Close management by the Head of Corporate Systems & Service Management supported by the Service Owner for MS Dynamics CoE.
- Weekly monitoring of spend deliverables and benefits realisation.
- Monthly contract management meeting.
- User adoption



Monthly contract review meetings will be held between DVSA, the Primary Supplier and the Service Provider (if sub-contracted) to monitor performance against the contracts. Terms of Reference and Agendas will be prepared for all meetings and the meetings will be minuted. KPIs, risks and contract deliverables will be some of the elements discussed during the meetings.

Progress meetings will be scheduled for each statement of work (SOW). The work being delivered will determine the frequency of the progress meetings. The meetings will measure the KPIs, risks, key milestones, and delivery against the SOW.

Financial risk monitoring will take place throughout the contract. The Supplier will be required to notify DVSA if there is a negative change in the financial standing. To ensure financial monitoring is carried out, an FVRA will be conducted annually at a minimum, however, may be carried out more frequently if required.

The supplier will use existing governance and engagement activities to ensure that all relevant parts of the business are able to input.

At contract exit, the Primary Supplier (and sub-contractor) must ensure that all data relating to this contract must be destroyed. The Primary Supplier may also be required to provide DVSA with MI/a report demonstrating all of the work and benefits that have been achieved through the contract.

Benefits Realisation

There will be a focus on this contract to report against the benefits being achieved to demonstrate that the benefits of the expected outcomes (see overview of the requirement are being achieved). The Supplier will be required to demonstrate their capability in tracking and proving benefits realisation following delivery of each SOW.

Performance Management

Performance will be managed through measuring the performance of the Primary Supplier/Service Provider against the Service Levels and Key Performance Indicators (KPIs). As part of this contract, there will be overarching Service Levels and KPIs as well as Service Levels and KPIs specific to the SOWs.

The overarching KPIs for this contract are included within Call-Off Schedule 14B, Annex A. Please note these are subject to change prior to commencement of the contract.

There will be a KPI for Social Value in line with the model award criteria (MAC). As 3 MACs have been identified for this contract, a KPI for each will be applied for this Contract. Whether the KPIs will be for the overarching contract or per specific SOW will be dependent on the Winning Bidder's Social Value proposal.

Please note that in line with the government's transparency agenda, there is a requirement on DVSA to publish details regarding performance against the top 3 KPIs of this Contract. Reporting for transparency compliance will be required on a quarterly basis. What constitutes the top 3 KPIs will be agreed with the Winning Supplier prior to commencing the contract.



Call-Off Schedule 14 details how performance will be managed and that balance scorecards will be utilised as a tool to do this. This schedule also provides detail of how under performance will be managed. As no spend is to be committed as part of the overarching contract, any penalties as a result of underperformance will be specific to each SOW. The type of penalty (for example service credits, withholding payment until key milestones are met) will be determined by the payment mechanism of the SOW as well as other factors including timescale for delivery and impact of delivery delays. Full details will be agreed as part of the SOWs.

The Supplier will ensure that they, and any sub-contractors, will apply the principles set out in Attachment 7 – Supplier Code of Conduct.

Pricing Mechanisms and Payment

As part of the price evaluation, bidders will be required to submit day rates against a variety of roles. As the volume and type of roles required will be subject to each statement of work, bidders will be required to price against a large variety of roles. Bidders price submissions must remain valid for 90 calendar days following the deadline for submission as confirmed within Attachment 1. The completed price schedule of the Winning Supplier will transfer to the contract and will be fixed for the duration of the contract term. The pricing within the contract will be firm for the total contract term.

The supplier will be responsible for the assessment, understanding the definition of business and functional requirements and submitting the estimates back to DVSA. DVSA does not expect to be billed for any internal discussions.

Pricing mechanisms will be specific to each SOW. Pricing mechanisms may include fixed total delivery cost, milestone payments, time, and materials. This will be determined on a variety of factors such as (not limited to): SOW duration, complexity of the work, risk to delivery. The DVSA will confirm the pricing mechanism as part of the statement of work.

The Primary Supplier will submit invoicing in line with the frequency agreed within the SOW. Before payment can be considered, each invoice must include a detailed breakdown. The Supplier shall ensure that each invoice submitted includes, but is not limited to:

- Purchase Order number
- Contract number
- SOW number
- Contact name

Credit notes should be raised, as necessary.

Suppliers must email their invoices by the 5th of every month as PDF to DVSA's Finance Shared Services with a valid Purchase Order (PO) number: ssa.invoice@sharedservicesarvato.co.uk

Upon receipt, Shared Services completes a 3-way match of the supplier's invoice as follows: Valid purchase order, Goods receipt confirmation – completed on receipt of goods/services; and Correct invoice – matches PO and goods receipt confirmation.



When matched, the supplier's invoice will be paid by BACS within 5 working days.

Should the Primary Supplier utilise a sub-contractor to deliver this contract, they must ensure they work towards 95% of all of their supply chain invoices being paid within 60 days.

IR35 Determination

This requirement will be published within scope of IR35. Each statement of work will go through its own IR35 determination to establish whether the SOW is in or out of scope. The process for carrying out IR35 determinations within DVSA will be confirmed prior to the award of the contract. Should the regulation around IR35 change during the contract term, the process for this will be agreed between the DVSA and the Supplier. **For clarity, the items currently in the backlog are expected to be out of scope although this is not ruled out completely.**

RISKS

The following are an indication of the perceived risks at time of writing. This is by no means an exhaustive list and is provided merely as an aid to Suppliers:

- Backlog Flexibility – In order to fully meet the aims of the RAD initiative the backlog must always be open to new ideas. Whilst this will not affect what the RAD team is working on during any signed SOW, it can mean that the “next” thing on the list changes (again, not once a SOW is signed off).
- Subject Matter Expert / Product Owner Availability – With the constraints on DVSA resources for the foreseeable future there is a risk that delivery teams might not have as much access to SMEs and POs as would be desired. This risk should be factored into designs and SOWs as is pertinent to each specific case.
- User Adoption – As with all technological deliveries, there is a risk that users will struggle to find time to learn new capabilities or be resistant to change in general. A strong focus on designs that balance “out of the box” with self-discoverable capabilities is expected to help mitigate this.
- Scope Change / Creep against fixed SOW Budgets – As with all such deliverables, there is a risk that scope change or “Scope Creep” affects the delivery of an SOW. It is therefore strongly suggested that methods to manage that (such as Delivery Management capability) are factored in.

As part of proposals, bidders are required to highlight any other potential perceived risks and how they believe they may be mitigated.

The Contract Risk Register will be reviewed by the DVSA, Primary Supplier and the Service Provider (if sub-contracted) during the contract implementation meeting, which will be held post contract award but prior to the commencement date of the contract. During this review, risks and mitigations will be discussed. Risk management, allocation and transfer will also take place to ensure robust risk management.



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The Primary Supplier will work with DVSA throughout the contract term to manage risk robustly and ensure there are mitigations in place. Where a risk is identified, the Primary Supplier shall bring this to the attention of the DVSA as soon as possible.

Worker Engagement Status (including IR35 status)

Where the Buyer has assessed its requirement and it is for Resource, the IR35 status of the Supplier Staff in Key Roles must be detailed in this Specification and, if applicable, in each Statement of Work.