**CCZN22A18 Order Form Attachments**

**Attachment 2.1 – Services Description**

**As issued during the procurement:**

The Cabinet Office is embarking on a broad business transformation programme with three main aims:

1. Modernise the Cabinet Office OFFICIAL IT platform estate by developing a new OFFICIAL IT system, and migrating personnel from the current legacy IT systems to the new platform.
2. Migrate all business information and data from Google Workspaces to Microsoft 365 to align with the rest of central government and enable better collaboration opportunities.
3. Migrate all personnel from a Google based business environment to a Microsoft 365 based environment, to enable better interoperability between central government departments.

The Cabinet Office’s IT services are relied upon by c.15,000 personnel across the Cabinet Office, Crown Commercial Service, Government Property Agency, various other arm’s length bodies and the Fast Stream Leadership programme. Furthermore, the Cabinet Office provides IT and information management services to several independent judicial authorities, Scotland Office and Office of the Attorney General (Scotland). There is a distinct difference between the system under domains controlled through [cabinetoffice.gov.uk](http://cabinetoffice.gov.uk), which are provided to central Cabinet Office and other agencies, and the system on [digital.cabinet-office.gov.uk](http://digital.cabinet-office.gov.uk), which is provided to GDS and other agencies.

These three areas of work are closely aligned and will be delivered concurrently between November 2022 and March 2025. This Statement of Requirements describes the first of these three aims, a programme to: research, design, pilot, develop and migrate to a new OFFICIAL IT platform estate.

The programme will be led and delivered by a mixture of an in-house Intelligent Customer Function (ICF) and a number of external suppliers. Therefore, this delivery partner is required to work as part of one blended team.

The Cabinet Office is seeking an expert IT Technology Transformation delivery partner who can leverage their experience, expertise, industry knowledge, and know-how to accelerate the programme but tailor this approach to the unique needs and challenges within the Cabinet Office. Solely commodity designs and approaches that do not take into account the context of the Cabinet Office and the programme’s specific goals are highly unlikely to be accepted.

The sections of this Statement of Requirements are designed to aid ease of reading and consumption; delivery partners should review the whole document to develop an understanding of the Cabinet Office’s requirements under this opportunity.

This document is intended for delivery partners on the Tech Services 3 (RM6100) framework under Lot 4 to understand the broad nature and complexity of the Cabinet Office requirement, enabling a deeper engagement exercise allowing such delivery partners to develop suitably detailed proposals.

# **Background Information**

The Cabinet Office has 2 unique OFFICIAL IT platforms (systems):

1. The first system, named the ‘CO OFFICIAL IT platform’, supports the Cabinet Office and all units (excluding the Government Digital Service (GDS) and Central Digital & Data Office (CDDO) plus the Crown Commercial Service (CCS) and the Government Property Agency (GPA)
   * Hosted in Amazon Web Services (AWS) Landing Zone, currently a single AWS Region and 3 AWS Availability Zones (AZ)
   * Key services: Microsoft (MS) Active Directory (AD), F5 networking vendor, DUO and Print Servers in 3 AWS AZs
   * Other Services: File Server Services, MS SQL Server Services, self-hosted Public Key Infrastructure (PKI) Services in 2 AWS AZs
   * Connectors: Azure AD Connector, Google Sync Connector, JAMF Connector in AZ 1 and a standby capability in a second AZ
   * Other application services in AZ1 and a Disaster Recovery (DR) plan to restore to an alternative AZ
   * Using MS Active Directory as an identifier via F5 authentication Proxies and DUO Multi Factor Authentication on both the devices and Google Workspace accounts
   * Always-on Virtual Private Network (VPN) (Palo Alto Global Protect) for access to Google Workspace and CO OFFICIAL tools (intranet, Standard Operating Platform (SOP - HR platform), software applications etc.)
   * Hosted Palo Alto Site to Site, Admin VPN and User VPN AWS Elastic Compute Cloud (EC2) resources, managed by Palo Alto Panorama
   * Google Workspace Enterprise Plus
   * Microsoft 365 (MS365) Capabilities for MS Teams Video Conferencing (VC) and Chat only
   * JAMF Software-as-a-Service (SaaS) for MacOS Mobile Device Management (MDM)
   * Self hosted Microsoft System Center Configuration Manager for Windows 10 devices System Center Configuration Manager (SCCM)
   * VMware Workspace One SaaS for Mobile and tablet devices (iOS,iPadOS, Android) MDM
   * Sophos Managed Threat Response Cybersecurity as a Service on all MacOS and Windows end points and servers
2. The second system named the ‘GDS OFFICIAL IT platform’ supports the GDS, CDDO and select digital/technology innovation functions such as the Data Science Accelerator programme and the National Situation Centre
   * Mix of managed devices and Bring Your Own Device (BYOD)
   * Google Workspace for Business - Enterprise Plus licence tier
   * On-demand VPN for network access and SOP
   * JAMF SaaS for macOS MDM, currently implementing JAMF Connect linking with Google Auth for devices
   * Google MDM for the Mobile MDM solution

The CO OFFICIAL IT platform was developed in 2014-2015. It supports 13,200 accounts across:

* c.5,500 Apple macOS laptops
* c.7,000 Microsoft Windows laptops
* c.250 Microsoft Windows desktop terminals
* c.5,500 Apple iPhones
* c.200 Apple iPads
* c.4000 Android smartphones

The GDS OFFICIAL IT platform was developed in 2010-2011 and has been iterated incrementally since. It supports 1,400 accounts across:

* c.1,250 Apple macOS laptops
* 0 Windows laptops
* c.30 Linux laptops
* c.10 Apple iPhones
* c.10 Apple iPads
* c.1,000 Android smartphones
* c.50 ChromeOS laptops (break fix/short term loan at GDS)

Totals:

* laptops = c.13,830
* smartphones (including tablets) = c.10,720
* desktops = c.250

The CO OFFICIAL IT platform was primarily designed for more corporate use-cases such as document-based policy work. The GDS OFFICIAL IT platform was developed to support engineering and development based use-cases, which have more complex requirements of end-user computing services. The GDS OFFICIAL IT platform supports the use of personal IT devices for work (BYOD), in contrast to the Cabinet Office (CO) OFFICIAL IT platform which currently has technical controls in place to stop BYOD.

The current deployment methods used for laptop and phones by CO are:

* macOS devices managed by Apple’s Device Enrollment Program (DEP)
* Device assigned on DEP by purchased provider to JAMF (apple business manager). OS version installed via Apple. For M1 devices this is installed via Apple Configurator. JAMF manages the automatic software required and configures the device following the GDS IT guidelines
* Windows 10 is configured via the Microsoft SCCM and pushes down the configuration following GDS IT guidelines
* iOS and iPad devices managed by DEP. Talks directly to Workspace One (WS1) which pulls down the configuration
* Android devices managed by Samsung Knox (equivalent to iOS DEP). Once this has been added to Knox, a manual movement for an XML File which contains serial numbers is manually added to WS1
* Devices delivered to Tech Hub or via Courier for user collection/delivery. Users self-deploy via a Deployment Guide
* Accounts created manually via Active Directory, which then sync with Cloud Manager to create a google account/licence

The current deployment methods used for laptop and phones by GDS are:

* macOS and iOS Devices are managed via Apple’s DEP (Device Enrolment Program) - The build and deployment workflow is currently managed via JAMF MDM, and automated for the large part, with input from the on-site Service Desk team for the account creation on the device for macOS and finalisation of build scripts. GDS IT is currently working on developing a workflow to utilise JAMF Connect to fully automate the build process, utilising our current Google implementation as the Identity provision for the account creation aspect
* Android devices and ChromeOS - Devices are added into, managed, and deployed via Google MDM as part of GDS’s current Google Workspace instance
* Linux - An 'out of the box' deployment with some limited controls and effectively treated as BYOD
* Devices are deployed to the individual either remotely, hardware delivered via a courier, or by attendance at the office

The Cabinet Office is replacing its current two OFFICIAL IT systems with a new singular modern platform and within the same programme, migrating all units from the Google Workspaces productivity suites to Microsoft 365. This includes all of CO’s existing data/information, while transforming the department to align with both Microsoft’s recommended security best practices and Microsoft’s recommended information & knowledge architecture.

This Statement of Requirements describes the research, design, build and migration from 2 distinct legacy OFFICIAL IT platforms to one new modern, scalable, flexible and secure OFFICIAL IT platform.

The Cabinet Office is seeking a delivery partner to deliver the end-to-end OFFICIAL IT platform transformation programme. This will include, but not be limited to:

* a full discovery into IT user needs, IT support needs, IT operations needs, Knowledge & Information Management (KIM) needs and IT security needs to understand the modern IT needs and inform the design, using the agreed Discovery Plan to ensure all aspects have been met
* the discovery will include re-opening architectural and security questions, such as the implications, benefits and complexities of enabling BYOD in the new system
* a discovery into the existing two OFFICIAL IT platforms, by engaging the in-house support teams’ knowledge, so the delivery partner understands the ‘lay of the land’ and any potential migration challenges. This includes a discovery into the IT Service Management (ITSM) tools used by the current IT team (currently FreshService.com and SolarWinds WebHelpDesk, under review) and how these could, or should, be consolidated and automated
* gap analysis of the skills and knowledge of the internal IT support and IT operation to develop a recommended set of capabilities and capacities to allow the team to operate the system effectively post-migration with identified training resources in liaison with the Cabinet Office Training Team
* IT vendor and component analysis to inform commercial products, routes, costs and architectural patterns, with options and recommendations presented to the ICF
* develop and conduct a pilot to validate assumptions and crystallise the migration/rollout methodology, including the critical question of whether existing laptops/smartphones can be upgraded ‘over the air’ or require physical swap/rebuild
* full development and documentation of the production and non-production target systems
* co-delivery of the IT use cases of Microsoft 365 as deployed for IT systems, such as configuring Azure Active Directory to enable end-user device login in line with CO security requirements
* assess the ID Platform options, other than Azure AD, that will provide the one identity for each user and single sign-on to other services and applications and present options for these services, including Multi-Factor Authentication, Conditional Access, Passwordless Access, Privileged Access Management, where required an optional more granular requirements for enhanced ID management utilising a hardware authentication device (Yubikey or Google Titan as an example) and full audit/log output for a separate Security Information and Event Management (SIEM) tool
* deliver end-user IT re-training (designed by the CDIO IT Training team) and conducted at scale to suitably re-train staff on how to use the new IT system
* ensuring the new platform can be owned, operated, supported, maintained and modified by the in-house IT team post-programme with knowledge transfer
* migration/rollout of the new system, which is subject to the outputs of the pilot. Whilst remote automated deployment is preferred for logistical and management ease, it may require the ‘swap’ of all of the laptops and smartphones across a diversely located workforce

This programme will encompass over c.15,000 personnel (including Civil Servants, contractors, and other personnel types e.g. Ministers). The IT systems are relied upon by all personnel types for the core function of the organisation, therefore IT downtime and migration disruptions should be well planned, minimised, and well communicated.

Longer term support and running of these services will be brought in-house, therefore it is imperative that the delivery partner works closely with the Cabinet Office Intelligent Customer Function throughout the contract period to ensure seamless handover of the service to Business as Usual. There are no TUPE considerations in scope.

The contract value is circa £12-15m over three years to March 2025, breakdown is as follows:

* 1. Discovery Q3/4 2022/23
  2. Pilot Q4 2022/23
  3. Build Q1/2 2023/24
  4. Rollout Q3 2023/24 - Q4 2024/25

# **Objective**

The Cabinet Office wishes to research the user needs of a new OFFICIAL IT system, pilot a target system, develop the final new system, and migrate all personnel to this new system minimising disruption wherever possible.

The programme must deliver a new, secure, modern, and flexible OFFICIAL IT platform that can be readily operated, supported, maintained,and further developed by the internal IT function.

The delivery partner will leverage their past experience researching, designing, and implementing IT solutions in order to inform and drive the programme, while ensuring the unique challenges and architectural visions of the Cabinet Office are met.

By building a new OFFICIAL IT platform using modern techniques and supply chain, the Cabinet Office predicts a number of efficiencies including:

* improving IT infrastructure hosting efficiencies and resilience, and reducing the size/complexity of that IT infrastructure footprint, all by leveraging native cloud services
* a modern well-architected OFFICIAL IT platform capable of meeting a wide array of technology demands, balanced with modern security capabilities that meet the National Cyber Security Centre’s (NCSC) and Government Security Group’s (GSG) guidelines
* an IT platform that is easier and cheaper to run, allowing the IT infrastructure teams to focus on high-value high-complexity tasks, instead of commodity services such as patching
* a more resilient IT service with distributed points of failure outside of a consolidated hub and spoke IT infrastructure model
* an IT platform that is user-centric, easy to use, and supportive of business user requirements
* an IT platform that is easier to support, resulting in IT support teams focusing on more complex tasks through the use of automated workflows (some of which IT users can exercise themselves)

Informed by user research and client-side decision making, the new OFFICIAL IT platform is highly likely to be a multi-operating system, supporting Microsoft Windows, Apple macOS, Apple iOS/iPadOS, Android, and the potential for a finite Linux end-user compute offering. (Users select Linux for high performance Docker support and compatibility with target environments for GDS services.)

The Cabinet Office wishes to challenge traditional IT architecture models, so while the delivery partner’s expertise will be leveraged to progress the programme, such a partner is required to work closely with the Cabinet Office to investigate and test a number of draft architectural goals including removing reliance on VPN technologies and other centralised network routing models, taking into account the Government Property Agency (GPA) shared network infrastructure.

# **Commercial notes**

## Latest start date

3rd April 2023

Contract Arrangement

The Cabinet Office is seeking costs for all four phases of the project. For funding reasons it will be contractually committing to the end of the Pilot phase only. Based on the lessons learnt from the Discovery and Pilot phases, the CO will then subsequently ask the Technical Delivery Partner to revisit their build and roll out costs in line with a new Statement of Works. Subject to financial budgetary approval the project will proceed to the next phases of Build and Rollout.

## Personnel security clearance

All personnel must have met UK Government Baseline Personnel Security Standard (BPSS, <https://www.gov.uk/government/publications/government-baseline-personnel-security-standard>).

Personnel accessing/creating production systems are required to hold UK National Security Vetting (NSV) to the level of Security Check (SC) or higher. The Cabinet Office will sponsor NSV if required, including interim risk acceptance on a case-by-case basis. The delivery partner’s personnel who are not provided with client risk acceptance and/or are conferred NSV following application must be removed from engagement and replaced at the delivery partner’s cost.

For all of the personnel you would assign to this engagement to build (i.e. have elevated privileges such as system engineer/administrator) the new OFFICIAL IT production and non-production systems in the Build phase and migration phases, will they be in possession for the duration a valid UK Government National Security Vetting (NSV) level of Security Check (SC) or higher.

## Service delivery technology

Unless otherwise agreed, supplier personnel (particularly those accessing or creating Cabinet Office data and/or systems, including development of new production systems) should take place from Cabinet Office issued technology and systems.

The Cabinet Office will issue IT equipment, including Google Workspace and Microsoft 365 productivity accounts, to supplier personnel for use through the engagement. This may vary by agreement, for example, for account management or back office roles within the supplier who will not directly access Cabinet Office data or systems may not need Cabinet Office IT.

This is to ensure the close working between all teams, ensure Cabinet Office data is well governed and protected and the use of a common system for programme management.

This will include the use of Microsoft Project, Slack, Atlassian Jira and Atlassian Confluence which will be licensed and provided by the Cabinet Office.

## Expenses policy

Expenses will not be chargeable for travel and subsistence (T&S) within London, and will be subject to the Cabinet Office's own T&S policies and limits for outside of London. No international travel is required.

## Supply chain model

Hardware

Cabinet Office will continue to procure and supply all end user devices.

Technical Delivery Partner

This is to be a sole supplier as primary; where a sub-contractor is used, we recommend all contractual clauses be flowed down to this provider.

The authority has the discretion to ask suppliers to complete and submit the attached FVRA tool prior to any contract award. The authority reserves the right to disqualify any supplier from the process where there is a failure to provide the FVRA or the FVRA tool indicates that the Supplier has one or more red outcomes

Intellectual Property

All designs, architecture, documentation, information and so on that form the newly developed systems shall/must be wholly owned by the Cabinet Office. Where such ownership is not possible (for example, information belongs to a third-party such as Microsoft or another system vendor) the supplier shall describe these limitations to the Cabinet Office, and the supplier shall take all reasonable steps to ensure the Cabinet Office is granted an irrevocable, unlimited licence.

The supplier is required to ensure all system information (including, but not limited to, passwords and access protocols) are handed over to the Cabinet Office and irrevocably removed from supplier knowledge and retention on Cabinet Office request.

System ownership

All end-state production and non-production systems will be delivered into the Cabinet Office technology environment and ownership, and all associated supply chain product/services (for example, licences for embedded software) will be licensed directly by the Cabinet Office as required.

Should a delivery partner propose that they develop and manage pilot system(s) through the programme through their own systems to reduce cost, time, and complexity then this will be considered for approval in context by the Cabinet Office within the engagement and the provided systems will require to have at least Cyber Essentials + certification, ideally ISO27001. However, it is preferable that the delivery partner(s) use Cabinet Office provisioned and managed equipment and accounts.

### Ad-hoc vendor services

The programme is likely to require specific draw-down from vendor specific professional services. For example, VMWare Workspace ONE is a unified endpoint management solution), the delivery partner and the Cabinet Office may propose and agree that VMWare Workspace ONE meets the requirements of the programme and VMWare Workspace ONE should be piloted and/or deployed. VMWare’s professional services are viewed as beneficial to use to ensure the deployment is speedy and best fits the architectural requirements of the programme. The delivery partner then engages VMWare themselves or a VMWare certified partner.

The delivery partner will be responsible for engaging the vendor in question, procuring and managing that discrete professional service use. The Cabinet Office must agree to those engagements in advance, have review and approval rights on all associated statements of works, and be presented with the associated costs (including full overt description of any associated delivery partner markups or surcharges) for agreement.

Optional Services:

* Engagement, procurement, payment and/or management of one or more vendor-specific professional service engagements as deemed by the contracting authority as required for the programme
* IT training for IT personnel in order to ensure they are capable of fulfilling the 1st, 2nd and 3rd line functions of the IT service for the systems as defined by ITIL within the ‘run’ IT operations and live service functions who will operate/support the platform post-programme
* Further IT training for IT end-users in order to ensure a smooth transition from one IT system to another, in particular, a potential focus on senior stakeholders and associated teams
* Further IT asset deployment assistance to replace or upgrade IT assets such as laptops, smartphones and desktop devices
* IT operational and/or IT help desk support and correlation services (1st, 2nd and 3rd line as defined by ITIL) during or post-migration in order to ensure IT service continuity
* Services to build workflows, documents, processes and automations within the transformed IT solution in order to deliver system and/or process improvements or efficiencies (for example, enhanced automations between the IT Service Management system and the IT platform that has been delivered)
* Further exit handover to the ongoing IT service function(s) to ensure sufficient knowledgeable ‘run’ capability

# **Project Description**

## In Scope

The delivery partner will discover, design, plan, pilot, and implement a new OFFICIAL IT platform including a full production migration of all personnel to the new IT platform. Subject to technology capabilities confirmed in the pilot, the implementation may include the ‘swap’ or replacement of some or all end-user compute devices.

The delivery partner will discover, design, plan, pilot, and implement the full OFFICIAL IT platform move, governed by the Cabinet Office’s programme Intelligent Customer Function. The solution must provide as much automation as possible and stored as configuration-as-code/infrastructure-as-code where possible/necessary; this automation will help to ensure services are built to reduce delivery time and the likelihood of human error in the transition of all CO accounts.

Due to the intended possession of Microsoft 365 ‘E5’ licences, the system must consider Microsoft capabilities wherever practical to do so. However, the final component product choices may differ based on the overall comparison of features, cost, security, user-needs and other factors. For example, the identity system is likely to include Azure Active Directory, and the endpoint antivirus solution is likely to be Microsoft Defender, but the endpoint security services may be supported by a third-party product to supplement Microsoft Defender’s capabilities.

The overall scope for this project is to:

* understand the current IT systems so the delivery partner has a sufficient ‘lay of the land’, which may include consuming documentation and conducting interviews
* develop a user research plan and execute it, focusing on enterprise IT use-cases. This will be done alongside and in tandem with the Microsoft 365 professional services’ partners user research into productivity systems at the same time
* create suggested architectural patterns, blueprints, and designs (including across network, storage, compute, and end-user device functions) based on user research outputs, alignment to NCSC’s security guidance and directions from the Intelligent Customer Function (ICF)
* develop a pilot based on an agreed architecture model, in full collaboration with the ICF and in-house IT team, and use this pilot to validate designs, test assumptions and determine the migration/rollout pathway from the two legacy systems to the new system
* ensure collaboration with, and approvals from, the ICF throughout
* ensure collaboration with the Microsoft 365 migration professional services partner which is being let as a separate procurement on any overlapping workstreams
* ensure quality assurance (including security testing) is met to ICF directions
* ensure that there is constant monitoring and audit of the transformation service to verify that the requirements in scope are constantly being met

**Note:** The ITSM application is out of scope and will be provided by Cabinet Office

The Cabinet Office is seeking costs for all four phases of the project. For funding reasons it will be contractually committing to the end of the Pilot phase only. Based on the lessons learnt from the Discovery and Pilot phases, the CO will then subsequently ask the Technical Delivery Partner to revisit their Build and Roll-Out costs in line with new Statement(s) of Works. Subject to internal and external financial budgetary approval the project will proceed to the next phases of Build and Roll-Out.

At a project level, this scope is broadly split into:

1. **Discovery**

Research into the current system including IT ways of working and the IT Service Management tools, identification of various IT user personas, development of hypotheses for the Pilot, broad and deep requirements gathering, and draft systems and process designs.

1. **Pilot**

Conducting a pilot to validate the new system design and test hypotheses developed in Discovery, including informing the latter rollout phase style and duration.

**Post Discovery – Pilot Discussion Window**

The Parties agree that, upon conclusion of the Discovery and Pilot Project Stages (as determined by the Buyer and in accordance with any project plan agreed between the Parties during Discovery and Pilot), the Parties will, during a period of not less than **60** Working Days (the “Post Discovery – Pilot Discussion Window”): meet and discuss in good faith the project deliverables provided by the

Supplier during and in relation to Discovery and Pilot, in each case as set out in the Supplier’s Statement of Work; and during such discussions, seek to agree: (i) the scope of Services required to be delivered by the Supplier in respect of Build and Roll-Out, and any required changes to such scope of Services (and/or any related project milestones) from those set out in the Buyer’s Statement of Requirements and Supplier’s Statement of Work; and (ii) any changes to the Build Charges, Roll-Out Charges to those set out above in this Order Form, in each case as a consequence of the findings and learnings of the Parties during Discovery and Pilot, and such discussions.

If, upon the conclusion of the Post-Discovery Discussion Window: (i) the Parties have not reached agreement on the matters outlined in the paragraph above; or (ii) for any other reason, the Buyer may (at its sole discretion), within **30** Working Days of such date, immediately by written notice End the Call-Off Contract. The Buyer’s sole liability to pay Charges in connection with the Ending of the Call-Off Contract in such circumstances shall be to pay the Supplier the Discovery and Pilot Charges. Such payments shall be made in accordance with the payment terms of this Call-Off Contract.

1. **Build**

Developing the production and non-production systems of the target design, including quality assurance and security assurance testing ensuring these are done in collaboration with Cabinet Office in-house team.

1. **Rollout**

Migrating all IT users and IT operations/live service from the legacy IT systems to the new system, minimising disruption while doing so. Pending the pilot outputs, this may be an over-the-air reconfiguration of existing devices (and replacement of devices that are deemed too old or unsupported) or a full replacement/migration through a ‘swap out’ rollout model.

Personnel are based across 35+ UK sites, therefore a ‘swap out’ rollout model is expected to take some time and require a material amount of personnel to achieve.

## Exemplar IT service

This programme is to deliver a new, modern, scalable, and secure IT platform to fulfil the broad and complex technology demands.

Within this, the IT ways of working must be modernised, including processes and internal IT tools and techniques.

This must include, but is not limited to:

* improving ‘Joiners/Movers/Leavers’ and IT vendor licence management through automation between all the required and linked services
* reviewing and proposing new policies, processes, and workflows across the IT teams with automation at the heart of each
* overhauling the IT software end-user application catalogue, improving the self-service installation and management of applications including automated updating of all items in that catalogue within a CO approved timeframe (14 days for critical or high issues/ 90 days for all other updates)
* automating links between the ITSM and the IT systems, to improve processes around issuing new software and managing software licences
* leveraging automations in the IT identity systems to accurately manage personnel organisational structures, ensuring the IT identity system is maintained for organisational unit, group and team memberships, and maintaining accurate information on line management and reportees
* leverage Secure Access Service Edge (SASE) and utilise a Zero Trust Security Model via both Zero Trust Network Access (ZTNA) and Zero Trust Data Protection (ZTDP). This technology should also enable security, monitoring and control over the use and auditing of Application Programming Interfaces (API) across the organisation
* improving IT system monitoring and recovery, developing dashboards and alerts for IT operational awareness, and accurate IT data reporting (such as the number of active IT users, total number of issued laptops, and so on)
* reviewing modern IT service tools and tactics, such as whether a chatbot system should be integrated
* automating the active monitoring (event management) of the platform to Live Service and Cyber Security to update and proactively manage minor/major incidents
* automating with stakeholders in Security and HR to provide accurate user information on assets
* incorporating over-the-air deployment on all user devices
* automating password resets as part of the identification process
* incorporate Privileged Access Management of administrative credentials and administrative devices
* all relevant KPIs for the platform to measure availability and security of the platform
* tools to automate the deprovisioning process for offboarding staff

## Programme management and governance

Programme management is subject to change based on Cabinet Office needs and the outcomes from discovery phases. Low level needs/requirements will be agreed upon via statements of work for each project, ensuring maximum flexibility and value for money from a Cabinet Office perspective.

Due to the difference in the nature of each project area, governance can differ between each if needed. Again, this is best set at a statement of work level for each project. To illustrate, the governance needed for a technical migration of data will differ from the governance needed for a training rollout.

The delivery partner will be responsible for managing overall programme governance pertaining to this Statement of Requirements.

Governance will happen via Assurance Working Groups and Board level meetings to be defined by the Cabinet Office. The delivery partner will work closely and openly with, and report into the Cabinet Office ICF. Attendance at Board meetings is required to be at no extra cost to the Cabinet Office. In the same vein, account management is expected to be at no extra cost.

### Infrastructure and Projects Authority (IPA)

The transformation programme qualifies for Government Major Projects Portfolio (GMPP) governance at Tier B. The Cabinet Office Portfolio Office (COPO) will be providing the governance assurance and will be the authority to which the ICF will report. However the Cabinet Office will call on the delivery partner and other supply chain to provide information as required to meet those requirements.

## Critical Success Factors

The delivery partner will be given key metrics to achieve throughout the programme, defined by each individual work stream (statement of work) as delivery progresses. These metrics will be judged solely by the Cabinet Office ICF in order to meet the milestone payments.

All individual elements listed below must be agreed and signed off by the ICF, including re-development of unsatisfactory elements at the delivery partner’s own cost until accepted by the ICF. Each phase should be sequential and complete before the next one commences.

### Discovery Phase

* has the delivery partner worked with the Microsoft 365 professional services partner and developed a user research plan that will identify all IT user personas and their IT requirements?
  + Draft plan two weeks after commencement
  + Reviewed by ICF
  + Final plan three weeks after commencement
  + Milestone approvals plan
* has the delivery partner conducted the user research plan, and presented written findings to the ICF, including recommendations on the features, functions and designs of the new OFFICIAL IT platform must-have, should-have and could-have?
  + Develop the plan for the pilot
  + MoSCoW priorities
* has the delivery partner discovered all the existing IT systems and built a firm awareness of what they are, what components they use, how they are built and managed which can be played back to the in-house team to confirm understanding, for the multi-tenancy environment?
* has the delivery partner discovered how the IT Service Management (ITSM) solutions are used, and developed a view on automations and consolidation?
* Has the delivery partner developed a series of design documents in line with [Government Design Principles](https://www.gov.uk/guidance/government-design-principles)?
* has the delivery partner listed all the recommended technologies, the documented comparison tables for those technologies (for example, competing vendors for similar solutions), and supply chains and how they fit together and why?
  + This comparison may be based on previous work carried out by the delivery partner, based on similar engagements and outcomes. Each Product/Technology choice will need to be presented to CO/ICF, therefore enough time must be set aside for this phase for a suitable discussion and challenge and a formal sign off for any shortlisted products for them to proceed to a pilot/poc phase
  + Cost efficiencies may be obtained by utilising the same vendor for different products/technologies. This should be highlighted based on an initial deployment/running cost, and subsequently for 3,4 and 5 year running costs to fully understand the lifecycle costs for the proposed technology component/product. This should also take into account the cost of interoperability between native and third party services

#### Milestones and Outcomes of Discovery Phase

**Milestone D1**

Four weeks after project initiation a user research plan is developed from initial workshops with a final draft sent to the ICF for review and approval to agree on; initial questions, identification of user groups, map of research rounds, and written user stories.

User research should not be limited to the initial agreed questions as other questions are likely to become apparent to gain key user insights.

Research rounds need to incorporate research for all CDIO operation communities including:

* Technical Operations team
  + CO platform Network Operations
  + CO platform Server Operations
  + End User Compute
  + CO Cloud and Applications
  + GDS Network and Infrastructure
* Live Services teams
  + CO Service Desk
  + GDS Service Desk
  + CO Build Team
  + Asset Management team
  + Change Management
  + Service Analytics
* Security and Compliance teams
  + CDIO Cyber team
  + CO and GDS Information Assurance teams
  + Data Knowledge and Information Management
  + Privacy

Research rounds needs to incorporate research for user communities including:

* VIP users such as senior civil servants working for ministerial and public bodies
* Cross Government departments; National Security.
* Personal Need users with additional software and hardware requirements for accessibility
* CO Users with one or more of the following;
  + macOS device
  + Windows device
  + iOS
  + Android
  + iPadOS
* CO Users with requirements for a ‘Developer’ build type
* GDS Users with ‘Standard’ build type macOS device
* GDS Users with ‘Developer’ build type macOS device with diverse representative from multiple technology teams including: Reliability Engineering, GOV.UK, Digital Identity, and Government as a Platform
* GDS Users with a BYOD device
* GDS Users with a self-maintained but GDS-owned Linux device
* IT Administrators with requirements for a Privileged Access Workstation (PAW) build type

**KPI: A comprehensive user research plan which covers all the areas that will provide insight into the most complete data set has been produced and approved by the ICF, by the agreed milestone date.**

**Milestone D2**

Two months after the project initiation user research is completed and validated by the Cabinet Office ICF. The ICF will be looking at several key factors to validate the user research.

* has the delivery partner written up user stories for all user types identified in the user research?
* has the delivery partner demonstrated key understanding of the current two platforms by providing documentation showing differences in authentication, security posture, protective monitoring, user journeys to internet, user journeys to internal services, and user journeys to shared resources (Intranet, Standard Operating Platform (SOP))?
* has the delivery partner defined the requirements from the user research for the new platform defining the needs and wants into a MoSCoW format (Must have, Should have, Could have, Won’t have)?

**KPI: All user research completed against the Research Plan, report compiled and agreed by the ICF**

**Milestone D3**

Three months after the project initiation an initial design and plan for a pilot program is required for validation from the ICF. The ICF will need to grant authority to proceed.

The design will be evaluated against several key areas, including:

* has the delivery partner specified the differences between the old platforms and the new platform?
* what would the consolidated authentication look like, usage of a cloud identity provider would be key to the design. Has Microsoft Azure been compared with other cloud identity providers (i.e. Ping, Okta, etc) and what decisions were driven from the user research data. Can data from old authentication be validated and cleansed during migration automatically and seamlessly?
* what will the new user journey look like, comparison on multiple connectivity approaches would be require; Zero Trust Network Access (ZTNA) vs Always On VPN (AoVPN) vs On demand VPN (od VPN) vs End User Device Agent (Sophos, SenseOn, etc ) vs Cloud Access Security Broker (CASB).
  + what data factors were used to make this decision?
  + what are the pros and cons of each?
  + how do the NCSC guidelines match the proposed solution?
  + how do the Microsoft guidelines and technology offerings match the proposed solution? Some Microsoft services within AAD are only available if you use other Microsoft products
* how scalable is the solution, future changes in the Cabinet Office may require the platform to scale down or up due to Machinery of Government changes or other ministerial demands
  + must be new from ground up
  + must leverage native public cloud services
  + should leverage containers
  + must not be a collection of VMs
  + should leverage on-demand requirements and cost savings
* the end user compute device build and controls:
  + what end user compute device controls are possible with the design.
    - How will the platform help automate OS and application patching and updating?
    - How can user software requests be automated or streamlined?
    - Can devices be granted conditional access or blocked based on their patch level and security posture?
  + how are devices built and deployed, including zero-touch capability?
  + what end user compute builds are required?
    - How will a build for a developer be different for a normal user?
    - How will a build for an administrator / privileged access user be different from a normal user?
    - Can developers tools be deployed and work without having administrator rights on devices?
* can the mobile device management system work with the asset management system to help track assets; which accounts are logging in, where the device is located, alert on devices not being active for a set period of time, and alert on devices not being used primarily by the user it is issued to in the asset management database?
* can the platform track certain specified user groups in a secure way by device management?
* how will the domain be qualified and managed whilst integrating both Digital GDS devices and Official Devices?
* what considerations are made for BYOD or self managed devices, the GDS platform has a large number of devices granted access under the BYOD policy This can range from some users using a personal device for all aspects or work to just using a managed profile on the users personal phone to check email and calendar. Has it been considered in the design? Is it possible to grant conditional access to some resources from a user's personal or self managed device?
* how will the requirement for Linux end users be met?
* what printing capabilities are there on the new platform?
  + will it allow users to print at Government sites and Hubs that use GovPrint?
  + What provision would be provided for printing to guests from other organisations to print on the new platform?
  + What device types can print?
  + Has “Follow Me” printing been considered?
  + Has a secure cloud backed printing service been considered?
* protective monitoring is in the design, with logs and violations able to be shipped to the Cyber SIEM system:
  + a separate secure and independent Log storage solution should be proposed to allow CO not to rely on existing SIEM toolset
  + Automatic Patching, updates and status monitoring
  + monitoring and logging at least as capable as currently under the VPN solution, but without the limitation of a VPN requirement
  + preventing violation of Acceptable Use Policy (e.g. accessing prohibited material)
  + IT OPs audit events such as Disk Usage/RAM/CPU usage etc.
* how does the design solve the needs and wants from the outcome of the user research in the discovery, are all the must haves considered in the design and how many of the should have and could haves will the design provide? Are there any won’t haves that need to be removed?
* how will the design allow for our Cyber teams to function independently on the platform in a crisis situation
* how will the platform recognise, report and automate parts of disaster recovery without manual intervention
* how will the platform have the capability to initiate a breakglass/BCP process and automation of this process
* how will we dual run both platforms whilst transforming the current state without conflict and cost implications
* will the delivery partner have timelines to adhere to on dual running that have financial implications if they are not met

**KPI: A comprehensive plan for the pilot phase, which details the initial design, how it will be deployed and tested and outcomes it intends to deliver to meet all the requirements for the system in this SoR, has been approved by the agreed milestone date.**

### Pilot Phase

* has the delivery partner developed a plan to develop and conduct a pilot signed off by ICF?
  + Domains established and protected in line with cyber security requirements
  + fully working system that allows users or administrators to access services including:
    - both Google and M365
    - Intranet/People Finder
    - Building Facilities resources
    - CS Learning
    - SOP (HR system)
    - Privileged Access Workstation (PAW)
    - Any other services identified during discovery
* all associated costs for setting up the separate pilot systems should not be passed onto CO.(The partner should ensure any vendor licence use is valid throughout the duration of the pilot. i.e CO do not want vendor licences expiring during the pilot and therefore impacting delivery.)
* none of the pilot systems may interfere with the functionality of the existing two separate IT systems, including email routing and relaying, DNS resolution, PKI use, VPN termination and/or access to Active Directory (AD)/Azure AD (AAD) and the existing MS M365 and Google Workspace tenants.
* how will the user discovery phase lead to the creation of separate pilot user groups, and how many groups have been identified in order to confirm good alignment to the user groups requirements
* has the delivery partner worked with the ICF, Microsoft 365 professional services partner, other service vendors and in-house IT team to develop the pilot?
* has the delivery partner provided sufficient IT support and training to any pilot users during the pilot?
* has the delivery partner conducted the pilot to the satisfaction of the plan and timetable?
* has the delivery partner presented a pilot closure report, including user research validation, meeting the requirements identified in the discovery phase?
* has the delivery partner planned and defined the rollout model based on pilot learnings and how the devices are deployed (over-the-air and/or swap out)?
* has the delivery partner provided a detailed view on existing platform and new platform dual running and accepting new users whilst in transformation phase.
* has the delivery partner considered the business needs as part of the pilot in stakeholder requirements and applications.
* has the delivery partner specified the success rate for user pilot groups based on duration and number of users per pilot group
* has the pilot group received communication on expectations (as part of a wider programme communications plan)?

#### Milestones and Outcomes of Pilot Phase

**Milestone P1**

Two weeks after completion of the discovery phase the pilot plan needs to be submitted to the ICF for approval and validation. The plan will need to ensure several key items, including:

* pilot user groups are known and aware when they will need to work on the pilot system, including a test plan of tasks and activities they need to complete to perform their role. The pilot users should have been obtained during the discovery phase
* detailed testing plan for the discovery phase to not only ensure that all user work can be completed by the user on the system but that protective monitoring and security controls work, and conditional access can be done
* any services in the design for final solution not able to be tested during the pilot phase need to be defined in the plan with detail on reasoning with agreement from the ICF
* build timelines for the pilot system, what tools, application, and supported number of users
* number of new builds required for pilot users to access pilot system, if migrating devices remotely a number of identified devices that can be remotely migrated
* any additional software required on end user compute devices Windows devices must be supported for latest Windows 10 and Windows 11
* any additional software required on end user compute macOS devices must be supported for macOS Big Sur, Monterey and Ventura (when released) for both Apple Silicon (arm64) and Intel processes
* solution(s) for Linux end users must be specified, along with which hardware and which distributions (e.g. Ubuntu, RedHat) will be supported, including support for any additional software required for management or security
* support structure and processes for pilot users needs to be outlined, as well as the resources required, to support pilot users with any issues that may arise
* PAWs must have been built and be in active use by the system administrators to build, manage, and maintain the service going forward.

**KPI: Full pilot plan approved by the ICF which will describe the pilot phase design, structure and outcomes**

**Milestone P2**

Six weeks after completion of the discovery phase the pilot system needs to be ready for pilot users, the delivery partner will take the ICF through and demonstrate a fully working system for c.250 users or a suitable number that represents those groups identified through Discovery. This demonstration will show a device deployment onto the platform, authentication flow, security controls and accessing Cabinet Office services, Google workspace, Microsoft 365, Intranet, and Single Operating Platform.

**KPI: A pilot system that can show the user journey from deployment to authentication and able to access the specified services, with PAWs devices demonstrated as a viable method of administering the service, is available**

**Milestone P3**

Two months after completion of the discovery phase all pilot users will need to be on the pilot system. This will need to include both mobiles and laptops (covering all Operating Systems) for the users (numbers to be agreed)

* users from across the CO business units
* users from the CDIO Technology and Cyber pillars
* Admin users responsible for managing the existing CO and GDS platforms
* GDS users with Developer builds
* GDS Linux users (if on system)
* GDS BYOD users if in scope

**KPI: The pilot is being operated by identified users:**

* **the pilot has successful feedback from users**
* **the pilot has successful feedback from administrators**
* **the pilot has successful feedback from developers**
* **the pilot has successful feedback from <other user cases listed>**
* **Automation scripts have been provided to enable the deployment/configuration of the service and onboard users**

**Milestone P4**

Three months after completion of the discovery phase all test plans are complete and a report on findings will need to be reviewed and validated by the ICF, key (SME) roles must be consistently available to review from both ICF (and in-house teams) and suppliers, to meet the delivery timetable, in agreement with all parties. Some key results from the discovery for the ICF will be:

* how has the device migration to the new platform gone, is this a remote over the air change or a rebuild of the estate
* whether pilot users were able to access all the expected tools and work without disruption on the new platform
* whether the mobile device management systems communicate with the IT Support Management tool to determine asset usage and location

**KPI: All discovery complete, pilot is operational, tests are complete and validated, all configuration is fully automated and provided as configuration-as-code**

**Post Discovery – Pilot Discussion Window**

### Build Phase

* has the delivery partner developed a plan to build the production and non-production systems of the new OFFICIAL IT platform?
* has the delivery partner built a production OFFICIAL IT platform as described and defined in previous phases, demonstrated the setup and deployment to satisfaction of ICF that it meets the brief?
* did the delivery partner do this in tandem with the Microsoft 365 professional services partner, other vendors and in-house IT team?
* has the delivery partner delivered automations between the ITSM and the IT systems?
* has the delivery partner completed user acceptance testing, quality assurance and security assurance testing in tandem with the Microsoft 365 professional services partner and in-house IT team?
* has the delivery partner sufficiently described the new systems through documentation (such as high and low level designs), presentations and oral handovers, with knowledge transfer to the in-house IT teams?
* has scenario testing been completed with the in-house teams for the various playbooks

#### Milestones and Outcomes of Build Phase

**Milestone B1**

Within one month of the end of the pilot phase a detailed design and build plan of the new platform is required this should include

* lessons learned from pilot and discovery phases
* low level diagram of network, security, and services in the design
* a tour showing the build of a smartphone, macOS laptop, Windows laptop and Linux laptop
* how the plan links in with the M365 delivery partner
* documentation and training plans to hand over to the in-house IT team

**KPI: Detailed design document and plan with a firm timetable of deliverables is provided**

**Milestone B2**

Within six months of the end of the pilot phase the delivery partner will need to have the new platform ready for rollout of users, working with the M365 migration delivery partner this should consist of a new platform both original platforms; SRO, on recommendation of the ICF, will need to grant authority to proceed with the rollout. To do this the delivery partner will need to submit a set of documentation and plans, including:

* a rollout plan, taking into account all user types on both platforms. Working with MS 365 migration partner detailing which user groups will be done first, timings of migrations any downtimes and how to deal with problematic user groups as well as rollback steps, through the delivery partner’s provided hypercare resources
* final high level and low level designs of the platform showing:
  + changes since the pilot and original build plans
  + user journeys for internal resources and any cloud services provided in the platform
  + network and cloud application connectivity and data flows
  + Security considerations for each service
* training supplied for internal technology staff on how to administer, manage, patch, update and maintain the new technology platform. A percentage of technical and operational staff 30% to 50% should be converted to dual running as a minimum prior to any users to ensure user support is not compromised
* training supplied for internet support staff on how to maintain, onboard and offboard users and respond to user queries
* an MOU between the delivery partner and live services during the migration to escalate service requests
* all new Knowledge Base articles and process documentation to be completed and signed off by the relevant tech team/Live Services.

**KPI: Build is finalised, reviewed and accepted, ready for rollout; the delivery partner has provided evidence that all infrastructure and configuration has been done via the use of PAWs and there has been no unexpected access to the service**

### Rollout Phase

* has the delivery partner developed a rollout plan? Including:
  + identifying user tranche timetable
  + special unit/time sensitive deployments
  + VIP management
  + Particular Needs (PN) users
  + any downtime estimates
  + how will users be supported
  + risks to mitigate
  + rollback options
  + device build and deployment locations
  + remote deployment workflows and courier processes
  + asset management structures and processes
  + demonstrable use of the Zero Trust Security Model via both Zero Trust Network Access (ZTNA) and Zero Trust Data Protection (ZTDP) and the removal of reliance on Always on Virtual Private Network (AoVPN)
  + PAW usage, requirements, and service
  + deploying Security patches and updates for platforms and services in use in line with the vulnerability management requirements outlined above.
* how will users be identified by teams, groups, work output for migration to minimise disruption to work across these units. How will these moves be evaluated and when? How will this affect the next group identified for transition?
* what is the plan and how are users identified for an eventual dual running of the two legacy IT systems to the new system?
* has a communication strategy, including processes for end-users to follow (data cleanse, etc) been outlined and agreed with the ICF for the various user tranches?
* how will users on 3 separate IT systems communicate with each other and will there be collaboration issues?
* has the delivery partner migrated all IT user types from the legacy IT systems to the new one and all old system devices deactivated/rebuilt and data has been migrated?
* a period of Hypercare Support will need to be in place for four to six weeks post first 1000 users migrated, including:
  + aggregate and tracking all issues in a centralised mode
  + aggressively triaging issue(s), prioritising root cause analysis, and coordinating business responses
  + identifying the different user groups and the dependencies within user groups inclusive of PN users and the ability to work on one platform simultaneously
  + escalating issues as appropriate
  + identifying lessons learned for process, training, or technology gaps
  + updating and distributing Solution Support Documentation
  + performing a handover with MS 365 Migration partner/in-house IT with clear definitions
  + Tracking security incidents and issues through their lifetime
  + Use of privileged accounts from non PAW devices
* Whether the new IT platform is accepted into in-house IT operational live service, with knowledge transfer and knowledge base updated
* how will the delivery partner deal with conflicting priorities for migration of the various business areas/users, as well as last minute changes due to outside/ministerial directives?

#### Milestones and Outcomes of Rollout Phase

**Milestone R1**

* 100% of all administrators and privileged access users have been migrated to their new PAW devices.
* 100% of technical and operational staff should be converted to dual running as a minimum prior to any users to ensure user support is not compromised
* within one month from the start of the rollout phase technical operations and support staff need to be migrated to the new platform, the ability to support users on the old platform needs to also be available to this user group
* weekly review meetings of the migration progress should be undertaken with the ICF, Live Services and Support teams, as well as Go/No Go for the next tranche of migrations (commencing after a to be defined initial amount of users are migrated)

**KPI: All technical and operational staff migrated to new platform and able to support through dual running**

**Milestone R2**

* within two months from the start of the rollout phase several user tranches need to be migrated to the new platform. The volume of which can then be used to inform the effort required to complete the rest of the deployment tranches to meet the end date.

**KPI: First users are moved to the new platform with approved plan to move agreed numbers, following discovery, per month to completion**

**Milestone R3**

* within six months from the start of the rollout phase at least 30% of users have migrated to the new platform
* all dormant accounts, secondments etc. identified and deactivated
* all unaccounted users/devices deactivated

**KPI: 30% users have been successfully migrated to the new platform**

**Milestone R4**

* within twelve months from the start of the rollout phase at least 60% of users have migrated to the new platform

**KPI: 60% users have been successfully migrated to the new platform**

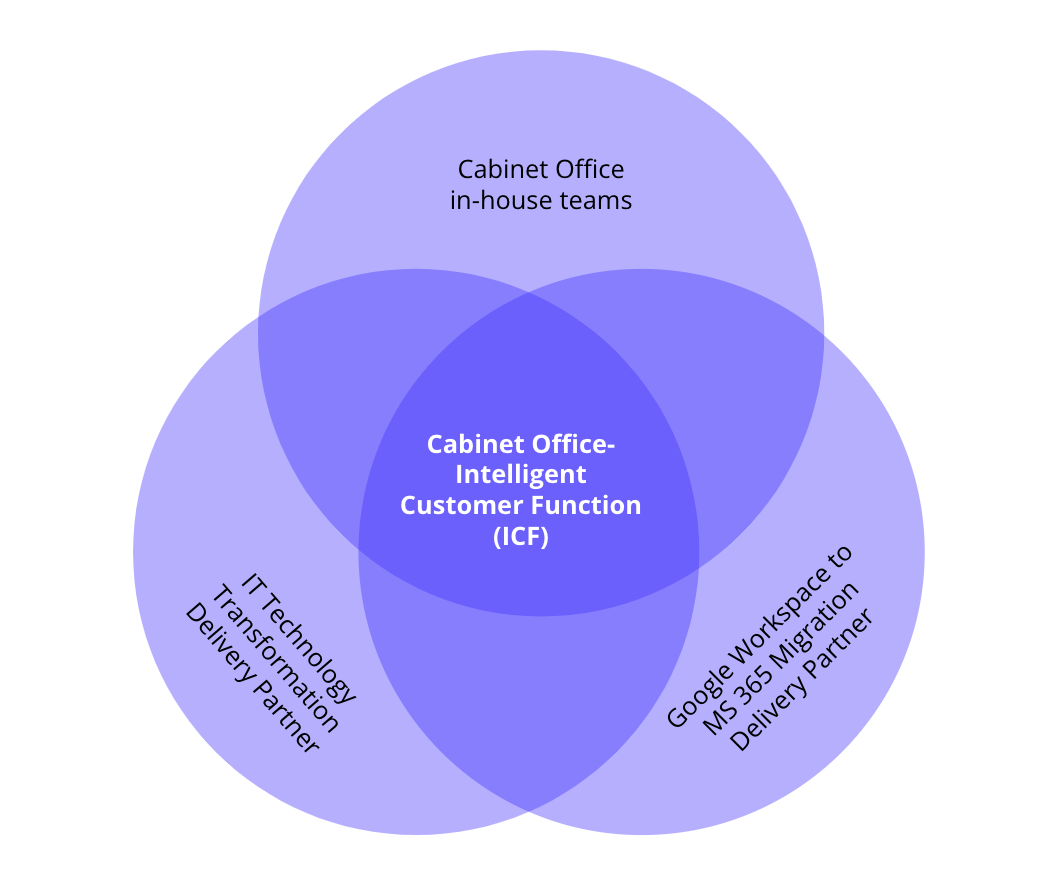
**Milestone R5**

* eighteen months from the start of the rollout phase all identified users have migrated to the new platform

|  |  |  |
| --- | --- | --- |
| **Phase** | **KPI per milestone** | **Timing** |
| **D1** | A comprehensive user research plan which covers all the areas that will provide insight into the most complete data set has been produced and approved by the ICF, by the agreed milestone date | Within Four weeks after contract commencement |
| **D2** | All user research completed against the Research Plan, report compiled and agreed by the ICF | Two months after D1 |
| **D3** | A comprehensive plan for the pilot phase, which details the initial design, how it will be deployed and tested and outcomes it intends to deliver to meet all the requirements for the system in this SoR, has been approved by the agreed milestone date | One month after D2 |
| **P1** | Full pilot plan approved by the ICF which will describe the pilot phase design, structure and outcomes | Two weeks after completion of Discovery |
| **P2** | A pilot system that can show the user journey from deployment to authentication and able to access the specified services, with PAWs devices demonstrated as a viable method of administering the service, is available | Six weeks after completion of Discovery |
| **P3** | The pilot is being operated by identified users:   * the pilot has successful feedback from users * the pilot has successful feedback from administrators * the pilot has successful feedback from developers * the pilot has successful feedback from <other user cases listed> * Automation scripts have been provided to enable the deployment/configuration of the service and onboard users | Two months after completion of Discovery |
| **P4** | All discovery complete, pilot is operational, tests are complete and validated, all configuration is fully automated and provided as configuration-as-code | Three months after commencement of pilot phase |
| **Post Discovery – Pilot Discussion Window** | | |
| **B1** | Detailed design document and plan with a firm timetable of deliverables is provided | Within one month of the end of the pilot phase |
| **B2** | Build is finalised, reviewed and accepted, ready for rollout; the delivery partner has provided evidence that all infrastructure and configuration has been done via the use of PAWs and there has been no unexpected access to the service | Within six months of the end of the pilot phase |
| **R1** | All technical and operational staff migrated to new platform and able to support through dual running | Within one month from the start of the rollout phase |
| **R2** | First users are moved to the new platform with approved plan to move agreed numbers, informed by discovery, per month to completion | Within two months from the start of the rollout phase |
| **R3** | 30% users have been successfully migrated to the new platform | Within six months from the start of the rollout phase |
| **R4** | 60% users have been successfully migrated to the new platform | Within twelve months from the start of the rollout phase |
| **R5** | 100% users have been successfully migrated to the new platform | Eighteen months from the start of the rollout phase |
| **R6** | 98% customer satisfaction from the roll out In order to assess the level of performance of the delivery partner, the Buyer may undertake satisfaction surveys in respect of End Users or various groups of End Users (each such survey a “**Satisfaction Survey**”), the results of which may be reflected in the Balanced Scorecard Report. The subject matter of Satisfaction Surveys may include:  the assessment of the delivery partner’s performance by the End Users against the agreed Key Performance Indicators and Subsidiary Performance Indicators; and/or  other suggestions for improvements to the Services. | Monthly from the start of the rollout phase |
| **R7** | Systems provided by the delivery partner should have no less than 99.8% uptime and availability to those users that have been rolled out. | Throughout the rollout and migration phases |
| **R8** | IT support requests raised and escalated to the delivery partner should be addressed within the expected service level indicators (during operating hours)  **Response time**   |  |  | | --- | --- | | **Priority** | **Incidents** | | Low | Four hours | | Medium | Two hours | | High | Thirty minutes | | Urgent | Fifteen minutes |   **Resolution time**   |  |  | | --- | --- | | **Priority** | **Incidents** | | Low | Three business days | | Medium | One business day | | High | Four hours | | Urgent | Two hours | | Throughout the rollout and migration phases |

|  |  |  |
| --- | --- | --- |
|  | **Theme** | **Met by:** |
| **SV1** | **Covid-19 recovery** MAC 1.5: Improvements to workplace conditions that support the COVID19 recovery effort including effective social distancing, remote working, and sustainable travel solutions | * number of full time equivalent (FTE) employment opportunities created under the contract, by UK region, for those who were made redundant due to COVID-19 * number of people-hours spent supporting local community integration, such as volunteering and other community-led initiatives related to COVID-19, under the contract * percentage of all companies in the supply chain under the contract to have implemented the 6 standards in the Mental Health at Work commitment * number of companies in the supply chain under the contract to have implemented the 6 standards in the Mental Health at Work commitment |
| **SV2** | **Tackling economic inequality** MAC 3.2: Support innovation and disruptive technologies throughout the supply chain to deliver lower cost and/or higher quality goods and services. | For each of the following categories:   * Start-ups * SMEs * VCSEs; and * mutuals:   + the number of contract opportunities awarded under the contract   + the value of contract opportunities awarded under the contract in £   + total spend under the contract, as a percentage of the overall contract spent * percentage of all companies in the supply chain under the contract with a current Cyber Essentials certification. [where relevant] * number of companies in the supply chain under the contract with a current Cyber Essentials certification. [where relevant] * percentage of all companies in the supply chain under the contract with a current Cyber Essentials Plus certification. [where relevant] * number of companies in the supply chain under the contract with a current Cyber Essentials Plus certification. [where relevant] * percentage of all companies in the supply chain under the contract to have adopted the National Cyber Security |
| **SV3** | **Fighting climate change** MAC 4.1 Deliver additional environmental benefits in the performance of the contract including working towards net zero greenhouse gas emissions. | * number of people-hours spent protecting and improving the environment under the contract, by UK region * number of green spaces created under the contract, by UK region * Annual:   + Reduction in emissions of greenhouse gases arising from the performance of the contract, measured in metric tonnes carbon dioxide equivalents (MTCDE)   + reduction in water use arising from the performance of the contract, measured in litres   + reduction in waste to landfill arising from the performance of the contract, measured in metric tonnes. |
| **SV4** | **Equal Opportunity**  MAC 6.1​​: Demonstrate  action to identify and  tackle inequality in  employment, skills and  pay in the contract  workforce. | * Total percentage of full-time equivalent (FTE) people from groups under-represented in the workforce employed under the contract, as a proportion of the total FTE contract workforce, by UK region * number of full-time equivalent (FTE) people from groups under-represented in the workforce employed under the contract, by UK region * total percentage of people from groups under-represented in the workforce on apprenticeship schemes (Level 2, 3, and 4+) under the contract, as a proportion of the all people on apprenticeship schemes (Level 2, 3, and 4+) within the contract workforce, by UK region * number of people from groups under-represented in the workforce on apprenticeship schemes (Level 2, 3, and 4+) under the contract, by UK region * total percentage of people from groups under-represented in the workforce on other training schemes (Level 2, 3, and 4+) under the contract, as a proportion of the all people on other training schemes (Level 2, 3, and 4+) within the contract workforce, by UK region |

# **Programme Approach**



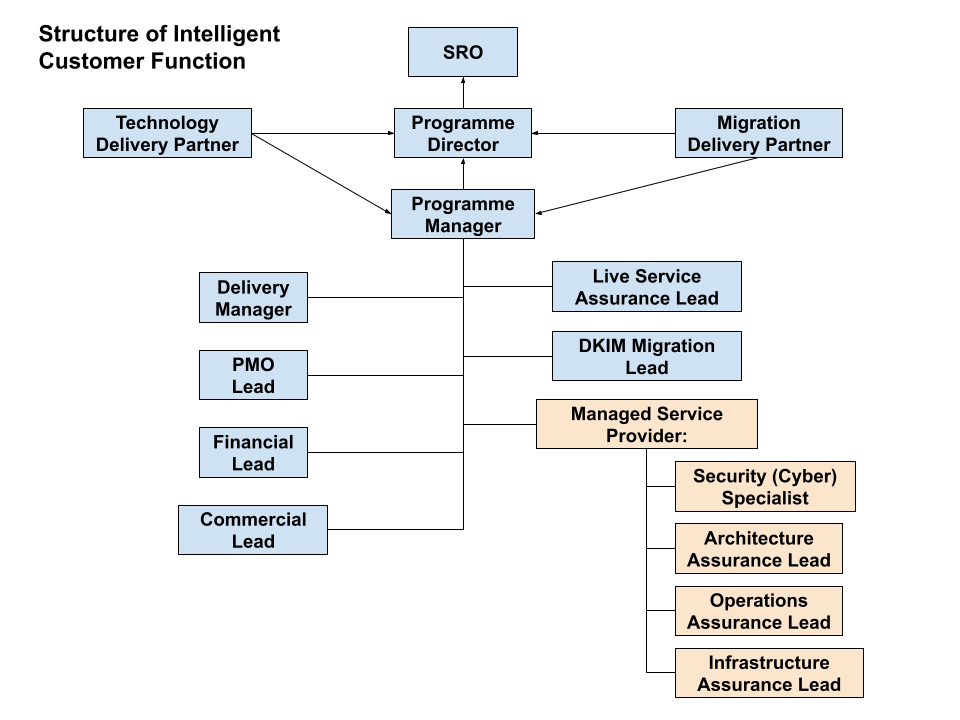
There is an existing IT team (including, for example, operations, cloud services, and live services) who will engage on the programme as necessary, including for user research and providing systems access. (The delivery partner will be expected to complete all engineering.)

There will also be a Microsoft-specific consultancy focused on the productivity features within Microsoft 365 (including, for example, emails, contacts, and files/documents) and such consultancy partner will lead on the data migration from Google Workspace to Microsoft 365. The delivery partner will establish roles/responsibility horizons with such consultancy partners and is expected to work in an agile 'hand in glove' fashion.

## Intelligent Customer Function & Supply Chain

The ICF is responsible for the overall technology transformation. The ICF will lead, mitigate and arbitrate between the delivery partner and other programme partners. The CO’s partners will be engaged through separate contracts, but will be expected to work together where the workstreams need to align for discovery and delivery purposes. There will be no lead partner, the ICF will be the focal point.

**Roles and Responsibilities**



The internal ICF team is comprised of:

* a Senior Civil Servant as a programme director
* a programme delivery manager
* a delivery manager
* supporting programme management office
* a live service assurance lead
* a knowledge & information management (DKIM) assurance lead
* a commercial lead; and
* a finance lead
* a Managed Service Provider:
  + a Security (Cyber) Specialist
  + an architectural assurance lead
  + an engineering/infrastructure assurance lead
  + an operations assurance lead

The supply chain will be comprised of:

* an IT Technology Transformation delivery partner (this procurement)
* a Microsoft 365 professional services partner (a separate procurement) who will conduct the migration from Google Workspace to Microsoft 365
* a smaller array vendor-specific professional services teams, who will at the advice of the IT Technology Transformation delivery partner be engaged to provide specialist assistance on the implementation of their products/services within the new OFFICIAL IT platform; where any of these vendors are used, we recommend that CO follow the vendor's own security best practices when making use of their services
* the vendors who will provide technology services, such as Microsoft providing Microsoft 365 or, solely as an example, JAMF providing an Apple-specific mobile device management platform

## Programme timescales

The programme must be delivered in full and the delivery partner off-boarded no later than **31st March 2025.**

All timeframes described below are based on the UK government financial year which begins in April each year for a period of twelve months.

### Discovery & Pilot Phases

Commence 31st January 2023

**Post Discovery – Pilot Discussion Window**

### Build Phase

Plan to be informed by pilot

### Rollout Phase

To complete by Q4 2024/2025.

This timeframe is based on the risk-averse assumption that all end-user compute devices must be ‘swapped’ to achieve the migration, requiring the delivery partner to perform this with all personnel across 35+ UK sites.

If the pilot phase validates that an ‘over the air’ migration is possible, the rollout phase will be truncated accordingly and would therefore close this portion of the programme sooner, to reduce costs.

## 

## Delivery Plan (indicative timescales)

During the planning of the programme (discovery phase/pilot phase) a detailed programme timeline will be developed between the delivery partner and the Cabinet Office. This will include key programme governance roles.

The programme will be approached in an agile way where appropriate.

Capability building of Cabinet Office teams is required and will be tracked by testing and other metrics, to ensure upskilling is happening to a standard that meets Cabinet Office requirements. This will be monitored through the Training Team and the Team Leads, with appropriate training identified and provided in liaison with the Cabinet Office Training Team

**Indicative timeline**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Year | FY 2022/23 | | | | FY 2023/24 | | | | FY 2024/25 | | | |
| Period | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
| Schedule | Initiate | Mobilise (ICF and delivery partners) | | Discovery and pilot | | Build and config | Rollout and migration | | | | | |

## Ways of Working

* Cabinet Office will issue IT equipment to the delivery partner, to be returned at the end of the programme
* Cabinet Office Google Workspace to be used, Cabinet Office will also use Atlassian products and Microsoft Project
* Slack will be used as the Chat tool to enable simple communication across this multi-discipline programme
* working hours - UK working hours of 8am-6pm on a day the banks are open in England & Wales, Monday to Friday, with a core of 10am-4pm
* off-shore teams (outside of the UK) are not permitted in whole or in part

**Decision making**

* CO will ensure that it makes decisions quickly through the ICF
* ICF decisions are final and binding, in the case of differences in technical opinions, etc.

**Social Value**

Suppliers will be assessed against the themes and outcomes as outlined in the Social Value Model. Tenderers are recommended to read the latest guidance available at

: <https://www.gov.uk/government/publications/procurement-policy-note-0620-taking-account-of-social-value-in-the-award-of-central-government-contracts>

Cabinet Office have determined that the following themes are relevant and proportionate to this Statement of Requirements:

* wellbeing: influence staff, suppliers, customers and communities through the delivery of the contract to support health and wellbeing, including physical and mental health. COVID-19 recovery: assist local communities with their COVID-19 impact management and recovery plan
* improve workplace conditions that support the COVID-19 recovery effort including effective social distancing, remote working, and sustainable travel solutions.
* tackling economic inequality - increase supply chain resilience and capacity, including:
  + supporting innovation and disruptive technologies throughout the supply chain to deliver lower cost and/or higher quality goods and services
  + demonstrating collaboration throughout the supply chain, and a fair and responsible approach to working with supply chain partners in delivery of the contract
  + demonstrating action to identify and manage cyber security risks in the delivery of the contract including in the supply chain
* fighting climate change - effective stewardship of the environment including:
  + delivering additional environmental benefits in the performance of the contract including working towards net zero greenhouse gas emissions
* Equal opportunity - Understanding of the issues affecting inequality in employment, skills and pay in the market, industry or sector relevant to the contract, and in the tenderer’s own organisation and those of its key sub-contractors

|  |  |  |
| --- | --- | --- |
| **Industry Clarification Question** | **Response** | **Date**  **Issued** |
| Can the Authority please confirm whether there is an incumbent supplier for this programme, and/or whether supplier(s) have been previously engaged in the development of the requirements? If so, can the Authority please confirm the name(s) of these suppliers? | There are no incumbent suppliers for this programme in respect of the Technical Delivery Partner. The Statement of Requirement have been developed by Cabinet Office using internal and contingent labour resources. | 30/09/2022 |
| There is a dropdown relating to Indexation / CPI for the 'Phase 4 Rollout' section of the Price Schedule. Please can the buyer confirm that if 'Yes' is selected here, the intention is that the price listed would be subject to a CPI uplift, depending on when the unit charge is actually being used throughout the term?  A worked example would be useful if available. | Yes, the Cabinet Office would consider CPI indexation uplift specifically for the Phase 4 Rollout.  Please see call off terms schedule 2 where it states:  " Any amounts or sums in this Contract which are expressed to be “subject to Indexation” shall be adjusted in accordance with the provisions of this Paragraph 5 to reflect the effects of inflation. "  5.2 Where Indexation applies, the relevant adjustment shall be:  (a) applied on the first day of the second April following the Effective Date and on the first day of April in each subsequent year (each such date an “adjustment date”); and  (b) determined by multiplying the relevant amount or sum by the percentage increase or changes in the [Consumer Price Index] published for the 12 months ended on the 31 January immediately preceding the relevant adjustment date.  So a CPI uplift will occur in April of 2024, which is the second April following the Effective Date. The total figure will be determined by the formula in point (b).  **Clarified in Contract Review Meeting (29.03.2023), based on an effective date of the 03.04.2023, the CPI uplift will occur from April 2025 onwards.** | 3/11/2022 |
| The Open Book Price Schedule requests that suppliers input the cost and 'margin %', then the model calculates the price. However the model is currently using the % to calculate 'mark-up' and not 'margin' as per the contract definition. Worked example:  - Current calculation: Cost £1 input % of 30% gives a price of = £1.30 (£1 x 1.3)  - To correctly calculate Margin a Cost of £1 and % input of 30% should give a price = £1.43 (£1 / (1-0.3)  Please can the buyer confirm if the requirement is to provide a mark-up % (given there is no definition of 'Mark Up' in the T&Cs) or if the calculation will be changed? | Yes, we have seen your calculation and are still requesting a margin percentage. However, we will update the formulas and re-issue the pricing workbook to reflect this. | 3/11/2022 |
| In the 'Additional Optional Services' tab, column C is titled "Capped Average Day Rate (input relevant figure from Rate Card tab)", does that mean all the cells in this column need to equal the same as cell D18 from the 'Rate Card' tab? Or should we have a tailored average day rate for each optional service? | Yes, the Cabinet Office is looking for a tailored approach to these additional requirements - for information purposes only at this stage. At the point where any of these additional services are requested, then the successful bidder will have to provide a clear breakdown of the constituent SFIA day rates that go into the tailored day rate to deliver the requirement. | 3/11/2022 |
| What is the purpose of the individual tabs for "Rollout Cost - Laptops / Smart Phones / Desktops", given the £ value will just equal the cells in the "Price Worksheet" tab?  The supplier wants to ensure it is providing the right information in these tabs. | Please input the rollout cost figures in the relevant rollout cost tabs and these will carry across to the Price worksheet tab. This will mean that only one set of figures needs to be inputted. | 3/11/2022 |
| The 'Rollout tabs' include assumptions regarding how many devices are handled physically, vs remotely 'over the air'. However, the 'Price Worksheet' tab calculates the full 14,000 devices for both options. Is that simply for evaluation purposes? Or will the volumes for each option be changed to allign with these assumptions, so that all bidders are using the same mix of physical vs. over the air volumes for pricing? | For the purposes of evaluation, the rollout for laptops and fixed desktops is assumed will necessitate a physical rollout, while the smartphones could either be done physically or remotely so we have taken a blended average for that particular rollout. Therefore, whatever bidders input into the cells will be calculated equally for all bidders and there are no other assumptions required on your part. The Cabinet Office has provided the rationale for you to input the most relevant and accurate pricing possible. Please see the Total Bid Summary tab for the way that the overall totals are calculated. | 3/11/2022 |
| Could you please clarify the Discovery/Pilot/Build/Rollout timetable following the extension of bid submission to 18th November 2022. When is award expected? | Subject to approvals we are aiming to award the contract in February/March 2023 ready for mobilisation.  The revised timetable is below based on Cabinet Office forecasts while the programme is in a pre-Discovery state and prior to programme planning with fully onboarded TDP and MDP:  Discovery, Pilot, and Build Phases: Q1-Q2 FY23/24  Rollout Phase ending by close of FY24/25  (The timeframes above are based on UK HMG financial years where Q1 begins in April.) | 8/11/22 |
| Can the Active Directory version, and Domain model be shared - single Domain, Multiple, Resource Domains? | Windows Server 2012 R2  Single Domain, single Forest | 3/11/2022 |
| Will the domain names/dns records be migrated – this will have an influence on the migration approach | No - the Cabinet Office maintains a number of top-level identity domains (for example, cabinetoffice.gov.uk, crowncommercial.gov.uk, gpa.gov.uk and approximately 25 others) these will remain and will be used on the new system as applicable | 3/11/2022 |
| Will existing configurations/policies applied at source be reviewed as part of the assessment to validate what needs to applied in target - if yes will this be in the supplier scope to execute? | Yes | 3/11/2022 |
| How much data is in scope for mailbox migration? | Mailbox migration is not in scope for the TDP, these will be completed by the Migration Delivery Partner under a separate adjacent procurement with the TDP (this procurement) will collaborate with | 3/11/2022 |
| Are any mailboxes accessed by applications (EWS/POP/IMAP)? | Mailbox migration is not in scope for the TDP, these will be completed by the Migration Delivery Partner under a separate adjacent procurement with the TDP (this procurement) will collaborate with | 3/11/2022 |
| How many Google Drive folders will be migrated and how much data? | Google Drive migration is not in scope for the TDP, these will be completed by the Migration Delivery Partner under a separate adjacent procurement with the TDP (this procurement) will collaborate with | 3/11/2022 |
| Has any data classification been applied to the Google Drive files? | The data stored within Google Drive is OFFICIAL, including the SENSITIVE handling caveat. | 3/11/2022 |
| What are the data volumes per workload - email, google drive, other? | Mailbox and other Google Workspace held data is not in scope for the TDP, these will be completed by the Migration Delivery Partner under a separate adjacent procurement with the TDP (this procurement) will collaborate with | 3/11/2022 |
| Is the Teams environment part of the M365 environment that's being migrated to? | Microsoft Teams is not in scope for the TDP, these will be completed by the Migration Delivery Partner under a separate adjacent procurement with the TDP (this procurement) will collaborate with | 3/11/2022 |
| Is application lifecycle management in scope i.e. application rationalisation, packaging, deployment, etc. | Yes, application lifecycle management in scope | 3/11/2022 |
| Is End User Analytics currently deployed in the estate? | No. The current system relies on mobile device management data, there is no end-user experience monitoring in-place, but this is desired for the new system subject to expert partner advise and budgets. | 3/11/2022 |
| What are the applications for distribution described in the Statement of Requirements? | End user devices standard off the shelf applications for Windows 10, MacOS, Android, iOS and iPadOS devices. The Cabinet Office does not develop custom applications for enterprise rollout. | 3/11/2022 |
| The supplier would like to populate the rate card tab as per the instructions. Given the rate card must reflect the Framework rate card, however the Framework rates only consist of SFIA levels 3 to 6.  Is the request to create new rates SFIA levels for 1, 2 and 7 or continue to leave these blank as per the TS3 rate card? | The day rate tab will be updated to reflect the framework SFIA levels of 3, 4, 5, and 6. The Cabinet Office can confirm that SFIA levels 1,2, and 7 will not be requested for pricing. | 3/11/2022 |
| Ordinarily we would aim that the SME component of our bid would be around 33% to help meet the government's SME target. However, we note that there is a limit of £1.8M for subcontractors on this ITT, which is around 11.5%. Could you please advise if this was intentional? | The £1.8M is not a limit for subcontractors.  It is an estimated value of a specific class of subcontractors we have referred to as ‘vendor specific’ professional services which the TDP and the CO may agree as required during the programme: for example, the TDP and CO agree that VMWare professional services should be retained to help expertly configure VMWare systems that form part of the new IT system. The TDP would retain VMWare accordingly.  It is not a limit on sub-contracting. Under the terms of Tech Services 3 you are able to sub-contract elements of the work and subject to the terms of the framework.  If for example, should you choose to subcontract to create a large number of deployment engineers to achieve the Rollout phase, the value of such is subject to your own commercial strategy, and would be unrelated to the £1.8M. | 10/11/2022 |

**Attachment 2.2 – Key Performance Indicators and Subsidiary Performance Indicators Tables**

The Key Performance Indicators and Subsidiary Performance Indicators that shall apply to the Operational Services are set out below:

## **Key Performance Indicators**

|  |  |  |  |
| --- | --- | --- | --- |
| **Phase** | **KPI per milestone** | **Timing** | **Publishable** |
| **D1** | A comprehensive user research plan which covers all the areas that will provide insight into the most complete data set has been produced and approved by the ICF, by the agreed milestone date | Within Four weeks after Discovery phase start date |  |
| **D2** | All user research completed against the Research Plan, report compiled and agreed by the ICF | Two months after D1 |  |
| **D3** | A comprehensive plan for the pilot phase, which details the initial design, how it will be deployed and tested and outcomes it intends to deliver to meet all the requirements for the system in this SoR, has been approved by the agreed milestone date | One month after D2 |  |
| **P1** | Full pilot plan approved by the ICF which will describe the pilot phase design, structure and outcomes | Two weeks after completion of Discovery |  |
| **P2** | A pilot system that can show the user journey from deployment to authentication and able to access the specified services, with PAWs devices demonstrated as a viable method of administering the service, is available | Six weeks after completion of Discovery |  |
| **P3** | The pilot is being operated by identified users:   * the pilot has successful feedback from users * the pilot has successful feedback from administrators * the pilot has successful feedback from developers * the pilot has successful feedback from <other user cases listed> * Automation scripts have been provided to enable the deployment/configuration of the service and onboard users | Two months after completion of Discovery |  |
| **P4** | All discovery complete, pilot is operational, tests are complete and validated, all configuration is fully automated and provided as configuration-as-code | Three months after commencement of pilot phase | Yes |
| **Post Discovery – Pilot Discussion Window** | | | |
| **B1** | Detailed design document and plan with a firm timetable of deliverables is provided | Within one month of the start of the Build phase.  **Clarified in Contract Review Meeting (29.03.2023), CO will review this milestone and may bring it into the Post Discovery – Pilot Discussion window** |  |
| **B2** | Build is finalised, reviewed and accepted, ready for rollout; the delivery partner has provided evidence that all infrastructure and configuration has been done via the use of PAWs and there has been no unexpected access to the service | Within six months of the start of build phase | Yes |
| **R1** | All technical and operational staff migrated to new platform and able to support through dual running | Within one month from the start of the rollout phase |  |
| **R2** | First users are moved to the new platform with approved plan to move agreed numbers, informed by discovery, per month to completion | Within two months from the start of the rollout phase |  |
| **R3** | 30% users have been successfully migrated to the new platform | Within six months from the start of the rollout phase |  |
| **R4** | 60% users have been successfully migrated to the new platform | Within twelve months from the start of the rollout phase |  |
| **R5** | 100% users have been successfully migrated to the new platform | Eighteen months from the start of the rollout phase | Yes |
| **R6** | 98% customer satisfaction from the roll out In order to assess the level of performance of the delivery partner, the Buyer may undertake satisfaction surveys in respect of End Users or various groups of End Users (each such survey a “**Satisfaction Survey**”), the results of which may be reflected in the Balanced Scorecard Report. The subject matter of Satisfaction Surveys may include:  the assessment of the delivery partner’s performance by the End Users against the agreed Key Performance Indicators and Subsidiary Performance Indicators; and/or  other suggestions for improvements to the Services. | Monthly from the start of the rollout phase |  |
| **R7** | Systems provided by the delivery partner should have no less than 99.8% uptime and availability to those users that have been rolled out. | Throughout the rollout and migration phases |  |
| **R8** | IT support requests raised and escalated to the delivery partner should be addressed within the expected service level indicators (during operating hours)  **Response time**   |  |  | | --- | --- | | **Priority** | **Incidents** | | Low | Four hours | | Medium | Two hours | | High | Thirty minutes | | Urgent | Fifteen minutes |   **Resolution time**   |  |  | | --- | --- | | **Priority** | **Incidents** | | Low | Three business days | | Medium | One business day | | High | Four hours | | Urgent | Two hours | | Throughout the rollout and migration phases |  |
| **Social Value** | TACKLING ECONOMIC INEQUALITY. We work closely with local schools, colleges, and universities to onboard candidates to our apprentice, graduate, and post-career break return to work schemes. We anticipate deploying 10 FTE staff from such schemes throughout this engagement. | Continuously throughout the programme as a percentage | Yes |
| **Social Value** | FIGHTING CLIMATE CHANGE. We will make a positive contribution to the climate on day-one by creating a Cabinet Office Forest with 10,000 trees planted within the Capgemini/Ecologi-programme, adding further trees as each milestone completes. | Continuously throughout the programme as a percentage | Yes |

## **Subsidiary Performance Indicators - Not Applicable**

## **Key Performance Indicators - Not Applicable**

## **Subsidiary Performance Indicators - Not Applicable**

**Attachment 2.3 – Environmental Requirements**

**TABLE A – Prohibited Items**

|  |  |
| --- | --- |
| **The following consumer single use plastics are Prohibited Items:** | **Catering**   * Single use sachets e.g. coffee pods, sauce sachets, milk sachets * Take away cutlery * Take away boxes and plates * Cups made wholly or partially of plastic * Straws * Stirrers * Water bottles |
| **Facilities**   * Single use containers e.g. hand soap, cleaning products * Wipes containing plastic |
| **Office Supplies**   * Plastic envelopes * Plastic wrapping for brochures * Paper or card which is bleached with chlorine |
| **Packaging**   * Single use plastic packaging from deliveries where avoidable e.g. shrink wrapped packaging from office supplier or facilities products. * Single use carrier bags |
| **Buyer specific Prohibitions** | Not Applicable |
| **Project specific Prohibitions** | Not Applicable |

**TABLE B– Permitted Items**

|  |  |
| --- | --- |
| **Buyer Permitted Items** | Not Applicable |
| **Project Specific Permitted Items** | Not Applicable |

**TABLE C – Sustainability Reports**

|  |  |  |
| --- | --- | --- |
| **Report Name** | **Content of Report** | **Frequency of Report** |
| **Sustainability Impact** | * 1. the key sustainability impacts identified;   2. sustainability improvements made;   3. actions underway or planned to reduce sustainability impacts;   4. contributions made to the Buyer’s sustainability policies and objectives;   5. sustainability policies, standards, targets and practices that have been adopted to reduce the environmental impact of the Supplier’s operations and evidence of these being actively pursued, indicating arrangements for engagement and achievements. This can also include where positive sustainability impacts have been delivered; and   6. risks to the Service and Subcontractors of climate change and severe weather events such as flooding and extreme temperatures including mitigation, adaptation and continuity plans employed by the Supplier in response to those risks. | On the anniversary of the Effective Date |
| **Waste created** | By type of material the weight of waste categories by each means of disposal in the Waste Hierarchy with separate figures for disposal by incineration and landfill. | Before contract award and on the anniversary of the Effective Date. |
| **Waste permits** | Copies of relevant permits and exemptions for waste, handling, storage and disposal. | Before the Effective Date, on the anniversary of the Effective Date and within ten (10) Working Days of there is any change or renewal to license or exemption to carry, store or dispose waste |
| **Greenhouse Gas Emissions** | Indicate greenhouse gas emissions making use of the use of the most recent conversion guidance set out in 'Greenhouse gas reporting – Conversion factors’ available online at https://www.gov.uk/guidance/measuring-and-reporting-environmental-impacts-guidance-for-businesses | On the anniversary of the Effective Date |
| **Water Use** | Volume in metres cubed. | On the anniversary of the Effective Date |
| **Energy Use** | Separate energy consumption figures for:   1. assets deployed on the Supplier’s site; 2. assets deployed on the Buyer’s site; 3. assets deployed off-site; and 4. energy consumed by IT assets and by any cooling devices deployed.   Power Usage Effectiveness (PUE) rating for each data centre/server room in accordance with ISO/IEC 31034-2/EN 50600-4-2. | On the anniversary of the Effective Date |
| **Transport Use** | * 1. miles travelled by transport and fuel type, for goods delivered to the Buyer’s sites;   2. miles travelled by staff when visiting the Buyer’s sites from the Supplier’s sites or home;   3. resulting Green House Gas (GHG) emissions using agreed Conversion Factors; and   4. the number of multi-lateral e-meetings i.e. with more than two attendees, held by type (audio, webinar, v/conferencing) their length and number of attendees | on the anniversary of the Effective Date |

**Attachment 2.4 – Information Management System**

Please refer to CCZN22A18 Order Form Attachments Annex 1 Security Schedule 2.4

**Attachment 3 – Buyer Responsibilities**

The Buyer shall, in relation to this Contract perform the Buyer's responsibilities identified as such in this Contract the details of which are set out below:

| 1. **Buyer’s responsibilities** | 1. **Location (Paragraph)** |
| --- | --- |
| 1. Set up governance meetings / Attend regular governance meetings with relevant internal stakeholders | 1. See Schedule 8.1 Representation and Structure of Boards |
| 1. Raise POs and pay invoices in a timely manner | 1. <https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/555393/Revisedstatutoryguidance26Sept.docx.pdf> |
| 1. Cabinet Office will issue IT equipment to the delivery partner, to be returned at the end of the programme | 1. See Attachment 2.1 Services Description |
| Cabinet Office Google Workspace to be used, Cabinet Office will also use Atlassian products and Microsoft Project | 1. See Attachment 2.1 Services Description |
| Slack will be used as the Chat tool to enable simple communication across this multi-discipline programme | 1. See Attachment 2.1 Services Description |
| Cabinet Office will ensure that it makes decisions quickly through the ICF | 1. See Attachment 2.1 Services Description |

The following Buyer responsibilities underpin our plan.

| **Buyer Responsibility** | **Description** | **Period** |
| --- | --- | --- |
| Cabinet Office involvement in Discovery | Cabinet Office teams fully involved throughout the Discovery phase for consultation on their specific needs, review and agreement of Discovery deliverables | Throughout Discovery phase |
| Cabinet Office involvement in Pilot | Cabinet Office teams full participation in the Pilot activities, review and agreement of Pilot deliverables. | Throughout Pilot phase |
| Cabinet Office involvement in Build | Cabinet Office teams full participation in the Build activities, review and agreement of Build deliverables, input to Rollout planning. | Throughout Build phase |
| MDP involvement in Build | **Clarified in Contract Review Meeting (29.03.2023)**  **Subject to collaboration discussion during the mobilisation** | Throughout Build phase |
| Cabinet Office involvement in Rollout | Cabinet Office teams available and receive their TDP rollouts in line with their rollout phase in the Rollout plan, and signoff completed phases in line with the plan. | Throughout Rollout phase |
| MDP involvement in Rollout | **Clarified in Contract Review Meeting (29.03.2023)**  **Subject to collaboration discussion during the mobilisation** | Throughout Rollout phase |
| MDP scope | **Clarified in Contract Review Meeting (29.03.2023)**  **Subject to collaboration discussion during the mobilisation** | Throughout all phases |
| Acceptance of deliverables | Cabinet Office will perform necessary reviews and testing required to accept TDP deliverables. In the case of UAT testing this includes selecting UAT participants, preparing UAT tests, conducting UAT tests, timely/full/accurate reporting of issues, retesting, and UAT signoff in line with timescales set out in the agreed project plan. | Throughout all phases |
| Deliverable acceptance timescales | **Clarified in Contract Review Meeting (29.03.2023)**  Cabinet Office shall complete signoff activities as soon as possible. | Throughout all phases |
| Security classification | **Clarified in Contract Review Meeting (29.03.2023)**  **See Cabinet Office Statement of Requirements (SoR)** | Throughout all phases |
| Network responsibility | **Clarified in Contract Review Meeting (29.03.2023)**  **Physical network configuration will be done by the Cabinet Office. On the programme TDP will be involved around wi-fi / general network decisions** | Throughout all phases |

**Attachment 4.1 – Supplier Solution**

**As provided during the procurement:**

**Redacted under FOIA section 43, Commercial Interests**

**Bid Clarification Questions**

As per Attachment 7.1 (Charges)”, as the Supplier’s pricing will take account of any sub-contractor charges.

|  |  |  |  |
| --- | --- | --- | --- |
| **Ref** | **Commercial Bid Clarification Question** | **Capgemini UK Ltd Response** | **Date Issued** |
| 1 | Regarding your Commercial Bid, in your FVRA, you mention ‘Consulting Partners Limited’ but the registered number given (3014568) relates to ‘Corporate Project Solutions Limited’.  Please help to clarify the subcontractor you wish to work with to deliver this Contract. | Apologies for the error in our FVRA form. We confirm that we will partner with Corporate Project Solutions Limited, as updated in the document attached. | 2/12/22 |
| 2 | Thank you for providing for each of the phases the estimated number of working days to complete the phase and achieve the milestone. For example, D1 is estimated at 450 days. Please detail the number and type of resources to deliver each stage. | At this stage there are a number of assumptions to be validated. If we are successful, we will provide the required transparency in our charges under the TS3 open book obligations. | 08/12/22 |
| 3 | Please provide a rationale for the margins you propose to charge. | The margins presented are based on the mix of Capgemini own resource effort, plus the effort of the subcontractor (Corporate Project Solutions Limited).  The margins vary by Milestone based on the mix of Capgemini own resources and those of the Subcontract, which are at a lower margin per the TS3 Framework. All of the margins shown are below the thresholds of the TS3 Framework caps. | 08/12/22 |
| 4 | We note that your price for roll out (over the air) and (swapped out physically) are the same. Please explain your rationale. | Capgemini attempted to raise a CQ question regarding the pricing of rollout, but we are still not clear on the rational for pricing. We have a solution to rollout the devices as per the requirements, as such we have artificially presented a flat price for both, so that the evaluated TCV is correct as per our approved solution price for the rollout phase.  Given the bidder instructions were that the rollout price is for evaluation purposes and bidders would be permitted to revise pricing post the Discovery and Pilot Phase, Capgemini hope to reach greater clarity with the Cabinet Office and agree the most appropriate pricing mechanism at this stage. | 08/12/22 |
| 5 | We note that your submitted SFIA day rate card is identical to your Tech Services 3 Framework rate card for all rates except for two. For Business Change you have stated £1495 (Level 5) and £1699 (Level 6) which we note are the same rates as for Strategy and Architecture. The framework rate for Change Implementation (Business Change) is £1465 and £1550. Please confirm the correct day rate. | It was intended for all rates to be identical to the Tech Services 3 Framework, therefore £1465 (Level 5) and £1550 (Level 6) should be the correct rates to use.  Apologies for this error. | 08/12/22 |
| 6 | Thank you for your response to question 2. In your response you refer to a number of assumptions to be validated. We would remind you that in your bid you confirmed that any or all assumptions and/or caveats had been asked as clarification questions during the procurement and that that any or all assumptions and/or caveats had been incorporated into your bid price. Cabinet Office will not separately discuss any assumptions after the submission deadline has closed.  We note that if you are successful you will provide the required transparency in our charges under the TS3 open book obligations.  However, you did not provide the information we requested. Please provide the number and type of resources to deliver each stage. | We can confirm that our assumptions have been validated through CQ responses. Apologies for any misunderstanding. Please find attached (Annex F(a) Commercial Bid Clarification Response Question 6) the number of days and type of resources to delivery each stage. We would be very happy to discuss in further detail. | 15/12/2022 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Ref** | **Technical Bid Clarification Question** | **Capgemini UK Ltd Response** | **Date Issued** |
| 1 | Please confirm that your in-house tools are compatible with the programme tools and our ways of work | Yes, we can confirm that our UPM methodology and all our in-house tools and processes are fully compatible with Cabinet Office ways of working and GDS. Our work with HMRC is an excellent example of how seamlessly Capgemini tools and processes fit with UK government tools and ways of working. | 15/12/2022 |

**Attachment 4.2 – Commercially Sensitive Information**

1. **Commercially Sensitive Information**

| 1. **No.** | 1. **Date** | 1. **Item(s)** | 1. **Duration of Confidentiality** |
| --- | --- | --- | --- |
| 1 | Contract Effective Date | Suppliers Bid Submission | Duration of the contract |
| 2. | Contract Effective Date | All Performance Reports provided under Schedule 2.2 | During the Term and for a period of 7 years following the end of the Term |
| 3. | Contract Effective Date | All information provided under Schedule 7.4 (Financial Distress) | During the Term and for a period of 7 years following the end of the Term |
| 4. | Contract Effective Date | All Reports and any Open Book Data provided under Schedule 7.5 (Financial Reports Audit Rights) | During the Term and for a period of 7 years following the end of the Term |
| 5. | Contract Effective Date | All information provided as part of any Audits and all Audit Reports generated as a result of Audits | During the Term and for a period of 7 years following the end of the Term |
| 6. | Contract Effective Date | Transparency Reports as listed in Schedule 8.4 (Transparency reports and Records to Upload to Virtual Library) | During the Term and for a period of 7 years following the end of the Term |

**Anything further to be confirmed by the Supplier at Contract Award**

**Attachment 4.3 – Notified Key Sub-Contractors**

## In accordance with Clause 15.10A (*Appointment of Key Sub-contractors*), the Supplier is entitled to sub-contract its obligations under this Contract to the Key Sub-contractors listed in the table below.

## The Parties agree that they will update this Attachment periodically to record any Key Sub-contractors appointed by the Supplier with the consent of the Buyer after the Effective Date for the purposes of the delivery of the Services.

| 1. **Key Sub-contractor name and address (if not the same as the registered office)** | 1. **Registered office and company number** | 1. **Related product/Service description** | 1. **Key Sub-contract price expressed as a percentage of total projected Charges over the Term** | 1. **Key role in delivery of the Services** | 1. **Credit Rating Threshold** |
| --- | --- | --- | --- | --- | --- |
| 1. Corporate Project Solutions Ltd. | 1. Jubilee House, Third Avenue, Marlow, Buckinghamshire, SL7 1EY   03014568 | 1. Delivery Partner | 1. As per Attachment 7.1 (Charges) | 1. Delivery Partner | 1. [Level 1] TBD |

**Attachment 4.4 – Third Party Contracts**

The contracts listed in the table below constitute Third Party Contracts entered into exclusively for the purposes of delivering the Services.

## The Supplier shall be entitled to update this Attachment in accordance with Clause 15.5 (Appointment of Sub-contractors).

| 1. **Third party supplier name and address (if not the same as the registered office)** | 1. **Registered office and company number** | 1. **Related product/service description** |
| --- | --- | --- |
| 1. Corporate Project Solutions Ltd. | 1. Jubilee House, Third Avenue, Marlow, Buckinghamshire, SL7 1EY 2. 03014568 | 1. Delivery Partner |

**Attachment 5 – Software**

### The Software below is licensed to the Buyer in accordance with Clauses 16 (*Intellectual Property Rights*) and 17 (*Licences Granted by the Supplier*).

The Parties agree that they will update this Attachment periodically to record any Supplier Software or Third Party Software subsequently licensed by the Supplier or third parties for the purposes of the delivery of the Services.

## **SUPPLIER SOFTWARE** *To be confirmed by the Supplier prior to contract sign off*

The Supplier Software includes the following items:

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Software** | **Supplier (if an Affiliate of the Supplier)** | **Purpose** | **Number of Licences** | **Restrictions** | **Number of Copies** | **Type (COTS or Non-COTS)** | **Term/**  **Expiry** |
| N/A |  |  |  |  |  |  |  |

## **THIRD PARTY SOFTWARE** *To be confirmed by the Supplier prior to contract sign off*

The Third Party Software shall include the following items:

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Third Party Software** | **Supplier** | **Purpose** | **Number of Licences** | **Restrictions** | **Number of Copies** | **Type (COTS or Non-COTS)** | **Term/**  **Expiry** |
| Microsoft CSP Licenses | Microsoft | Migrations | n/a |  |  | COTS | End of term |
| Juriba Subscription | Juriba Ltd | Migration | 13,200 devices |  | n/a | SaaS | May 2025 (end of Migration) |

**Attachment 6.1 – Outline Implementation Plan**

1. **Clarified in Contract Review Meeting (29.03.2023)**
2. **Onboarding completes 28.04.2023**
3. **Pre-Discovery between 03.05.2023 and 09.05.2023**
4. **Discovery D1 starting 10.05.2023**
5. **Dates stated in Attachment 4.1 are to be interpreted in line with the start of Discovery D1 on 10.05.2023**

### Note that the Supplier response contained in Attachment 4.1 was submitted to the Buyer in 2022 and is based on:

### 27/02/2023 targeted contract Effective Date.

### Zero working day gap between phases.

### Discovery phase commencing on the Effective Date.

### Following response submission, via the Buyer’s award letter and Buyer responses to subsequent Supplier questions, the Supplier understands the following changes have occurred:

### The Effective Date is to be 03/04/2023.

### Discovery phase start date to be a date in the range 17/04/2023–10/05/2023.

### A Post Discovery Pilot Discussion Window phase inserted between Pilot and Build phases, which is expected to be 60 working day duration.

### The following points should be noted with respect to these changes:

### The Outline Implementation Plan shown in the following table reflects the changes above.

### The Outline Implementation Plan is based on Discovery start date of 17/04/2023.

### The Post Discovery Pilot Discussion Window is interpreted to be three calendar months duration.

### Any dates stated in Attachment 4.1 to be interpreted in line with the following table, and specifically where relative dates are stated they are to be treated as relative to the start date of the Discovery phase, not relative to the Effective Date.

### No Supplier activities will be performed prior to Discovery phase start date

### Each subsequent phase commences on the first working day after completion of the prior phase.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Milestone**  *Cabinet Office Phases / stages and their respective milestones* | 1. **Deliverables**   **(*bulleted list showing all Deliverables (and associated tasks) required for each Milestone*)** | 1. **Duration** 2. **(*Working***   ***Days*)** | 1. **Milestone**   **Date** | 1. **Buyer Responsibilities**   **(*if applicable*)** | **Link to ATP/CPP** |
| Discovery | See stages in Attachment 2.1 (Services Description) | **c60** | 16/07/2023 |  | **Yes** |
| Pilot | See stages in Attachment 2.1 (Services Description) | **c64** | 15/10/2023 |  | **Yes** |
| **Post Discovery – Pilot Discussion Window** | **Post Discovery – Pilot Discussion Window -** upon conclusion of the Pilot Project Stage there will be a period of discussion where both parties will meet and discuss in good faith the project deliverables provided by the Supplier during and in relation to Discovery and Pilot stages. During such discussions, seek to agree: (i) the scope of Services required to be delivered by the Supplier in respect of Build and Roll-Out stages, and any required changes to such scope of Services (and/or any related project milestones) from those set out in the Buyer’s Attachment 2.1 (Services Description) and (ii) any changes to the Build and Roll-Out charges to those set out in this Order Form, in each case as a consequence of the findings and learnings of the Parties during Discovery and such discussions | **c60** | 14/01/2024 |  |  |
| Build | See stages in Attachment 2.1 (Services Description) | **c125** | 14/07/2024 |  | **Yes** |
| Rollout | See stages in Attachment 2.1 (Services Description) | **c312** | 19/10/2025 |  | **Yes** |

**Attachment 6.2 – Test Success Criteria**

1. **Tests to be Achieved in order to Achieve the ATP Milestone**

| 1. **Test** | 1. **Pre-conditions\*** | 1. **Test Success Criteria** |
| --- | --- | --- |
| 1. The delivery partner will be given key metrics to achieve throughout the programme, defined by each individual work stream (statement of work) as delivery progresses. These metrics will be judged solely by the Cabinet Office ICF in order to meet the milestone payments. 2. All individual elements listed below must be agreed and signed off by the ICF, including re-development of unsatisfactory elements at the delivery partner’s own cost until accepted by the ICF. Each phase should be sequential and complete before the next one commences. | 1. Previous stage within a phase must have been successfully committed and signed-off by the ICF | 1. All elements of the test/stage deliverable are met |

1. \* Note: The Pre-Conditions are that e.g. the Success Criteria for the previous Tests must be satisfied before the ATP Milestone tests are commenced
2. **Tests to be Achieved in order to Achieve a CPP Milestone -** Please see milestone deliverables within the Statement of Requirements

| 1. **CPP Milestone Charge No.** | 1. **Test** | 1. **Test Success Criteria** |
| --- | --- | --- |
|  |  |  |

**Attachment 7.1 – Charges**

**Part A - Pricing Mechanism**

**As provided in the procurement -** Bid Price Submission

**Redacted under FOIA section 43, Commercial Interests**

**Attachment 7.2 – Maximum Payments on Termination**

The table below sets out, by Contract Year, the maximum amount of the Unrecovered Payment, Breakage Costs Payment and Compensation Payment that the Buyer shall be liable to pay to the Supplier pursuant to this Contract:

|  |  |  |  |
| --- | --- | --- | --- |
| 1. **Termination Date** | 1. **Maximum Unrecovered Payment** | 1. **Maximum Breakage Costs Payment** | 1. **Maximum Compensation Payment** |
| 1. Anytime in the first Contract Year | 1. To the nearest payment stage within the Discovery or Pilot Phase that we are in at the time | | |
| 1. Anytime in the second Contract Year | 1. To the nearest payment stage within the Build or Roll-Out Phase that we are in at the time | | |
| 1. Anytime in Contract Year 3 | 1. Dependent on triggering an extension on Roll-Out Phase | | |

**Attachment 7.3 – Approved Benchmarkers**

To be discussed with winning bidder at Contract Award

**Attachment 7.4 – Financial Distress**

**Part A - Financial Indicators**

### Subject to the calculation methodology set out at Part D of this Attachment, the Financial Indicators and the corresponding calculations and thresholds used to determine whether a Financial Distress Event has occurred in respect of those Financial Indicators, shall be as per attachment ASSESSING AND MONITORING THE ECONOMIC AND FINANCIAL STANDING OF BIDDERS AND SUPPLIERS - APPENDIX II: Interpreting standard financial metrics (Page 49) Interpreting standard financial metrics - Risk categories by Sector and Criticality of procurement - Target Threshold will be Medium Risk:

|  |  |  |  |
| --- | --- | --- | --- |
| **Financial Indicator** | **Calculation 1** | FinancialTarget Threshold: | **Monitoring and Reporting Frequency [if different from the default position set out in Paragraph 2.3(b) of Schedule 7.4 (Financial Distress)]** |
| 1 [Operating Margin  or  The higher of (a) the Operating Margin for the most recent 12 month period and (b) the average Operating Margin for the last two 12 month periods] | *[Operating Margin = Operating Profit / Revenue]* | **>5-** | Tested and reported yearly in arrears within 30 days after the publication of Supplier accounts at Companies House |
| 2 [Net Debt to EBITDA Ratio] | *[Net Debt to EBITDA ratio = Net Debt / EBITDA]* | **<3.5x** | Tested and reported yearly in arrears within 30 days after the publication of Supplier accounts at Companies House |
| 3 [Net Debt + Net Pension Deficit to EBITDA ratio] | Net Debt + Net Pension Deficit to EBITDA Ratio = (Net Debt + Net Pension Deficit) / EBITDA] | **<5.0x** | Tested and reported yearly in arrears within 30 days after the publication of Supplier accounts at Companies House |
| 4 [Net Interest Paid Cover] | *[Net Interest Paid Cover = Earnings Before Interest and Tax / Net Interest Paid]* | **>3.0x** | Tested and reported yearly in arrears within 30 days after the publication of Supplier accounts at Companies House |
| 5 [Acid Ratio] | *[Acid Ratio = (Current Assets – Inventories) / Current Liabilities]* | **>0.8x** | Tested and reported yearly in arrears within 30 days after the publication of Supplier accounts at Companies House |
| 6 [Net Asset value] | *[Net Asset Value = Net Assets]* | **> £NIL** | Tested and reported yearly in arrears within 30 days after the publication of Supplier accounts at Companies House |
| 7 [Group Exposure Ratio] | [Group Exposure / Gross Assets] | **<50%** | Tested and reported yearly in arrears within 30 days after the publication of Supplier accounts at Companies House |
| 8 [Turnover ratio] | [Bidder annual revenue / expected annual contracts] | **>1.5x** | Tested and reported yearly in arrears within 30 days after the publication of Supplier accounts at Companies House |

### Key: 1 – See Annex 3 of this Schedule which sets out the calculation methodology to be used in the calculation of each Financial Indicator.

### Monitored Suppliers – Clarified in Contract Review Meeting (29.03.2023) Corporate Project Solutions Ltd (CPS) to have an FVRA undertaken on 6 monthly basis.

**Part B – Rating Agencies**

* Dun & Bradstreet

* + Risk Indicator 1 = Minimal Risk
  + Risk Indicator 2 = Low Risk
  + **Risk Indicator 3 = Slightly Greater Than Average Risk - minimum acceptable rating**
* Part C – Credit Ratings

|  |  |  |
| --- | --- | --- |
| 1. **Entity** | 1. **Credit Rating (long term)** 2. *(insert credit rating issued for the entity at the Effective Date)* | 1. **Credit Rating Threshold** 2. *(insert the actual rating (e.g AA-) or the Credit Rating Level (e.g Credit Rating Level 3)* |
| 1. **Corporate Project Solutions Ltd (CPS)** | 1. To be agreed during the Contract Term | 1. To be agreed during the Contract Term |

* Part D – Calculation Methodology for Financial Indicators

### 1.1 The Supplier shall ensure that it uses the following general and specific methodologies for calculating the Financial Indicators against the Financial Target Thresholds:

**General methodology**

1. ***Terminology***: The terms referred to in this Attachment 7.4 (Financial Distress) are those used by UK companies in their financial statements. Where the entity is not a UK company, the corresponding items should be used even if the terminology is slightly different (for example a charity would refer to a surplus or deficit rather than a profit or loss).
2. ***Groups***: Where the entity is the holding company of a group and prepares consolidated financial statements, the consolidated figures should be used.
3. ***Foreign currency conversion***: Figures denominated in foreign currencies should be converted at the exchange rate in force at the relevant date for which the Financial Indicator is being calculated.
4. ***Treatment of non-underlying items***: Financial Indicators should be based on the figures in the financial statements before adjusting for non-underlying items.

**Specific Methodology**

|  |  |
| --- | --- |
| **Financial Indicator** | Specific Methodology |
| 1 **[Operating Margin]** | [The elements used to calculate the Operating Margin should be shown on the face of the Income Statement in a standard set of financial statements.  Figures for Operating Profit and Revenue should exclude the entity’s share of the results of any joint ventures or Associates.  Where an entity has an operating loss (i.e. where the operating profit is negative), Operating Profit should be taken to be zero.] |
| 2[Net Debt to EBITDA Ratio] | *[*  *[“****Net Debt****” = Bank overdrafts + Loans and borrowings + Finance leases + Deferred consideration payable – Cash and cash equivalents*  *“****EBITDA****” = Operating profit + Depreciation charge + Amortisation charge*  The majority of the elements used to calculate the Net Debt to EBITDA Ratio should be shown on the face of the Balance sheet, Income statement and Statement of Cash Flows in a standard set of financial statements but will otherwise be found in the notes to the financial statements.  *Net Debt*: The elements of Net Debt may be described slightly differently and should be found either on the face of the Balance Sheet or in the relevant note to the financial statements. All interest bearing liabilities (other than retirement benefit obligations) should be included as borrowings as should, where disclosed, any liabilities (less any assets) in respect of any hedges designated as linked to borrowings (but not non-designated hedges). Borrowings should also include balances owed to other group members.  Deferred consideration payable should be included in Net Debt despite typically being non-interest bearing.  Cash and cash equivalents should include short-term financial investments shown in current assets.  Where Net debt is negative (i.e. an entity has net cash), the relevant Financial Target Threshold should be treated as having been met.  *EBITDA*: Operating profit should be shown on the face of the Income Statement and, for the purposes of calculating this Financial Indicator, should include the entity’s share of the results of any joint ventures or Associates. *The depreciation and amortisation charges for the period may be found on the face of the Statement of Cash Flows or in a Note to the Accounts. Where EBITDA is negative, the relevant Financial Target Threshold should be treated as not having been met (unless Net Debt is also negative, in which case the relevant Financial Target Threshold should be treated as having been met).]* |
| 3[Net Debt + Net Pension Deficit to EBITDA ratio] | *[“****Net Debt****” = Bank overdrafts + Loans and borrowings + Finance leases + Deferred consideration payable – Cash and cash equivalents*  *“****Net Pension Deficit****” = Retirement Benefit Obligations – Retirement Benefit Assets*  *“****EBITDA****” = Operating profit + Depreciation charge + Amortisation charge*  The majority of the elements used to calculate the Net Debt + Net Pension Deficit to EBITDA Ratio should be shown on the face of the Balance sheet, Income statement and Statement of Cash Flows in a standard set of financial statements but will otherwise be found in the notes to the financial statements.  Net Debt: The elements of Net Debt may be described slightly differently and should be found either on the face of the Balance Sheet or in the relevant note to the financial statements. All interest bearing liabilities (other than retirement benefit obligations) should be included as borrowings as should, where disclosed, any liabilities (less any assets) in respect of any hedges designated as linked to borrowings (but *not* non-designated hedges). Borrowings should also include balances owed to other group members.  Deferred consideration payable should be included in Net Debt despite typically being non-interest bearing.  Cash and cash equivalents should include short-term financial investments shown in current assets.  *Net Pension Deficit*: Retirement Benefit Obligations and Retirement Benefit Assets may be shown on the face of the Balance Sheet or in the notes to the financial statements. They may also be described as pension benefits / obligations, post-employment obligations or other similar terms.  Where ‘Net Debt + Net Pension Deficit’ is negative, the relevant Financial Target Threshold should be treated as having been met.  *EBITDA*: Operating profit should be shown on the face of the Income Statement and, for the purposes of calculating this Financial Indicator, should include the entity’s share of the results of any joint ventures or Associates.  The depreciation and amortisation charges for the period may be found on the face of the Statement of Cash Flows or in a Note to the Accounts.  Where EBITDA is negative, the relevant Financial Target Threshold should be treated as not having been met (unless ‘Net Debt + Net Pension Deficit’ is also negative, in which case the relevant Financial Target Threshold should be regarded as having been met).] |
| 4[Net Interest Paid Cover] | *[“****Earnings Before Interest and Tax****” = Operating profit*  ***“Net Interest Paid”*** *= Interest paid – Interest received*  Operating profit should be shown on the face of the Income Statement in a standard set of financial statements and, for the purposes of calculating this Financial Indicator, should include the entity’s share of the results of any joint ventures or Associates.  Interest received and interest paid should be shown on the face of the Cash Flow statement.  Where Net interest paid is negative (i.e. the entity has net interest received), the relevant Financial Target Threshold should be treated as having been met.] |
| 5[Acid Ratio] | [All elements that are used to calculate the Acid Ratio are available on the face of the Balance Sheet in a standard set of financial statements.] |
| 6[Net Asset value] | [Net Assets are shown (but sometimes not labelled) on the face of the Balance Sheet of a standard set of financial statements. Net Assets are sometimes called net worth or ‘Shareholders’ Funds’. They represent the net assets available to the shareholders. Where an entity has a majority interest in another entity in which there are also minority or non-controlling interests (i.e. where it has a subsidiary partially owned by outside investors), Net Assets should be taken inclusive of minority or non-controlling interests (as if the entity owned 100% of such entity).] |
| 7[Group Exposure Ratio] | *[“****Group Exposure****” = Balances owed by Group Undertakings + Contingent liabilities assumed in support of Group Undertakings*  *“****Gross Assets****” = Fixed Assets + Current Assets*  *Group Exposure*: Balances owed by (ie receivable from) Group Undertakings are shown within Fixed assets or Current assets either on the face of the Balance Sheet or in the relevant notes to the financial statements. In many cases there may be no such balances, in particular where an entity is not a member of a group or is itself the ultimate holding company of the group.  Contingent liabilities assumed in support of Group Undertakings are shown in the Contingent Liabilities note in a standard set of financial statements. They include guarantees and security given in support of the borrowings of other group companies, often as part of group borrowing arrangements. Where the contingent liabilities are capped, the capped figure should be taken as their value. Where no cap or maximum is specified, the relevant Financial Target Threshold should automatically be regarded as not having been met.  In many cases an entity may not have assumed any contingent liabilities in support of Group Undertakings, in particular where an entity is not a member of a group or is itself the ultimate holding company of the group.  *Gross Assets*: Both Fixed assets and Current assets are shown on the face of the Balance Sheet] |
| 8 [**Turnover Ratio]** | Revenue should be shown on the face of the Income Statement in a standard set of financial statements. It should exclude the entity’s share of the revenue of joint ventures or associates |

**Attachment 8.1 – Representation and Structure of Boards**

1. **Service Management Board**

|  |  |
| --- | --- |
| 1. Buyer Members of Service Management Board | 1. ICF Live Services Lead [Chairperson], ICF Operational Lead, ICF PMO Lead and other roles as required |
| 1. Supplier Members of Service Management Board | 1. Programme Director, Lead Architect, User Change Lead 2. **Clarified in Contract Review Meeting (29.03.2023) Capgemini Project Manager to be included** |
| 1. Start Date for Service Management Board meetings | 1. To be determined post Contract Award |
| 1. Frequency of Service Management Board meetings | 1. To be determined post Contract Award |
| 1. Location of Service Management Board meetings | 1. Video Conference and/ or in person |

1. **Programme Board**

|  |  |
| --- | --- |
| 1. Buyer members of Programme Board | 1. Programme Director [Chairperson]; Senior Responsible Owner; Programme Delivery Manager; ICF Workstream Leads; Business Stakeholders; Contract Manager, Commercial Director, Deputy Director Technology, Deputy Director Delivery |
| 1. Supplier members of Programme Board | 1. Programme Director; Account Manager; Lead Architect, Business Change Lead 2. **Clarified in Contract Review Meeting (29.03.2023) Capgemini Project Manager to be included** |
| 1. Start date for Programme Board meetings | 1. In first month after Discovery phase start |
| 1. Frequency of Programme Board meetings | 1. Monthly |
| 1. Location of Programme Board meetings | 1. Video Conference and/ or in person |

1. **Change Management Board**

|  |  |
| --- | --- |
| 1. Buyer Members of Change Management Board | 1. Programme Delivery Manager [Chairperson]; ICF Workstream Leads; Contract Manager and other roles as required |
| 1. Supplier Members of Change Management Board | 1. Business Change Lead; Lead Architect; Migration Delivery Partner Team Reps; Contract Manager, and other roles as required, Migration Delivery Partner roles 2. **Clarified in Contract Review Meeting (29.03.2023) Capgemini Project Manager to be included** |
| 1. Start Date for Change Management Board meetings | 1. Convened in first month following Discovery phase start |
| 1. Frequency of Change Management Board meetings | 1. Fortnightly and as necessary |
| 1. Location of Change Management Board meetings | 1. Video Conference and/ or in person |

1. **Technical Board**

|  |  |
| --- | --- |
| 1. Buyer Members of Technical Board | 1. ICF Technical Architect [Chairperson], ICF Infrastructure Lead, ICF Security Lead, ICF Programme Delivery Manager, Principal Infrastructure Engineer, Network Engineer, End User Compute Lead and other roles as required |
| 1. Supplier Members of Technical Board | 1. Technical Architect, Security Lead, , Migration Delivery partner roles and other roles as required 2. **Clarified in Contract Review Meeting (29.03.2023) Capgemini Project Manager to be included** |
| 1. Start Date for Technical Board meetings | 1. Convened in first month following Discovery phase start |
| 1. Frequency of Technical Board meetings | 1. Weekly |
| 1. Location of Technical Board meetings | 1. Video Conference and/ or in person |

1. **Risk Management Board (to be determined post contract award)**

|  |  |
| --- | --- |
| 1. Buyer Members for Risk Management Board | 1. [                    ] [Chairperson] |
| 1. Supplier Members for Risk Management Board |  |
| 1. Start Date for Risk Management Board meetings |  |
| 1. Frequency of Risk Management Board meetings |  |
| 1. Location of Risk Management Board meetings |  |

**Attachment 8.4 – Transparency Reports and Records to Upload to Virtual Library**

**Part A - Transparency Reports**

To be confirmed and populated by Cabinet Office prior to Contract Commencement

|  |  |  |  |
| --- | --- | --- | --- |
| **Title** | **Content** | **Format** | **Frequency** |
| 1. (Performance) |  |  |  |
| 1. (Charges) |  |  |  |
| 1. (Major sub-contractors) |  |  |  |
| 1. (Technical) |  |  |  |
| 1. (Performance management) |  |  |  |

**Part B - Records to Upload to Virtual Library**

| **Applicable Clause/ Paragraph** | **Required Data** | **Format of Data** | **Initial Upload Date** | **Update Requirement** | **Access Permission and Access Event (where applicable)** |
| --- | --- | --- | --- | --- | --- |
| Cl.5.5 (e), (f) 17.1(a), 17.2(a)(ii) | Documentation | As appropriate and agreed by the Buyer | Within seven (7) days of the issue of a Milestone Achievement Certificate in respect of the relevant Deliverable. | - | Buyer |
| Cl 14.3 | Key Personnel | Attachment 9.2 | Effective Date | On replacement of Key Personnel | Buyer |
| Sch 2.2,Part B Para 2.3 | Performance Monitoring Report and the Balanced Scorecard Report | Sch 2.2, Part B | Service Commencement | Within ten (10) Working Days of the end of each Service Period | Buyer |
| Sch 2.4, Para 4 | Core Information Management System Diagram | Attachment 2.4 | Operational Services Commencement Date | Any update, annually and after any of the events in para 6.13 | Buyer |
| Sch 2.4, Para 6 | Risk Management Documentation | Sch 2.4, Annex 3 | Operational Services Commencement Date | Any update, annually and after any of the events in Schedule 2.4, para 6.13 | Buyer |
| Cl 22 | Commercially Sensitive Information | Attachment 4.2 | Effective Date | Upon Contract by the Buyer to vary the information | Buyer and/or Auditor |
| Cl 15.7 | Notified Key Subcontractors | Attachment 4.3 | Effective Date | On replacement of key subcontractor | Buyer |
| Cl 15.5 | Third Party Contracts | Attachment 4.4 | Effective Date | On appointment of subcontract | Buyer |
| Cl 15.6 | Notified Key Sub-Contractors | Attachment 4.3 | Effective Date | With each approved appointment or variation | Buyer |
| Cl 15.23 | Supply chain Transparency Information Reports | Sch 8.4, Annex 4 | thirty days prior to the of the end of each financial year | Every twelve (12) months | Buyer |
| Cl 16,17 | Software | Sch 5 and Attachment 5 | Operational Services Commencement Date | Upon Contract by the Buyer to vary the information | Buyer |
| Cl 6.4 | Detailed Implementation Plan | Sch 6.1 | Within 20 Working Days of Discovery phase start date | Every 3 months from Discovery phase start date | Buyer |
| Sch 6.2, Para 4 | Test Strategy | As appropriate and agreed by the Buyer | Within 20 Working Days of Discovery phase start date | Upon update to the test strategy | Buyer |
| Sch 6.2, Para 5 | Test Plan | As appropriate and agreed by the Buyer | 20 prior Working Days of relevant test | Upon update to the test plan | Buyer |
| Sch 6.2, Para 8 | Test Specification | As appropriate and agreed by the Buyer | 10 prior Working Days of relevant test | Upon update to the test specification | Buyer |
| Sch 6.2, Para 8 | Test Report | As appropriate and agreed by the Buyer | 2 Working Days prior to the date on which the test is planned to end for the Draft Test Report  5 days for the Final Test Report following the relevant test completion | Reissue with each retest | Buyer |
| Sch 7.1, Part E Para 1.1 | Template Invoice | As appropriate and agreed by the Buyer | Within 10 Working Days of the Discovery phase start date | Upon Contract by the Buyer to vary the template | Buyer |
| Sch 7.1, Annex 4 | Risk Register | Attachment 7.1 (Part C) | Within 20 Working Days of the Discovery phase start date | Upon Contract by the Buyer to vary the by the Risk Management Board | Buyer |
| Sch 7.3, Para 5 | Benchmarking Plan | Sch 7.3 | Upon receipt from Benchmarker | Approval of Plan | Buyer and Auditor |
| Sch 7.3, Para 5 | Benchmarking report | Sch 7.3 | Upon receipt from Benchmarker | Any update | Buyer and Auditor |
| Sch 7.4 Para 2.3(b) | Financial Indicator Reports | Sch 7.4 para 2.5 | As specified in para 2.3(b) of Sch 7.4 | As specified in para 2.3(b) of Sch 7.4 | Buyer |
| Sch 7.4 Para 4.3(b) | Financial Distress Remediation Plan | As appropriate and agreed by the Buyer | As soon as reasonably practicable and in any event within 10 Working Days of initial notification or awareness of a Financial Distress Event | On a regular basis (not less than fortnightly) | Buyer |
| Sch 7.5, Part B, para 1.2 | Contract Amendment Report | Sch 7.5, Part B, para 1.2 | Within 1 month of a material change being agreed |  | Buyer |
| P | Quarterly Contract Report | Sch 7.5, Part B, para 1.2 | Within 1 month of the end of each Quarter |  | Buyer |
| Sch 7.5, Part B, para 1.2 | Annual Contract Report | Sch 7.5, Part B, para 1.2 | Within 1 month of the end of the Contract Year to which that report relates |  | Buyer |
| Sch 7.5 Part B, para 1.2 | Financial Reconciliation Report | Sch 7.5,Part B, para 1.2 | Within 6 months after the end of the Term |  | Buyer |
| Sch 8.1, Para 3.3 | Representation and Structure of boards | Attachment 8.1 | Within 7 days of receipt of intention, or in the case of a non-Buyer board member agreement by the Buyer |  | Buyer |
| Sch 8.1, Para 3.5(e) | Minutes of governance meetings (all boards) | As appropriate and agreed by the Buyer | Within 7 days of receipt from chairperson |  | Buyer |
| Sch 8.2 Para 4.3 | Impact Assessment Estimate | As appropriate and agreed by the Buyer | Within 10 Working Days of date of receiving change request. |  | Buyer |
| Sch 8.2 Para 5 | Impact Assessment | As appropriate and agreed by the Buyer | Within the period agreed by the Impact Assessment Estimate | Within 10 Working Days of request by the Buyer to update under Schedule 8.1 Para 5.7 | Buyer |
| Sch 8.2, Para 2.6 | Update full copy of the Contract and copy of annotated version illustrating changes | PDF and MS Word (editable) | Signature of Variation Date | Any variation | Buyer |
| Sch 8.2, Para 4 | Change Request | Sch 8.2, Annex 1 | Within 20 working days of Buyer issuing the Change Request |  | Buyer |
| Sch 8.3, Para 2.1 | Dispute Notice | Sch 8.3 Para 2.2 | No longer than 20 Working Days from an unresolved dispute arising | Any variation | Buyer |
| Sch 8.3, Para 2.4 | Mediation Notice | As appropriate | When first served | Any variation | Buyer |
| Sch 8.4, Para 1 | Reports and Records Provisions | Sch 8.4, Annex 1 | Within 3 months of the Discovery phase start date | Frequency specified in Sch 8.4, Annex 1 | Buyer |
| Sch 8.5, Para 2.1 (a) | Register of All Assets, Sub-contracts and Other Relevant Contracts | As appropriate and agreed by the Buyer | Within 3 months of the Discovery phase start date | Any variation | Buyer |
| Sch 8.5, Para 2.1 (b) | Configuration Database of Technical Infrastructure and Operating Procedures | As appropriate and agreed by the Buyer | **Clarified in Contract Review Meeting (29.03.2023)**  The CO require the applicable information by the end of the P1 phase. | Any variation | Buyer |
| Sch 8.5, Para 3.1 | Exit Information | As appropriate and agreed by the Buyer | On reasonable notice given by the Buyer at any point during the Term | Within 10 Working Days of Buyer’s written request | Buyer and its potential Replacement Suppliers |
| Sch 8.5, Para 4.1 | Exit Plan | Sch 8.5, Para 4.3 | Within 3 months of the Discovery phase start date | In the first month of each contract year; and  Within 14 days if requested by the Buyer following a Financial Distress Event  Within 20 days after service of Termination Notice or 6 months prior to expiry of the Contract. | Buyer |
| Sch 8.5, Para 5.7 (b) | Buyer Data (handback) | Sch 8.4, Para 3 and/or as appropriate and agreed by the Buyer | At the end of the Termination Assistance Period | - | Buyer |
| Sch 8.5, Annex 1, Para 1, Para 1.3 & Para 1.4 | Termination Services supporting documentation and knowledge transfer material | As appropriate and agreed by the Buyer | As specified in the Termination Assistance Notice and in any event prior to the end of the Termination Assistance Period | As specified in the Termination Assistance Notice or otherwise requested by the Buyer |  |
| Sch 8.6 Service Continuity | Service Continuity Plan | Sch 8.6, Para 2.2 | Within 40 days from the Discovery phase start date | Sch 8.6, Para 7.1 | Buyer |
| Sch 8.6, Para 6.2 | Service Continuity Plan Review Report | Sch 8.6, Para 6.2 | Within 20 Working Days of the conclusion of each review of the Service Continuity Plan. |  |  |
| Sch 8.6 | Corporate Resolution Planning Information | Sch 8.6, Para 11.3 | Sch 8.6 Part 2 Para 11.2 | Sch 8.6, Para 11.8 | Buyer |
| Sch 7.4 Para 8 | Board Confirmation | As set out at Annex 5 of Sch 7.4 | Within 120 days of the first Accounting Reference Date to occur | Within 15 months of the previous Board Confirmation provided or within 120 days after each Accounting Reference Date (whichever is the earlier) | Buyer |
| Sch 9.1, Part E, Para 1.1 | Supplier’s Provisional Supplier Personnel List and, Staffing Information | As appropriate and agreed by the Buyer | Sch 9.1, Para 1.1 A-D | At such intervals as are reasonably requested by the Buyer | Buyer |
| Sch 9.1, Part E, Para 1.2 | Supplier's Final Supplier Personnel List | As appropriate and agreed by the Buyer | At least 20 Working Days prior to the Service Transfer Date | Upon any material change to the list of employees | Buyer and, at the discretion of the Buyer, the Replacement Supplier and/or any Replacement Subcontractor |
| Sch 9.1, Part E, Para 1.6 | Information relating to the manner in which the services are organised | As appropriate and agreed by the Buyer | Effective Date |  | Buyer |
| Sch 9.1, Part E, Para 1.7 | Payroll and benefits information | As appropriate and agreed by the Buyer | Within 5 Working Days following the Service Transfer Date | - | Buyer, any Replacement Supplier and/or Replacement Sub-contractor |
| Sch 9.1, Annex | List of Notified Sub-contractors | As appropriate and agreed by the Buyer | Effective Date | Upon any change | Buyer |
| Sch 9.2 | Key Personnel | Attachment 9.2 | Effective Date | As amended from time to time | Buyer |
| Sch 11, Annex Para 2.1 | Reports on Data Subject Access Requests | As appropriate and agreed by the Buyer | As agreed with Buyer | As agreed with Buyer | Buyer and Supplier |

**Attachment 9.1 – List of Notified Sub-Contractors – N/A**

**Attachment 9.2 – Key Personnel**

*To be added by Supplier prior to Contract sign off*

| **Key Role** | **Name of Key Personnel** | **Responsibilities/ Authorities** | **Phase of the project during which they will be a member of Key Personnel** | **Minimum period in Key Role** |
| --- | --- | --- | --- | --- |
| **Programme Director** | **Redacted under FOIA section 40, Personal Information** | **Overall responsibility for the Capgemini delivery** | **From start of Discovery phase through all intervening phases to end of Rollout phase** | **Supplier staff fulfilling this Key Personnel role will be reviewed by Supplier at a minimum at end of each phase** |
| **Project Manager** | **Redacted under FOIA section 40, Personal Information** | **Overall responsibility for Capgemini project management** | **From start of Discovery phase through all intervening phases to end of Rollout phase** | **Supplier staff fulfilling this Key Personnel role will be reviewed by Supplier at a minimum at end of each phase** |
| **Lead Architect** | **Redacted under FOIA section 40, Personal Information** | **Responsibility for the overall Capgemini technical solution** | **From start of Discovery phase through all intervening phases to end of Rollout phase** | **Supplier staff fulfilling this Key Personnel role will be reviewed by Supplier at a minimum at end of each phase** |
| **Knowledge Transfer Lead** | **Not Key Personnel** |  |  |  |
| **Lead Security Consultant** | **Redacted under FOIA section 40, Personal Information** | **Overall responsibility for Capgemini Security** | **From start of Discovery phase through all intervening phases to end of Rollout phase** | **Supplier staff fulfilling this Key Personnel role will be reviewed by Supplier at a minimum at end of each phase** |
| **Business Change Lead** | **Redacted under FOIA section 40, Personal Information** | **Overall responsibility for the Capgemini business change activities** | **From start of Discovery phase through all intervening phases to end of Rollout phase** | **Supplier staff fulfilling this Key Personnel role will be reviewed by Supplier at a minimum at end of each phase** |
| **Pilot/Tenancy Technical Lead** | **Not Key Personnel** |  |  |  |
| **Lead MDM/Endpoint/Consultant** | **Not Key Personnel** |  |  |  |

**Attachment 11 – Processing Personal Data**

This Attachment 11 shall be completed by the Controller, who may take account of the view of the Processors, however the final decision as to the content of this Schedule shall be with the Buyer at its absolute discretion.

* + - 1. The contact details of the Buyer’s Data Protection Officer are: **Redacted under FOIA section 40, Personal Information**
      2. The contact details of the Supplier’s Data Protection Officer are: **Redacted under FOIA section 40, Personal Information**
      3. The Processor shall comply with any further written instructions with respect to processing by the Controller.
      4. Any such further instructions shall be incorporated into this Attachment 11.

|  |  |
| --- | --- |
| **Description** | **Details** |
| Identity of Controller for each Category of Personal Data | **The Buyer is Controller and the Supplier is Processor**  The Parties acknowledge that in accordance with paragraphs 2 to paragraph 15 of Schedule 7 and for the purposes of the Data Protection Legislation, Buyer is the Controller and the Supplier is the Processor of the Personal Data recorded below  Google Suite/Workplace:    ● Information includes name, job title, email addresses, telephone numbers, office location and team membership of user and their contacts. It also includes email and document access logs and general records of usage of the system including all emails.    ● Staff can also provide additional information voluntarily on their Google profile, such as date of birth, gender, people in their circles, and adding a profile image or uploading video. Staff can also voluntarily publish personal data through social media posts (Google+).    ● Video and audio may be recorded through Hangouts, and/or published internally through Sites.    ● Any other personal data may be stored on the system by business units. Where this is the case the individual business unit will be responsible for the Processing Record etc.  ● includes special category data and information relating to law enforcement    AODocs:  ● AODocs have access to personal data comprising: user IDs, email, textual information used in document titles, description and other metadata, text and images to be displayed by the Service, audit log information, and other data.  ● includes special category data and information relating to law enforcement  This data will be migrated to Microsoft 365 in the delivery of the contract.  **The Parties are Independent**  **Controllers of Personal Data**  The Parties acknowledge that they are Independent Controllers for the purposes of the Data Protection Legislation in respect of:  ● Business contact details of Supplier Personnel,  ● Business contact details of any directors, officers, employees, agents, consultants and contractors of the Buyer (excluding the Supplier Personnel) engaged in the performance of the Buyer’s duties under this Contract).  ● Business contact details of CO Personnel  ● Business contact details of TDP Personnel  ● Business contact details of MDP Personnel |
| Duration of the processing | ***Up to 7 years after the expiry or termination of the Call-Off Contract*** |
| Nature and purposes of the processing | The personal information is collected, held, collated with information about other staff members, disclosed, deleted, and used to contact the employee.  Legal Grounds:  In relation to monitoring threats to the system, identifying and fixing technical issues, and identifying and tackling cyber security risks:  - It is necessary for the purposes of our legitimate interests i.e. maintaining the integrity of our IT system and the continuity of our business.  - includes special category data and information relating to law enforcement    In relation to staff photos, videos and other profile information voluntarily provided:  - data subject consents  In relation to all other purposes:  - It is necessary for the performance of a contract to which the data subject is a party [employment contract] |
| Type of Personal Data | Google Suite:    ● Information includes name, job title, email addresses, telephone numbers, office location and team membership of user and their contacts. It also includes email and document access logs and general records of usage of the system including all emails.    ● Staff can also provide additional information voluntarily on their Google profile, such as date of birth, gender, people in their circles, and adding a profile image or uploading video. Staff can also voluntarily publish personal data through social media posts (Google+).    ● Video and audio may be recorded through Hangouts, and/or published internally through Sites.    ● Any other personal data may be stored on the system by business units. Where this is the case the individual business unit will be responsible for the Processing Record etc.  ● includes special category data and information relating to law enforcement    AODocs:  ● AODocs have access to personal data comprising: user IDs, email, textual information used in document titles, description and other metadata, text and images to be displayed by the Service, audit log information, and other data.  ● includes special category data and information relating to law enforcement    This data will be migrated to Microsoft 365 in the delivery of the contract. |
| Categories of Data Subject | The personal information relates to employees of Cabinet Office, CCS, GDS, DCMS, GPA, IPA and some CO ALBs.  Contract details and communications with suppliers to the CO.  Contact details and communications with other parts of Government and the public sector.  Contact details and communications with members of the public. |
| 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 | All relevant data to be deleted 7 years after the expiry or termination of this Call-Off Contract unless longer retention is required by Law or the terms of this Call-Off Contract |