Call off ref: C48811 Crown Copyright 2018

- within the Call-Off Contract. As such extended Buyer governance is not anticipated.
- 4.2.2 The term "Variation", in this context, is used to describe changes to overall contract value, overall contract milestones and/or term and where overall scope requires to change and such Variations shall follow the procedure set out at Clause 24.
- 4.2.3 The Supplier is required to maintain copies of all Variation and SOW Variation documentation.

#### 4.3 Balanced Scorecard

- 4.3.1 Where the Buyer determines, the Supplier shall work with the Buyer to develop the detail of a Balanced Scorecard.
- 4.3.2 The Buyer shall give notice to the Supplier as to when the Balanced Scorecard shall become effective.
- 4.3.3 The principles outlined in Procurement Policy Note 09/16: Procurement for Growth Balanced Scorecard (or any later replacement) shall apply.
- 4.3.4 The Parties shall refer to the Balanced Scorecard Paper, Annex A: Diagram and Annex B: Strategic Themes and Critical Success Factors associated with Procurement Policy Note 09/16 (or latest equivalents) when formulating a Balanced Scorecard.
- 4.3.5 The Buyer may elect to apply a Balanced Scorecard either per Call-Off Contract or at Supplier level.
- 4.3.6 The frequency of update to the Balanced Scorecard shall be determined by the Buyer (but will generally align with Commercial Planning/Review Events at Call-Off level and/or Buyer SM Events at Supplier level).
- 4.3.7 An example of a Balanced Scorecard may be found in Annex 5.

#### RISK MANAGEMENT

- Reference is made to the HM Treasury Green Book supplementary guidance on risk (https://www.gov.uk/government/publications/green-book-supplementary-guidancerisk).
- 5.2 In particular, the principles and concepts contained in the Orange Book shall underpin the risk management practices implemented under this Schedule.
- 5.3 Both Parties shall pro-actively manage risks attributed to them under the terms of this Call-Off Contract.
- 5.4 The Buyer will aim to ensure that the placement of risk is appropriate (i.e. risk is placed where it can be influenced).
- 5.5 The Supplier shall develop, operate, maintain and amend, as agreed with the Buyer, processes for:
  - 5.5.1 the identification and management of risks;
  - 5.5.2 the identification and management of issues; and

Call off ref: C48811 Crown Copyright 2018

- 5.5.3 monitoring and controlling project plans.
- 5.6 The Supplier shall allow the Buyer to inspect at any time within the Supplier's working hours the accounts and records which the Supplier is required to keep.
- 5.7 The Supplier will maintain a risk register of the risks relating to the Call-Off Contract which the Buyer and the Supplier have identified.
- 5.8 The Buyer may elect, at any point in time, to conduct ongoing Supplier risk management as follows:
  - 5.8.1 the Buyer may choose to use credit rating checks (such as those offered by Experian and Dun & Bradstreet) to monitor the financial health of the Supplier;
  - 5.8.2 should the Buyer determine that a Supplier could be at financial risk, the Buyer may request financial details (including current unpublished accounts) in order to better understand any risk which could have an impact on the Call-Off Contract;
  - 5.8.3 on request by the Buyer, the Supplier shall provide and work to a financial risk mitigation plan as a means of protecting the interests of the Buyer, and
  - 5.8.4 the Supplier shall take reasonable steps to ensure the financial health of any Subcontractors it engages with. In the event of a potential risk with any Subcontractor the Supplier shall notify the Buyer of such risks and the mitigation actions it is taking to protect the interests of the Buyer.

#### KEY ROLES

- 6.1 Key Roles and Key Staff are identified and named in each SOW.
- 6.2 The Supplier and the Buyer shall each nominate an Operational Contract Manager for the purposes of this Call-Off Contract through whom the provision of the Deliverables shall be managed day-to-day.
- 6.3 The Supplier and the Buyer shall each nominate a Call-Off Contract Manager for the purposes of this Call-Off Contract through whom commercial matters may be escalated as and when needed and at a regular frequency as determined by the Parties.
- 6.4 The Parties shall ensure that appropriate resource is made available on a regular basis such that the contract management aims, objectives and specific provisions of this Call-Off Contract can be fully realised.

#### **Operational Contract Managers**

- 6.5 Operational contract management shall cover matters including:
  - 6.5.1 developing technical scope for individual SOWs;
  - 6.5.2 ongoing joint management of Backlog item lists;
  - 6.5.3 resource monitoring; and
  - 6.5.4 progress against Deliverables and reporting and receipting of the same.
- 6.6 The Supplier's Operational Contract Manager shall be:

Call off ref: C48811 Crown Copyright 2018

- 6.6.1 the primary point of contact to receive operational communications from the Buyer and will also be the person primarily responsible for providing operational information to the Buyer;
- 6.6.2 able to delegate his position to another person at the Supplier but must inform the Buyer before proceeding with the delegation and it will be delegated person's responsibility to fulfil the Operational Contract Manager's responsibilities and obligations;
- 6.6.3 able to cancel any delegation and recommence the position himself; and
- 6.6.4 replaced only after the Buyer has received notification of the proposed change.
- 6.7 The Buyer's Operational Contract Manager is the Buyer side of the Operational Contract Management relationship, providing operational communications to the Supplier, acknowledging receipt of Deliverables, and having equivalent obligations with respect to delegation and notification of any changes.
- 6.8 The Buyer may provide revised instructions to the Supplier's Operational Contract Manager in regards to the operation of the Call-Off Contract and it will be the Supplier's Operational Contract Manager's responsibility to ensure the information is provided to the Supplier and the actions implemented.
- 6.9 Receipt of communication from the Supplier's Operational Contract Manager by the Buyer does not absolve the Supplier from its responsibilities, obligations or liabilities under the Call-Off Contract.

# Call-Off Contract Managers

- 6.10 Commercial Contract Management shall cover matters including:
  - 6.10.1 development of commercial scope for individual SOWs;
  - 6.10.2 ensuring compliance with Call-Off Contract terms;
  - 6.10.3 oversight of commercial performance of the Call-Off Contract; and
  - 6.10.4 resolution of commercial issues, including any need for contractual dispute resolution or escalation.
- 6.11 The Supplier's Call-Off Contract Manager shall be:
  - 6.11.1 the primary point of contact to receive commercial communications from the Buyer and will also be the person primarily responsible for providing commercial information to the Buyer;
  - 6.11.2 able to delegate his position to another person at the Supplier but must inform the Buyer before proceeding with the delegation and it will be delegated person's responsibility to fulfil the Call-Off Contract Manager's responsibilities and obligations;
  - 6.11.3 able to cancel any delegation and recommence the position himself; and
  - 6.11.4 replaced only after the Buyer has received notification of the proposed change.

Call off ref: C48811 Crown Copyright 2018

- 6.12 The Buyer's Call-Off Contract Manager is the Buyer side of the Commercial Contract Management relationship, providing commercial communications to the Supplier and having equivalent obligations with respect to delegation and notification of any changes.
- 6.13 The Buyer may provide revised instructions to the Supplier's Call-Off Contract Manager in regards to the commercial aspects of the Call-Off Contract and it will be the Supplier's Call-Off Contract Manager's responsibility to ensure the information is provided to the Supplier and the actions implemented.
- 6.14 Receipt of communication from the Supplier's Call-Off Contract Manager by the Buyer does not absolve the Supplier from its responsibilities, obligations or liabilities under the Call-Off Contract.

# Supplier Manager and Account/Buyer Manager

- 6.15 The Buyer side Supplier Manager, if named by the Buyer, is the individual with oversight of the Supplier as a whole and shall be the prime contact for the Supplier's Account/Buyer Manager.
- 6.16 Buyer matters which are not able to be dealt with at the Call-Off Contract level shall be escalated to the Supplier Manager.
- 6.17 The role shall delegate to the Buyer's Call-Off Contract Manager if not named.
- 6.18 The Supplier side Account/Buyer Manager, if named by the Supplier, is the individual with the relationship with the Buyer as a whole and shall be the prime contact for the Buyer's Supplier Manager.
- 6.19 Supplier matters which are not able to be dealt with at the Call-Off Contract level shall be escalated to the Supplier's Account/Buyer Manager.
- 6.20 The role shall delegate to the Supplier's Call-Off Contract Manager if not named.

#### Contract Boards

- 6.21 One or more Contract Boards may, at the Buyer's sole option be established for the purposes of this Call-Off Contract. At minimum the Supplier and the Buyer shall be represented on the board.
- 6.22 Where required, the board members, frequency and location of board meetings and planned start date by which the board shall be established shall be set out in Annex 6.
- 6.23 In the event that either Party wishes to replace any of its appointed board members, that Party shall notify the other in writing for approval by the other Party (such approval not to be unreasonably withheld or delayed). Each Buyer board member shall have at all times a counterpart Supplier board member of equivalent seniority and expertise.
- 6.24 Each Party shall ensure that its board members shall make all reasonable efforts to attend board meetings at which that board member's attendance is required. If any board member is not able to attend a board meeting, that person shall use all reasonable endeavours to ensure that a delegate attends the Operational Board meeting in his/her place (wherever possible) and that the delegate is properly briefed and prepared and that he/she is debriefed by such delegate after the board meeting.

Call off ref: C48811 Crown Copyright 2018

> 6.25 The purpose of the board meetings will generally be to review the performance of the Call-Off Contract. The agenda for each meeting shall be set by the Buyer and communicated to the Supplier in advance of that meeting.

# Executive Sponsors

6.26 Each party may elect to nominate an Executive Sponsor for the purposes of ensuring corporate alignment with the overall Buyer/Supplier relationship as well as acting as a point of escalation to assist in removing potential corporate blockers.

#### KEY INFORMATION

- 7.1 The Buyer requires the Supplier to provide the management information as identified in the Annexes to this Schedule. These requirements are without limitation to the Buyer's right to require the submission of information, reports, records and data as set out elsewhere in the Call-Off Contract.
- 7.2 The Supplier shall, within 30 days of the earliest of:
  - 7.2.1 the date which is 30 days before the end of the Call-Off Contract Period;
  - 7.2.2 receipt of a Termination Notice;
  - 7.2.3 notification by the Buyer of an actual or intended Service Transfer, or
  - 7.2.4 a written request by the Buyer,

provide the Buyer with a complete set of up to date information in respect of all types of information set out in the Annexes.

#### 8. INVOICING AND PAYMENT

- 8.1 The frequency of invoicing shall be on a Monthly basis, unless agreed by the Buyer, in writing, as otherwise.
- 8.2 Invoices for the preceding Month shall be submitted within 10 Working Days of the end of the Month unless agreed, in writing, by the Buyer as otherwise.
- 8.3 Separate invoices shall be provided for each SOW, clearly identifying the Call-Off Contract and SOW which the invoice relates to.
- 8.4 The information to be provided by the Supplier with each Invoice shall be that identified in Annex 7.
- 8.5 In order to facilitate prompt payment of invoices, the Supplier shall coordinate with the Buyer to ensure acceptance of Deliverables completed.
- 8.6 The Buyer shall notify the Supplier of any incorrect Invoice submissions within 5 Working Days of receipt. Incorrect invoices shall include (without limitation) invoices for work which has not been accepted by the Buyer and invoices based on incorrect rates. The Supplier shall resubmit invoices once corrected.
- Unless otherwise agreed, the Buyer shall pay all accepted invoices within 30 days of submission.

Call off ref: C48811 Crown Copyright 2018

#### 9. MATERIAL KPIs

- The Supplier's performance shall be measured by the Material KPIs set out in the Order Form.
- 9.2 The Supplier shall comply with the Material KPIs and establish processes to monitor its performance against them and the Supplier's achievement of Material KPIs shall be reviewed during Commercial Planning/Review Events.
- 9.3 The Buyer reserves the right to adjust, introduce new, or remove Material KPIs throughout the Call-Off Contract Period, however any significant changes to Material KPIs shall be agreed between the Buyer and the Supplier in accordance with the Variation Procedure.
- 9.4 The Buyer reserves the right to use and publish the performance of the Supplier against the Material KPIs without restriction.
- 9.5 In the event that the Buyer and the Supplier are unable to agree the performance score for any Material KPI during a Commercial Planning/Review Event, the disputed score shall be recorded and the matter shall be referred to the Buyer Authorised Representative and the Supplier Authorised Representative in order to determine the best course of action to resolve the matter (which may involve organising an ad-hoc meeting to discuss the performance issue specifically).
- 9.6 In cases where the Buyer Authorised Representative and the Supplier Authorised Representative fail to reach a solution within a reasonable period of time, the matter shall be referred to the Dispute Resolution Procedure.
- 9.7 Failures to meet Material KPIs shall be addressed in accordance with Paragraphs 5.4 and 5.5 of Framework Schedule 4 (Framework Management).

# Annex 1: SOW Management Related Information

Topic	Frequency or Details	
Operational Planning Event Frequency	To be agreed between Buyer and Supplier	
Operational Review Event Frequency	[To be agreed between Buyer and Supplier but at least monthly]	

The following table provides a list of information required by the Buyer as part of the SOW Management process.

#### Notes:

- There are some artifacts which held at Call-Off Management level which could equally apply at this level. Please read that list too (Annex 2).
- Supplier and Subcontractor related topics are covered under Buyer/Supplier Management
- 3. This list is non-exclusive, and the Buyer may elect to include other information.

	Type of Information	Required ?	Refresh Frequency
A1.01	Backlog (Task level)	Yes	Operational Planning Event
A1.02	Forecast Resource Profile	Yes	Operational Planning Event
A1.03	Actual Resource Utilisation	Yes	Operational Review Event
A1.04	Task Completion Status	Yes	Operational Review Event
en we			
Typica	Agile Artifacts (Statement of Work Informatio	n)	
A1.10	Sprint Burndown Report	N	[specify]
A1.11	Velocity Chart	N	[specify]
A1.12	Epic and Release Bumdown Chart	N	[specify]
A1.13	Agile Control Chart	N	[specify]
A1.14	Cumulative Flow Diagram	N	[specify]
	Value Delicered Obert	N	[specify]
A1.15	Value Delivered Chart	17	[obeout]

Crown Copyright 2018

# Annex 2: Call-Off Contract Management Information

Frequency or Details
[To be agreed between Buyer and Supplier but at least monthly]

The following table provides a list of information required by the Buyer as part of the Call-Off Contract Management process (note that this is a logical model and the Buyer may elect to operate "events" under different labels).

#### Notes:

- This list is non-exclusive, and the Buyer may elect to include other information.
- This list is also illustrative and non-exhaustive. It is anticipated the Buyer will review and edit these tables as part of preparing a Call-Off Contract (and reserves the right to amend during the Call-Off Contract Period).

Ref.	Type of Information	Required ?	Refresh Frequency
Contra	ct Management Artifacts		
A2.01	Backlog (Deliverable Increment Level) (including agreements to Acceptance, Pricing, Status, etc – see Backlog for details)	Yes	Commercial Planning / Review Event
A2.02	List of Supplier Staff including: SOW, Unique ID, Name, Job Role, link to Call-Off Rate Card, rate, Start Date, End Date, Planned Days, Forecast Days, Actual Days, Security Level, Contractor Status, IR35 determination, etc as specified by the Buyer)	Yes	Commercial Planning / Review Event
A2.03	Cost/Spend Cash Flow Data including: SOW, Budget, Forecast, Actual, links to POs, Variations, etc as specified by the Buyer	Yes	Commercial Planning / Review Event
A2.04	Risks, Issues (and Opportunities) Log including impact assessment, mitigation details, etc.	Yes	Commercial Planning / Review Event
A2.05	Any remediation plans agreed, and any progress against an agreed remediation plan.	Yes	Commercial Planning / Review Event
A2.06	Statement of any commercial issues by the Supplier during that period (late payment). Report of resolution of any previously noted items.	Yes	Commercial Planning / Review Event
A2.07	Copies of notices received and/or issues by the Buyer, and referrals to any Dispute Resolution Procedure	Yes	On demand by the Buyer
A2.08	Variations detailing material changes to scope, cost, major milestones and/or overall timescales	Yes	On demand by the Buyer
A2.09	Stakeholder Map	Y	On demand by the Buyer
A2.10	Communications Plan	Y	On demand by the Buyer
A2.11	Copies of all Contract related documents including referenced documents, relevant Sub-Contracts and any ancillary documents (including amendments)	Yes	On demand by the Buyer
A2.12	Current contact and address for notices under the Call- Off Contract.	Yes	Immediate and updates following any changes

Call off ref: C48811 Crown Copyright 2018

Ref.	Type of Information	Required ?	Refresh Frequency
	[List of Supplier Staff including: SOW, Unique ID, Name, Job Role, link to Call-Off Rate Card, rate, Start Date, End Date, Planned Days, Forecast Days, Actual Days, Security Level, Contractor Status, IR35 determination, etc as specified by the Buyer)	Y	[Commercial Planning / Review Event]

Ref.	Type of Information	Required ?	Refresh Frequency
Typica Conso	I AgilePM® Products (ref: Agile Project Management Ha rtium): https://www.agilebusiness.org/page/ProjectFrame	10	
A2.20	Terms of Reference	N	[specify]
A2.21	Business Case	N	[specify]
A2.22	Solution Architecture Definition	N	[specify]
A2.23	Development Approach Definition	N	[specify]
A2.24	Delivery Plan (also under Implementation Plans)	N	[specify]
A2.25	Timebox Plans (also under Implementation Plans)	N	[specify]
A2.26	Timebox Review Records	N	[specify]
A2.27	Management Approach Definition	N	[specify]
A2.28	Feasibility Assessment	N	[specify]
A2.29	Foundations Summary	N	[specify]
A2.30	Project Review Report	N	[specify]
	[Please insert any other specific details relating to the provision of management information required by the Buyer.]	N	[insert frequency
Other A	Agile Products (courtesy Blended Agile Delivery www.the	L badtoolkit.com	1)
A2.40	VMOST Mission Boards	N	[specify]
A2.41	ROI Projections	N	[specify]
A2.42	EPIC Board (also under Implementation Plans)	N	[specify]
A2.43	User Stories	Y	[As required]
A2.44	Release Propositions	Y	[As required]
A2.45	Proof of Concepts (POCs) / Spikes	Y	[As required]
A2.46	Designs / UX (User Functionality)	Y	[As required]
A2.47	Business Architecture Changes	N	[specify]
A2.48	Data Changes	N	[specify]
A2.49	Candidate Architectures	N	[specify]
A2.50	PTEST Requirements	N	[specify]
A2.51	Elaboration Boards (also under Implementation Plans)	N	[specify]
A2.52	Spring Boards (also under Implementation Plans)	N	[specify]
A2.53	Delivery Metrics	N	[As required]
A2.54	Health Checks	N	[As requied]
	[Please insert any other specific details relating to the provision of management information required by the Buyer.]	Y	[insert frequency

Call off ref: C48811 Crown Copyright 2018

Ref.	Type of Information	Required ?	Refresh Frequency
Contril	butions to Other Programme / Project Management Art	ifacts (not list	ed above)
A2.60		N	[specify]
A2.61	Technical Constraints (e.g. compatibility with existing systems)	N	[specify]
A2.62	Pre-procurement support activities	N	[specify]
A2.63	Make or Buy Analysis	N	[specify]
A2.64	Technical Stack Specification	N	[specify]
A2.65	Technical Road Map	N	[specify]
A2.66	Target Operating Model	N	[specify]
A2.67	Skills Requirements Profile	N	[specify]

Ref.	Type of Information	Required ?	Refresh Frequency
Securi	ty and Personal Data Reporting Information		
A2.70	DSP Toolkit Submissions	Yes	Annually in arrears
A2.71	Copies of required security clearance certificates for all staff (where staff process Patient Identifiable Data or are on Buyer Premises or access Buyer Systems)	Yes	[At Call-Off commencement and then on demand by the Buyer thereafter]
A2.72	Unique individual identifier number and full name of staff handling Patient Identifiable Data (where staff process Patient Identifiable Data or are on Buyer Premises or access Buyer Systems)	Yes	[At Call-Off commencement and then on demand by the Buyer thereafter]
A2.73	Updated DPIA	No	N/A
A2.74	Completed Information Security Management (ISM)Document Set	No	N/A
A2.75	Evidence of data destruction certification	Yes	On demand by the Buyer
A2.76	Notices of any breach of data provision or security provisions	Yes	On occurrence

Ref.	Type of Information	Required ?	Refresh Frequency
Hando	ver / Exit Related Information		
A2.80	Records required by Law as they relate to the provision of the services (including in relation to health and safety matters and health and safety files), such records to be prepared in accordance with any applicable laws or regulations.	Yes	On demand by the Buyer
A2.81	All training, implementation, operation and maintenance manuals related to the provision of the Deliverables.	Y	On demand by the Buyer
A2.82	All certificates, licences, registrations or warranties related to the provision of Deliverables	Y	On demand by the Buyer
A2.83	Exit Plan (and any requested updates)	Y	(see Call-Off Schedule 10: Exit Management)

Call off ref: C48811 Crown Copyright 2018

Ref.	Type of Information	Required ?	Refresh Frequency
TUPE	Information		
A2.90	Details of service functions that have provided services to the Buyer, and the denoting characteristics that delineate the functions (including but not limited to function code references and names used on the Supplier's finance system, and period of time for which such code has existed).	Y	On demand by the Buyer
A2.91	Details of the number of customers supported by the Supplier's named service functions.	N	On demand by the Buyer
A2.92	The Staffing Information (as defined in Call-Off Schedule 2 (Staff Transfer) Buyer in relation to an anticipated potential Service Transfer or as required to be provided under the Schedule	N	On demand by the Buyer

Call off ref: C48811 Crown Copyright 2018

# Annex 3: Buyer/Supplier Management Information

Frequency or Details
[To be agreed between Buyer and Supplier but at least monthly]

The following table provides a list of information required by the Buyer as part of the Buyer/Supplier Management process (note that this is a logical model and the Buyer may elect to operate "events" under different labels).

#### Notes:

- This list is non-exclusive, and the Buyer may elect to include other information.
- This list is also illustrative and non-exhaustive. It is anticipated the Buyer will review and edit these tables as part of preparing a Call-Off Contract (and reserves the right to amend during the Call-Off Contract Period).
- Information which could be seen to be advantageous to all Suppliers or which would be of benefit to all parties are dealt with under Buyer Specific Framework Management.

Ref.	Type of Information	Required ?	Refresh Frequency
Suppli	er and Sub-Contract Related Information	A)	40
A3.01	Report from the Supplier of any change to its financial standing / any change to its group structure.	Yes	On demand by the Buyer
A3.02	Request for use of any additional Subcontractors not forming part of the original Framework either:  • As part of a proposed response to a new Further Competition Procedure; or During execution of an existing Call-Off Contract	Yes	Prior to competition. Prior to mobilisation (as appropriate)
A3.03	Written confirmation by the Supplier, confirmed in writing by the Subcontractor(s), that they have in a place a contract which mirrors the provisions of the Call-Off Contract with the Supplier	Yes	On demand by the Buyer
A3.04	Written assurance by any Subcontractor that the provisions under A3.03 are also cascaded down their supply chain	Yes	On demand by the Buyer
A3.05	Copies of published financial accounts	Yes	On demand by the Buyer
A3.06	In the event of the Buyer becoming aware of any financial difficulties being faced by the Supplier (as reasonably judged by the Buyer), copies of current accounts (whether published or not)	Yes	On demand by the Buyer

Call off ref: C48811 Crown Copyright 2018

Ref.	Type of Information Re		Refresh Frequency	
Aggree	jated Views		THE RESIDENCE OF STREET	
A3.10	from a performance perspective (possibly in the form of a traffic light report). All as required by the Buyer		Buyer SM Event	
A3.11	Summary of cash flow (budget, forecast, actual) for all Call-Off Contracts and SOWs	Yes	Buyer SM Event	
A3.12	Summary of resources deployed and any people issues requiring resolution	Yes	Buyer SM Event	
A3.13	Summary of escalated risks, issues and other escalation topics (e.g. around obligations)	Yes	Buyer SM Event	
A3,14	Quality Review Heat Map (or equivalent) capturing an assessment of quality against things like User needs, roadmaps, technology, delivery, transparency, decision making, go-live readiness, etc as defined by the Buyer	Yes	Buyer SM Event	
Suppli	er (and Buyer) Performance and Continuous Improveme	nt		
A3.20	Overall "Temperature Checks" or "Office Vibe" status or equivalent – providing 360° feedback on things like relationships, recognition, growth and development, wellness, happiness, etc (May also be at individual Call-Off Contract level)	Y	Buyer SM Event	
A3.21	Balanced Scorecard (as defined in detail in paragraph 4.3)	Y	Buyer SM Event	
A3.22	Mutual personnel development opportunities	Y	As mutually agreed	
A3.23	Continuous improvement / opportunities	Y	As mutually agreed	
Overal	Supplier Governance		I.S.	
A3.30	Summary of agreed remediation actions and their status	Yes	Buyer SM Event	
A3.31	Mutual Review and endorsement of Call-Off Contract Variations	Yes	On demand by the Buyer	
A3.32	Recommendations to be taken to framework level (under the management of the Authority)	Yes	As mutually agreed	

Call off ref: C48811 Crown Copyright 2018

# Annex 4: Product Backlog/Prioritised Requirements List

Please refer to 'Annex 4: Call-Off Schedule 20 - Product Backlog Item List', within 'Call-Off Schedule 20 (Call-Off Specification)'.

# Annex 5: Balanced Scorecard (Example)

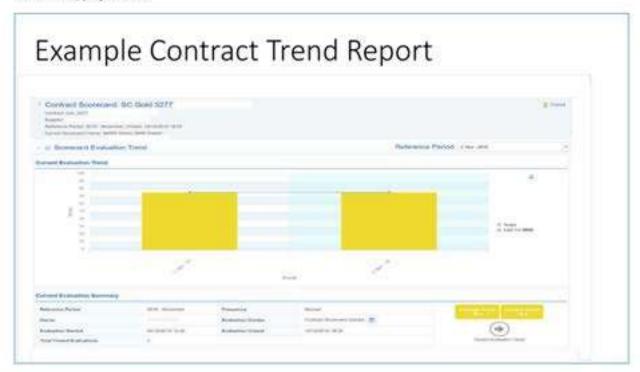
 In addition to the Supplier's performance management obligations set out in the Framework Contract, the Buyer and the Supplier may agree to the following Balanced Scorecard & KPIs for this Call-Off Contract (see Balanced Scorecard examples below). However, the Balanced Scorecards may change and be amended over the life of the Contract.

# Example 1

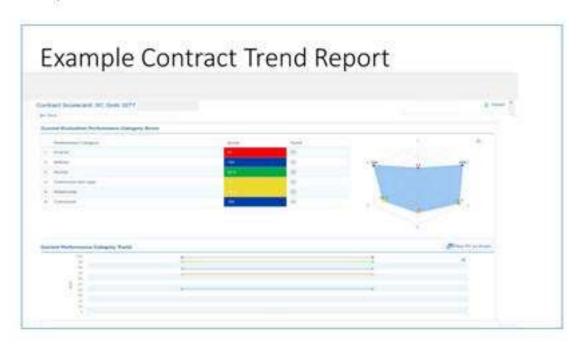


Example 2

Call off ref: C48811 Crown Copyright 2018



# Example 3



Example 4

Call off ref: C48811 Crown Copyright 2018



- The purpose of the Balanced Scorecard is to promote contract management activity, through measurement of a Supplier's performance against key performance indicators, which the Buyer and Supplier should agree at the beginning of a Call-Off Contract. The targets and measures listed in the example scorecard (above) are for guidance and should be changed to meet the agreed needs of the Buyer and Supplier.
- 3. The recommended process for using the Balanced Scorecard is as follows:
  - The Buyer and Supplier agree a templated Balanced Scorecard together with a performance management plan, which clearly outlines the responsibilities and actions that will be taken if agreed performance levels are not achieved.
  - On a pre-agreed schedule (e.g. monthly), both the Buyer and the Supplier provide a rating on the Supplier's performance
  - Following the initial rating, both Parties meet to review the scores and agree an overall final score for each key performance indicator
  - Following agreement of final scores, the process is repeated as per the agreed schedule.

# Annex 6: Contract Boards

If required, the Parties agree to operate the following boards at the locations and at the frequencies set out below:

Meeting	Purpose	Location	Frequency
1.			6.
2. 3.			St
3.		-	81
4.	22		
4. 5.	8		
	20	g.	
			4

Buyer	Board Members	
Duyer		
-8		
Supplier		
[Title 1]	[insert name]	
[Title 2]	[insert name]	
A STANCE OF THE STANCE		
Other		
[Title 1]	[insert name]	
[Title 2]	[insert name]	
-	- Lauring and State	

# Crown Copyright 2018

# Annex 7: Information to be provided on Invoice

The following information is required the be provided along with each invoice:

Ref.	Type of Information	Which Services does this requirement apply to?	Required regularity of Submission  with each invoice with each invoice	
1.1	Details of the reference for the Call-Off Contract.	All		
1.2	Details of the reference of the Statement of Work. To include reference to Milestones.	All		
1.3	Details of the reference of the Variation,	All	with each invoice	
1.4	Unique invoice number.	All	with each invoice	
1.5	Buyer Purchase Order number (allocated on a per Programme basis by the Buyer).	All	with each invoice	
1.6	Date of invoice.	All	with each invoice	
1.7	Portfolio reference and programme name.	All	with each invoice	
1.8	The period(s) to which the relevant Charge(s) relate.	All	with each invoice	
1.9	Details of payments due in respect of achievement of a milestone.	All	with each invoice	
1.10	Details of any service credits or similar incentives that shall apply to the charges detailed on the invoice.	All	with each invoice	
1.11	The total charges gross and net of any applicable deductions and, separately, the amount of any disbursements properly chargeable to the Buyer under the terms of this Call-Off Contract, and separately.	All	with each invoice	
1.12	Any VAT or other sales tax payable in respect of the same.	All	with each invoice	
1.13	A contact name and telephone number of a responsible person in the Supplier's finance department in the event of administrative queries.	All	with each invoice	
1.14	The banking details for payment to the Supplier via electronic transfer of funds (i.e. name and address of bank, sort code, account name and number).	All	with each invoice	
1,15	Detailed time sheets for any time and materials-based pricing, including unique individual identifier number (and same number to be used in all correspondence, reports, provision of information etc. in relation to Supplier's staff), and full name. To include description of type of work undertaken, role and Team description.	All	with each invoice	
1.16	Copies of invoices including VAT information for any expenses-based disbursements and deductions.	All	with each invoice	
1.17	Asset number/ Asset type, (hardware/software, perpetual licence or subscription) description and period covered of any purchased / licensed / leased items.	All	with each invoice	
1,18	Where appropriate, details of user stories worked on by each individual.	Software Development services	with each invoice	

Call off ref: C48811 Crown Copyright 2018

The information below offers an example of how various types of charges might be best detailed on an invoice:

Buyer Details Buyer Details Buyer Details Buyer Details						Supplier D Supplier D Supplier D Supplier D	Details Details	
							Invoice # Invoice Date Purchase Order	2000 200'00'8 2000000
Portfolio Ref (	(POxodax)	Programme Name						
SOW xxx	Variation (CCNs	x) SOW Title						
Mestone	2	a -				Period	moo	
Deliverable	Reference #	Description of Work completed						Amour
Deliverable	Reference #	Description of Work completed						Amoun
Deliverable	Reference #	Description of Work completed						Amour
Deliverable	Reference #	Description of Work completed						Amou
	10 10 10 10 10 10							
Team	Description					Period	1000	
Name	Role	unique individual identifier #	Type of Work (e.g Live Service, Developmer	nt, Discovery)		Day Rate	Days	Amou
Name	Role	unique individual identifier #	Type of Work (e.g Live Service, Developmer	nt. Discovery)		Day Rate	Days	Amou
Name	Role	unique individual identifier #	Type of Work (e.g Live Service, Developmen	nt, Discovery)		Day Rate	Days	Amour
Name	Riole	unique individual identifier#	Type of Work (e.g.Live Service, Developmen			Day Rate		Amour
Name	Role:	unique individual identifier #	Type of Work (e.g Live Service, Developmen			Day Rate		Amou
						0.00000	100000	
Hardware						Period	8000	
Product.	Product Code	Serial #	Type (e.g. Server, Laptop, Tablet, Mobile Pt	hone)				Amour
Product	Product Code	Serial #	Type (e.g. Server, Laptop, Tablet, Mobile Pt	hone).				Amous
Product	Product Code	Serial #	Type (e.g. Server, Laptop, Tablet, Mobile Pr	hone)				Amour
Software Lice	rise.					Period	WOOK .	
Product	Description	Perpetual/Subscription	Link	ence Period	From	To	# Users	Amou
Product.	Description	Perpetual/Subscription		ence Period	From	To	# Users	Amou
Product	Description	Perpetual/Subscription		ence Period	From	To	# Users	Amou
	100.00		757		14.5	10000		
Expenses						Period	1000	
Name	Date Incurred	Type (Travel, Accomodation etc.						Amour
Name	Date Incurred	Type (Travel, Accomodation etc.	Description including Provider					Anou
Dredits					Pe	riod Applied	1000x	
Description						Period Re		Anou
							Net Total VAT / Sales Tax	EXX
							Gross Total	DO
Banking Deta	de .							
Account Nam								
Bank:			5					
Sort Code:			Supplier Finance Department					
Account No: BAN Code:			Contact Number:					
			Curiad Nation.					
WXT Number:								

# Call-Off Schedule 16 (Benchmarking)

# 1. DEFINITIONS

1.1 In this Schedule, the following expressions shall have the following meanings:

"Benchmark Review" a review of the Deliverables carried out in

accordance with this Schedule to determine whether those Deliverables represent Good

Value:

"Benchmarked any Deliverables included within the scope of a Benchmark Review pursuant to this

Schedule:

"Comparable Rates" the Charges for Comparable Deliverables:

"Comparable deliverables that are identical or materially similar to the Benchmarked Deliverables

(including in terms of scope, specification, volume and quality of performance) provided

that if no identical or materially similar

Deliverables exist in the market, the Supplier shall propose an approach for developing a

comparable Deliverables benchmark;

"Comparison Group" a sample group of organisations providing

Comparable Deliverables which consists of organisations which are either of similar size

to the Supplier or which are similarly structured in terms of their business and their service offering so as to be fair

comparators with the Supplier or which, are

best practice organisations;

"Equivalent Data" data derived from an analysis of the

Comparable Rates and/or the Comparable Deliverables (as applicable) provided by the

Comparison Group;

"Good Value" that the Benchmarked Rates are within the

Upper Quartile; and

"Upper Quartile" in respect of Benchmarked Rates, that

based on an analysis of Equivalent Data, the

Benchmarked Rates, as compared to the

range of prices for Comparable

Deliverables, are within the top 25% in terms

Framework Ref: RM Project Version: v1.0 Model Version: v3.2

1

Call-Off Ref: C48811 Crown Copyright 2018

> of best value for money for the recipients of Comparable Deliverables.

# 2. When you should use this Schedule

- 2.1 The Supplier acknowledges that the Buyer wishes to ensure that the Deliverables, represent value for money to the taxpayer throughout the Contract Period.
- 2.2 This Schedule sets to ensure the Contracts represent value for money throughout and that the Buyer may terminate the Contract by issuing a Termination Notice to the Supplier if the Supplier refuses or fails to comply with its obligations as set out in Paragraphs 3 of this Schedule.
- Amounts payable under this Schedule shall not fall with the definition of a Cost.

# 3. Benchmarking

# 3.1 How benchmarking works

- 3.1.1 The Buyer and the Supplier recognise that, where specified in Framework Schedule 4 (Framework Management), the Buyer may give CCS the right to enforce the Buyer's rights under this Schedule.
- 3.1.2 The Buyer may, by written notice to the Supplier, require a Benchmark Review of any or all of the Deliverables.
- 3.1.3 The Buyer shall not be entitled to request a Benchmark Review during the first six (6) Month period from the Contract Commencement Date or at intervals of less than twelve (12) Months after any previous Benchmark Review.
- 3.1.4 The purpose of a Benchmark Review will be to establish whether the Benchmarked Deliverables are, individually and/or as a whole, Good Value.
- 3.1.5 The Deliverables that are to be the Benchmarked Deliverables will be identified by the Buyer in writing.
- 3.1.6 Upon its request for a Benchmark Review the Buyer shall nominate a benchmarker. The Supplier must approve the nomination within ten (10) Working Days unless the Supplier provides a reasonable explanation for rejecting the appointment. If the appointment is rejected then the Buyer may propose an alternative benchmarker. If the Parties cannot agree the appointment within twenty (20) days of the initial request for Benchmark review then a benchmarker shall be selected by the Chartered Institute of Financial Accountants.
- 3.1.7 The cost of a benchmarker shall be borne by the Buyer (provided that each Party shall bear its own internal costs of the Benchmark Review) except where the Benchmark Review demonstrates that the Benchmarked Service and/or the Benchmarked Deliverables are not Good Value, in which case the Parties shall share the cost of the

## Call-Off Schedule 16 (Benchmarking)

Call-Off Ref: C48811 Crown Copyright 2018

> benchmarker in such proportions as the Parties agree (acting reasonably). Invoices by the benchmarker shall be raised against the Supplier and the relevant portion shall be reimbursed by the Buyer.

# 3.2 Benchmarking Process

- 3.2.1 The benchmarker shall produce and send to the Buyer, for Approval, a draft plan for the Benchmark Review which must include:
  - (a) a proposed cost and timetable for the Benchmark Review;
  - a description of the benchmarking methodology to be used which must demonstrate that the methodology to be used is capable of fulfilling the benchmarking purpose; and
  - a description of how the benchmarker will scope and identify the Comparison Group.
- 3.2.2 The benchmarker, acting reasonably, shall be entitled to use any model to determine the achievement of value for money and to carry out the benchmarking.
- 3.2.3 The Buyer must give notice in writing to the Supplier within ten (10) Working Days after receiving the draft plan, advising the benchmarker and the Supplier whether it Approves the draft plan, or, if it does not approve the draft plan, suggesting amendments to that plan (which must be reasonable). If amendments are suggested then the benchmarker must produce an amended draft plan and this Paragraph 3.2.3 shall apply to any amended draft plan.
- 3.2.4 Once both Parties have approved the draft plan then they will notify the benchmarker. No Party may unreasonably withhold or delay its Approval of the draft plan.
- 3.2.5 Once it has received the Approval of the draft plan, the benchmarker shall:
  - (a) finalise the Comparison Group and collect data relating to Comparable Rates. The selection of the Comparable Rates (both in terms of number and identity) shall be a matter for the Supplier's professional judgment using:
    - (i) market intelligence;
    - (ii) the benchmarker's own data and experience;
    - (iii) relevant published information; and
    - (iv) pursuant to Paragraph 3.2.6 below, information from other suppliers or purchasers on Comparable Rates;
  - (b) by applying the adjustment factors listed in Paragraph 3.2.7 and from an analysis of the Comparable Rates, derive the Equivalent Data;
  - (c) using the Equivalent Data, calculate the Upper Quartile;

## Call-Off Schedule 16 (Benchmarking)

Call-Off Ref: C48811 Crown Copyright 2018

- (d) determine whether or not each Benchmarked Rate is, and/or the Benchmarked Rates as a whole are, Good Value.
- 3.2.6 The Supplier shall use all reasonable endeavours and act in good faith to supply information required by the benchmarker in order to undertake the benchmarking. The Supplier agrees to use its reasonable endeavours to obtain information from other suppliers or purchasers on Comparable Rates.
- 3.2.7 In carrying out the benchmarking analysis the benchmarker may have regard to the following matters when performing a comparative assessment of the Benchmarked Rates and the Comparable Rates in order to derive Equivalent Data:
  - the contractual terms and business environment under which the Comparable Rates are being provided (including the scale and geographical spread of the customers);
  - (b) exchange rates;
  - (c) any other factors reasonably identified by the Supplier, which, if not taken into consideration, could unfairly cause the Supplier's pricing to appear non-competitive.

# 3.3 Benchmarking Report

- 3.3.1 For the purposes of this Schedule "Benchmarking Report" shall mean the report produced by the benchmarker following the Benchmark Review and as further described in this Schedule:
- 3.3.2 The benchmarker shall prepare a Benchmarking Report and deliver it to the Buyer, at the time specified in the plan Approved pursuant to Paragraph 3.2.3, setting out its findings. Those findings shall be required to:
  - include a finding as to whether or not a Benchmarked Service and/or whether the Benchmarked Deliverables as a whole are, Good Value;
  - (b) if any of the Benchmarked Deliverables are, individually or as a whole, not Good Value, specify the changes that would be required to make that Benchmarked Service or the Benchmarked Deliverables as a whole Good Value; and
  - (c) include sufficient detail and transparency so that the Party requesting the Benchmarking can interpret and understand how the Supplier has calculated whether or not the Benchmarked Deliverables are, individually or as a whole, Good Value.
- 3.3.3 The Parties agree that any changes required to this Contract identified in the Benchmarking Report shall be implemented at the direction of the Buyer in accordance with Clause 24 (Changing the contract).

Call-Off Schedule 16 (Benchmarking) Call-Off Ref: C48811

Crown Copyright 2018

## Call-Off Schedule 18 (Background Checks)

Call-Off Ref: C48811 Crown Copyright 2018

## Call-Off Schedule 18 (Background Checks)

# 1. When you should use this Schedule

This Schedule should be used where Supplier Staff must be vetted before working on the Contract.

#### 2. Definitions

"Relevant Conviction" means any conviction listed in Annex 1 to this Schedule.

# 3. Relevant Convictions

- 3.1.1 The Supplier must ensure that no person who discloses that they have a Relevant Conviction, or a person who is found to have any Relevant Convictions (whether as a result of a police check or through the procedure of the Disclosure and Barring Service (DBS) or otherwise), is employed or engaged in any part of the provision of the Deliverables without Approval.
- 3.1.2 Notwithstanding Paragraph 3.1.1 for each member of Supplier Staff who, in providing the Deliverables, has, will have or is likely to have access to children, vulnerable persons or other members of the public to whom the Buyer owes a special duty of care, the Supplier must (and shall procure that the relevant Sub-Contractor must):
  - (a) carry out a check with the records held by the Department for Education (DfE);
  - (b) conduct thorough questioning regarding any Relevant Convictions; and
  - ensure a police check is completed and such other checks as may be carried out through the Disclosure and Barring Service (DBS),

and the Supplier shall not (and shall ensure that any Sub-Contractor shall not) engage or continue to employ in the provision of the Deliverables any person who has a Relevant Conviction or an inappropriate record.

# Call-Off Schedule 18 (Background Checks) [Call-Off Ref: C48811] Crown Copyright 2018

Annex 1 - Relevant Convictions

No Relevant Convictions

Call-Off Schedule 18 (Background Checks)
[Call-Off Ref: C48811]
Crown Copyright 2018

# Call-Off Schedule 20 (Call-Off Specification)

This Schedule sets out the characteristics of the Deliverables that the Supplier will be required to make to the Buyers under this Call-Off Contract

#### Definitions

Defined in document.

# Call-Off Schedule 20 (Call-Off Specification)

#### Overview

The Citizen Health Technology sub-directorate requires a supplier, with specialist skills in delivery of large-scale public facing digital services to support development for NHS.UK and this requirement will be for two years.

NHS.UK is the service team that runs the NHS website for England, the UK's biggest health website, with more than 50 million visits every month. We provide thousands of clinically validated articles, videos and tools. Millions of people also access our content through partner websites, apps & internet-connected devices. More than 2,000 organisations share our content, including other NHS websites, local authorities, charities and commercial organisations. Social media is also an important part of the NHS website service and we reach millions of people a month through Facebook, Twitter & YouTube.

NHS.UK continues to be improved over time and, when new features are agreed with the Commissioner (NHSX), clear delivery milestones will be allocated to each work package.

Under the framework agreement, services required are:

# 4. End to End Services

This service allows the Buyer to combine the full set of GDS agile phases of Discovery, Alpha. Beta and Live in one Call-Off.

# Background to The Contracting Authority

NHS Digital is the national information and technology partner for the health and care system. Its role is to harness the power of information and technology to make health and care better for the care professionals and people who work in the service, and for the people who receive them. NHS Digital is responsible for designing, delivering, and managing essential technology infrastructure, data and digital services, products, and standards that health and care professionals use every day to deliver better health and care outcomes. That means more digital services designed around the needs of our health and care professionals, patients and public. Services that offer simple and speedy access to the information and data that matters, whenever and wherever it is needed. Cost effective, sustainable solutions that improve investment value, accelerating the digital transformation of the NHS.

The role of the **Product Development Directorate** is to design and deliver new NHS applications and services commissioned by NHSX, NHS England, NHS Test and Trace, NHS Improvement, Public Health England, and other arm's-length bodies to help citizens, patients and clinicians across primary, secondary and social care. This requires leveraging the external healthcare market and fostering digital knowledge, understanding and appetite across the system.

# Background to Requirement

NHS.UK is responsible for running, maintaining, and developing the NHS website and associated services. To do this, it operates with a blended team of highly skilled, experienced and dedicated permanent staff and contractors.

An expanded roadmap for 2021/22 has been agreed with NHSX and this requirement will allow NHS.UK to get dedicated specialist staff to support permanent colleagues in the delivery of this roadmap, as existing staff are working at full capacity.

The Long-Term Plan states that investments in technology "will result in an NHS where digital access to services is widespread. Where patients and their carers can better manage their health and condition. Where clinicians can access and interact with patient records and care plans wherever they are, with ready access to decision support and Al, and without the administrative hassle of today"

NHS.UK is committed to supporting this objective by ensuring that all its services and products allow people "more control over the care they receive and more support to manage their health, to keep themselves well and better manage their conditions." This requirement will support NHS.UK to continue its transformation journey to "offer a 'digital first' option for most".

#### 1. Context

NHS Digital is the national information and technology partner for the health and care system. Its role is to harness the power of information and technology to make health and care better for the care professionals and people who work in the service, and for the people who receive them. NHS Digital is responsible for designing, delivering, and managing essential technology infrastructure, data and digital services, products, and standards that health and care professionals use every day to deliver better health and care outcomes. That means more digital services designed around the needs of our health and care professionals, patients and public. Services that offer simple and speedy access to the information and data that matters, whenever and wherever it is needed. Cost effective, sustainable solutions that improve investment value, accelerating the digital transformation of the NHS.

The role of the Product Development Directorate is to design and deliver new NHS applications and services commissioned by NHSx, NHS England, NHS Test and Trace, NHS Improvement, Public Health England, and other arms-length bodies to help citizens, patients, and clinicians across primary, secondary, and social care. This requires leveraging the external healthcare market and fostering digital knowledge, understanding and appetite across the system.

NHS.UK is responsible for running, maintaining, and developing the NHS website and associated services. To do this, it operates with a blended team of highly skilled, experienced, and dedicated permanent staff and contractors.

A roadmap for 2021/22 has been agreed with Commissioners in NHSx and this will require NHS.UK to bring in a dedicated specialist delivery partner to support permanent colleagues in the delivery of this roadmap as the existing team are working at full capacity.

The Long-Term Plan states that investments in technology "will result in an NHS where digital access to services is widespread. Where patients and their carers can better manage their health and condition. Where clinicians can access and interact with patient records and care plans wherever they are, with ready access to decision support and AI, and without the administrative hassle of today".

NHS.UK is committed to supporting this objective and to ensure that all its services and products will allow people "more control over the care they receive and more support to manage their health, to keep themselves well and better manage their conditions".

This requirement will support NHS.UK to continue its transformation journey to "offer a 'digital first' option for most"

# 2. Scope

This call-off contract is to support the delivery of the transformation roadmap that has been agreed with our commissioners in NHSx.

NHS.UK will be working on a number of transformation workstreams including:

- Profiles Implement new service profiles and profile editor for NHS.UK, decommission SharePoint 2007 and develop a scalable and efficient cloud-based data architecture.
- NHS.UK Transactions Aim is to build a platform where users can manage their transactions, store, and access their health information, monitor their health and wellbeing and make informed decisions.
- Medicines Further develop and publish more medicines content on NHS.UK.
- Information Architecture Implement new information architecture for NHS.UK and syndicated content, including revised navigation patterns, tested and iterated.
- Content Modularisation Build a sustainable model for third parties to use modularised NHS.UK content in their products and services and to use NHS.UK content modules in a range of NHS channels

It is likely that the successful supplier will support the delivery of the following transformation workstreams:

- Find a Service (FaS) Aim is to enable users to easily find the support and services they need, and, where appropriate, refer themselves without relying on frontline services.
- Directory of Services (DoS) / 111 Integration Delivery of a roadmap for DoS/111
  and NHS.UK data integration with the long-term aim of reducing the duplication of
  information between the programmes, achieve cost efficiencies and make the system
  for updating service information more efficient for providers.
- NHS.UK publishing platform Deliver an MVP of a publication platform capable of delivering selected transactions and content into live service, despite those service elements have been wholly or largely authored without direct input from NHS.UK staff.
- COVID-19 Information and Services Make COVID-19 information and services available on NHS platforms.

We expect the supplier to either work in a blended team with existing colleagues or autonomously on any of these workstreams. The supplier will be expected to work flexibly and take on other activities if priorities change and as directed by the Buyer.

23.35

# 2.1. Geographical Scope

## 2.1.1. Target Geography

The NHS.UK service aims to improve health and care outcomes, improve people's experiences of health and care services, reduce pressure on frontline health and care services, and make health and care services more efficient. This service is mainly aimed at users in England but has some content that is aimed at the four devolved nations.

# 2.1.2. Delivery Geography

The NHS.UK team are normally based across London and Leeds. However, due to the ongoing COVID situation, working from home is currently the normal. We would expect the supplier to be able to work from either London or Leeds once the lockdown restrictions have been lifted. Exact location will be determined by the workstream that the supplier is asked to work on as they will need to work closely with other team members that have experience or skills needed for that activity. This will allow for the blended teams to work together in ways which maximise effectiveness, efficiency, innovation, and delivery velocity.

# 2.1.3. Organisational Scope

The NHS.UK service sits within the Empower the Person domain which aims to improve digital access to health and care information with transactions being essential to support people in making health and care choices. It is supported by and works closely with other areas in NHS Digital including Commercial, Finance, Security, Communications, Service Management, Solution Assurance and Clinical Assurance.

#### 2.2. End Users

# 2.2.1. Target Sectors

This service is the NHS' national platform for hosting information, tools and services about health, illnesses, medical services, treatment and wellbeing, with associated channels for delivering these to patients, the public and medical practitioners. Along with GPs, it is now one of the principal points of entry for people to the NHS.

As a result, the content will be used primarily by consumers but also by clinical staff.

Annex 1

#### 2.2.2. Target Users

The service's role is both operational and transformational and supports patients, their families, and carers and the wider public with their health, illnesses, and wellbeing today. The website needs to be accessible, and we are continuously improving our site to make it clearer, more readable and more easily accessible via a mobile device.

More than 2,000 organisations share our content, including other NHS websites, local authorities, charities, and commercial organisations, from start-ups to large technology leaders.

Social media is also an important part of the NHS website service and we reach millions of people a month through Facebook, Twitter, and YouTube.

We put users first when creating and transforming our content. We take an agile, iterative approach, starting with identifying the user needs. We then test our ideas with users and use the feedback we receive to learn and improve.

To ensure our content is safe, accurate and up to date, we source peer-reviewed scientific research from NHS Evidence, and we must have all clinical content signed off by a member of our NHS Digital clinical assurance team.

#### 2.3. Stakeholders

At a high level, stakeholders include:

- Ministers and government departments responsible for health, social care and spending policies and priorities.
- NHSX, the Commissioning organisation for NHS.UK.
- Health and social care professionals, committees and networks, e.g., British Medical Association (BMA), Royal Colleges (GPs and Pharmaceuticals), Primary Care Networks.
- Government Digital Service (GDS) who provide advice and governance for the adoption
  of GDS agile delivery approach and standards.
- NHSX Empower the Person Board who oversees delivery and makes major decisions on the NHS.UK strategy and roadmap.
- All new features and releases undergo rigorous clinical and IG assurance and require authority from Clinical Safety Group and Live Service Board for release. The process for Live Service Board also includes review and scrutiny from the perspectives of legal, service management, testing and security.

The wider stakeholder community is kept up to date with progress and issues through the bimonthly Programme Show and Tells and regular showcase events conducted as online sessions using digital platforms.

### 2.4. Timing Scope

The Statements of Work under this call-off contract are dependent both in whole and, in part, on funding being agreed for the period of its duration, which in turn may be impacted by government, departmental and organisational priorities. However, as this service runs the NHS website, it is unlikely that there will be insufficient funding to continue transforming the website to meet user needs. Therefore, we expect this contract to span over a period of 2 years with the option to extend for a further 6 months.

## 2.5. Life-Cycle Scope

The focus of this call-off contract is to manage specific workstreams identified in section 2. This may include managing the full lifecycle of the agile process which encompasses running discoveries and managing the alpha, beta, and live phases.

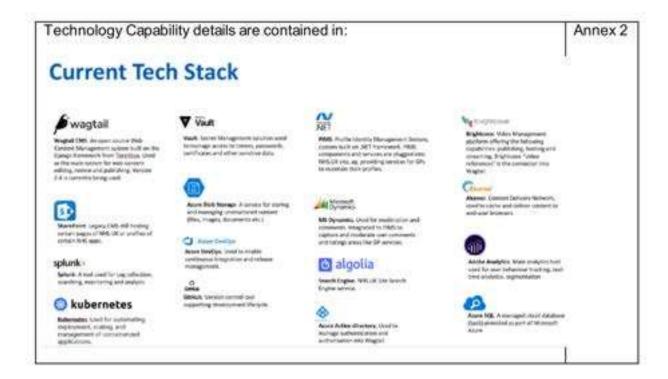
The supplier will be expected to take a few of the workstreams through some or all the above phases.

The supplier will have to work with the appropriate stakeholders to ensure that each phase has been signed off with the correct governance before moving onto the next phase. They will have to ensure any implementation and operation in live is in line with agreed delivery outcomes and appropriate service management agreements.

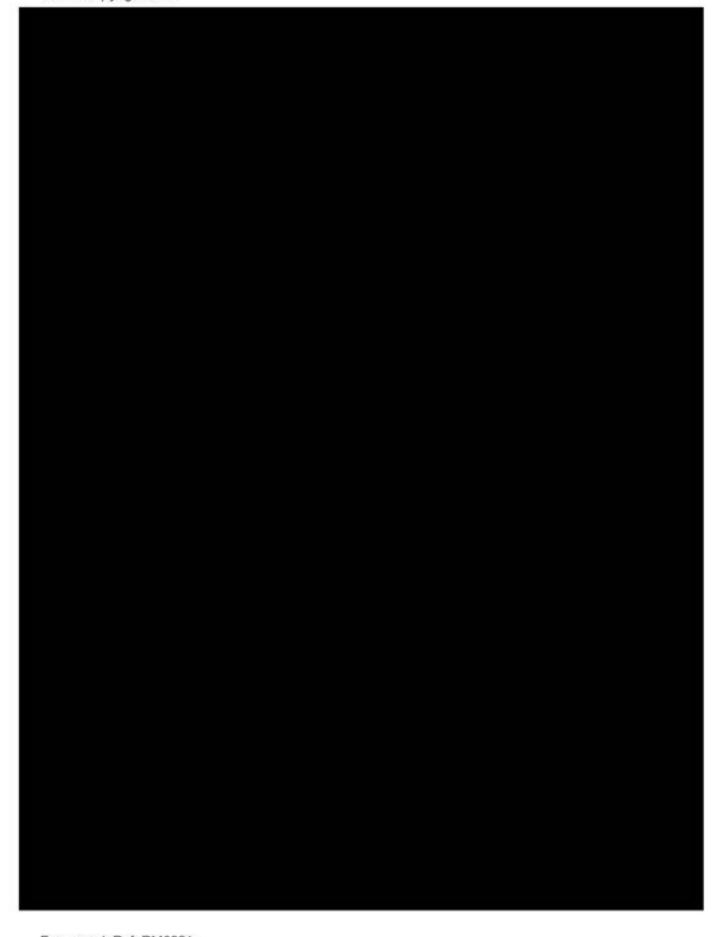
They will have to work effectively with other teams that may have a dependency on their workstream or vice versa.

# 2.6. Technical Scope

# 2.6.1. Core Technical Capabilities



# 2.6.2. Diagram of the Technical Scope



#### 2.6.3. Technical Scope Exclusions

The technical scope of this call-off contract is the current Azure hosted NHS.UK Platform. However as highlighted in other areas of this Statement of Requirements the Buyer wishes to work with a Supplier who can help it improve the effectiveness and efficiency of the way it delivers its business objectives via the NHS.UK Platform.

#### 2.6.4. Interoperability Considerations

As per Framework Schedule 1 (Specification) para 13.2, the Supplier is required to assist the Buyer in supporting the interoperability of its systems. This includes, when requested, working on systems and deliverables in support of a broader business objective circumstances in which the Supplier's skills, experience and knowledge will support the Buyer in the delivery of its wider business objectives. This may include (but is not limited) to the following activities (as described in Framework Schedule 1 (Specification) para 13.2.2):

- supporting service queries, requests, incident resolution.
- other development, test, assurance, and operation activities; and
- knowledge sharing and skillset transfer between teams (including Buyer teams and other suppliers.

The Buyer will agree with the Supplier when this Interoperability clause needs to be invoked, which for planning purpose it is assumed will be no more than 25% of the total resource effort/requirement outlined in this call-off contract.

#### 2.7. Requirements

The requirements appropriate to this call-off contract are to work proactively with the Buyers blended team to provide appropriate capabilities to deliver several 'transformation' based deliverables.

Transformation activity can be commissioned at any time and would relate to a significant change to the Product Roadmap rather than small scale incremental changes.

The objective of NHS.UK is to deliver functionality and services that address a number of needs for patients and clinicians. NHS.UK seeks to empower patients by giving themaccess to core NHS transactions services.

The Buyer has a requirement to secure a Supplier to:

- Deliver development services to the Buyer pursuant to Statement of Works (SOWs) agreed under the Call-Off Contract:
- Deliver such services across a range of NHS.UK products;
- Potentially deliver such services across different locations (as detailed in the applicable SOWs); and
- Deliver such services in a manner compliant with the terms and conditions of the Call-Off Contract, including without limitation the Buyer's requirements as further detailed in the contract Schedules.

The Buyer expects the Supplier to work with the Buyer team and:

 Work closely with NHS Digital in-house teams and contractors including solutions assurance teams and governance bodies such as the Enterprise Architecture Board

Call-Off Schedule 20 (Call-Off Specification) Call-Off Ref: C48811

Crown Copyright 2018

(EAB), Technical review board and Business Design Authority and Platforms directorate.

- The Buyer has a client-side management team in place that consists of a Head of Delivery, Head of Product, Head of Content Clinical Roles, Programme Manager, Head of Operations and Product & Delivery Managers.
- There are several NHS Digital staff undertaking Service Design, Content, Development and User Research roles across the programme that will need to be incorporated into the delivery teams.

In addition, the Buyer may need to build in some overlap time for key members of an existing supplier team to ensure that a full handover can be completed. The process for handover and timescales for this will be agreed with the successful supplier.

#### 2.8. Technical Constraints

Please see the current logical architecture in section 2.6.2 for a high-level view of the technologies currently in use within the service. Changes and additions are possible and can be discussed via the NHS.UK Technical Architecture Board but in principle we are not in favour of proliferation.

#### 2.9. Business Outcomes

The Supplier will be responsible for delivering several new features and functionality as prioritised on the product backlog.	Annex 3
The Buyer uses epics, stories, and tasks (recorded in Jira) to describe, track, manage and assure the work it is undertaking. Epics for making changes to the NHS.UK website and services will be derived from the NHS.UK Product roadmap.	

#### 2.10. Technical Exclusions

For the purpose of this call-off contract technical exclusions will apply in circumstances specified by the Buyer to ensure that the NHS.UK website design, development and delivery infrastructure and associated software, tools etc are not compromised or effort invested in developing technological capability which does not align with the Buyer's current delivery solution or service development and/or technology road map.

#### 3. Deliverables

This call-off contract is to support the delivery of the transformation roadmap that has been agreed with our commissioners in NHSx.  NHS.UK will be working on a number of transformation workstreams. The successful supplier will support the delivery of the following transformation workstreams:  • Find a Service – Aim is to enable users to easily find the support and services they need, and, where appropriate, refer themselves without relying on frontline services.	Annex 4
--	---------

Call-Off Schedule 20 (Call-Off Specification) Call-Off Ref: C48811

Crown Copyright 2018

- Directory of Services (DoS) / 111 Integration Delivery of a roadmap for DoS/111 and NHS.UK data integration with the long-term aim of reducing the duplication of information between the programmes, achieve cost efficiencies and make the system for updating service information more efficient for providers.
- NHS.UK publishing platform Deliver an MVP of a publication platform capable of delivering selected transactions and content into live service, despite those service elements have been wholly or largely authored without direct input from NHS.UK staff.
- COVID-19 Information and Services Make COVID-19 information and services available on NHS platforms.

This backlog is continually refined to reflect the evolving work and in the context of this call-off contract, the Supplier is responsible for the operational management of the sprint planning process, e.g. sprint planning, refinement of user stories.

We expect the supplier to either work in a blended team with existing colleagues or autonomously on any of these workstreams. The supplier will be expected to work flexibly and take on other activities if priorities change.

#### 3.1. Functional and Non-Functional Requirements

#### 3.1.1. Period (up to month N)

Functional Requirement	Related Requirement	Non-Functional
N/A	N/A	

# 3.2. Target Operating Model

During the duration of this call-off contract the Buyer's website and associated services will have to continue to support the needs of patients, health, and social care professional and practitioners and citizens in general. This will include:

- Continuing to increase the range of available services.
- Continuing to make improvements to existing services and the website.
- Alignment to the Secretary of State data and tech vision for healthcare; interoperability and openness, user needs, inclusion, privacy, and security.
- Supporting digitally enabled transformation through greater access services and data through the internal and external development of API's, citizen self-service and the requirement for health and social care professionals to access information at the point of need:
- Deliver reductions in:
  - Operating costs through increased efficiency and reductions in infrastructure and overhead costs
  - Tech debt through uplift of technology removing reliance on out of support hardware & software and reduction colocation hosting carbon footprint
  - Integration cost for suppliers thereby increasing opportunity for innovation
- Support increases in:
  - Clinical Safety through reductions in potential for errors, improving clinical safety and patient health outcomes.

- Security by uplifts to modern standards improving security and reducing the cost of fraud/cyber-attacks.
- Delivery velocity and reducing development timescales market.

Working with the Buyer (and potentially in some cases taking sole responsibility) to develop/implement change to the website and associated services will mean that the Supplier will play a significant part in the delivery of the outcomes highlighted above.

#### 3.3. Initial Statement/s of Work (SOW/s)

#### 3.3.1. SOW 001 - Find a Service

The NHS Services hub of the NHS website requires the Mental Health, Urgent Care and Sexual Health Service Finders to be brought in line with NHS.UK Service Manual standards. These legacy service finders need reviewing and improving to simplify user journeys.

NHS website service finding Service Engine Optimisation (SEO) needs to be improved as it is important for users finding services using search engines as well as the NHS.UK internal search.

The legacy service finders for Mental Health, Urgent Care and Mental Health do not currently meet Service Manual standards. The current Mental Health service finder does not give a clear indication as to which services are NHS and which services are private. Early discovery work conducted by NHS.UK has identified different ways in which users look to find Mental Health Services, and we do not currently meet these needs and therefore need to streamline these user journeys.

There is also an opportunity to improve user journey across our content pages, offering and signposting users service finders within existing content that will align with NHS.UK's content transformation strategy to triage users with greater accuracy and efficiency.

The sexual health triage tool also falls within service finders identified for improvement. Existing discoveries and prototypes need to be reviewed and new data requirements may be identified to improve user journeys. Public Health England require a more robust dataset that will improve the findability of remote sexual health services.

The three finders identified for improvement will require discoveries to understand user needs and what underlying data is needed to ensure that we can meet specific user needs. This discovery will feed into the DoS/111 integration work.

Once requirements have been identified, Service Finders will be built to meet user needs using the underlying data from the DoS/111 integration work.

#### 3.3.2. SOW 002 - DOS / 111 Integration

The Urgent & Emergency Care and NHS.UK directories of service have been historically developed as two separate systems, each mixing data from central sources with bespoke data collection.

This duplication of information has led to significant data quality issues and inefficiencies particularly as providers have had to update multiple systems to keep their information upto-date.

Both programmes are now working together to develop a single repository of information that will:

- Avoid unnecessary burden on NHS providers
- Avoid duplication of effort within NHS Digital
- Promote high data quality through pooling of requirements and incentives
- Ensure two national channels provide a single answer to a given question
- Converge on common standards to support more general interoperability

As part of this programme of work, improving the quality of mental health service information is key priority for both programmes.

Through this statement of work, our objective is to deliver a new data collection across NHS.UK and UEC for mental health services which will improve the findability of mental health services across 111 and NHS.UK platforms.

# 4. Key Milestones and Call-Off Deliverables

Key Milestone/ Deliverable	Description	Timeframe or Delivery Date
MS001	Onboard delivery teams	Aug 2021

#### 5. Responsibilities of the Parties

Both Buyer and Supplier have key roles in and are responsible (individually and crucially in partnership) for the successful delivery of the outcomes in this call-off contract, and Statements of Work related to it.

The Buyer has a client-side management team in place that consists of a Head of Delivery, Head of Product, Head of Content, Clinical Roles, Programme Managers, Head of Operations and Product & Delivery Managers. There are also several NHS Digital staff undertaking Service Design, Content, Development and User Research roles across the programme that will need to be incorporated into the delivery teams.

#### 6. Skills / Capabilities Profile

Although rates will be commercially evaluated based on a sample profile, the listing below is intended to provide the Supplier with an initial idea. It is not intended, at this level, to be definitive (individual Statements of Work should be more specific in this regard).

Resource Profile details are contained in:	Annex 5
--	---------

# Annex 1: Call-Off Schedule 20 - Target Sectors

HEALTH AND SOCIAL CARE SETTINGS	Tick boxe
Primary Care	Ÿ
Ambulance Services	Y
Secondary Care - Hospital Settings	Y
Pharmacy	Y
Mental Health	Y
Community Care - Childrens Services	Y
Community Care - Adult Services	Y
Public Health & Wellbeing	Y
Screening	Y
Social Care - Childrens Services	Y
Social Care - Adult Services	Y
Genomics	N
Health and Social Care Policy	N

Health Informatics	N
Medicines and Healthcare Products	N
Health and Social Care Regulation / Quality	N
Health Sector Education, Training and Workforce	N
Health and Social Care Research	N
Blood and Transplant Services	N
Independent Health Provision	N

HEALTH AND SOCIAL CARE SYSTEMS	
SPINE (Summary Care Record)	N
Screening Systems	N
Electronic Prescription Service (EPS)	N
Electronic Referral Service (ERS)	N
GP IT Systems & Services	N
Health and Social Care Mobile Apps	N
Health and Social Care Web Apps	N
Citizen Identification and Verification Services	N

Health System Infrastructure (email, etc)	N
Secondary Uses Services	N
Health Data Collection, Processing and Dissemination	N
Care Management Systems	N

1000

# Annex 2: Call-Off Schedule 20 - Technology Capabilities

Application Development	Tick boxes
	Y
Continuous Integration & Delivery Tools	
52 32	Y
Testing & Quality Assurance Tools	

siness Applications	Tick boxes
	N
Data Warehousing	
	Y
Enterprise Applications	
A-464 06511	N
Geospatial	
	Y
Project Management	

ustomer Management	Tick boxes
CRM	
	N
Enterprise Applications	

「Management	Tick boxes
	N
Middleware	
	N
Networking	
	N
Service Management	
	N
System Management	

IT Services	Tick boxes
Anti-Virus, Vulnerability Mgt & Monitoring	Y

	Y
Cloud Orchestration	4,000
	N
Encryption	
	N

(continued on next page)

rchitecture Tools  Iligent Business Process Management Suites  usiness Process Management  rchitecture Tools  rchitecture Tools  iscovery / Search  rameworks, Languages, & Libraries	Y
usiness Process Management  rchitecture Tools  iscovery / Search  rameworks, Languages, & Libraries	Y
usiness Process Management  rchitecture Tools  iscovery / Search  rameworks, Languages, & Libraries	Y
usiness Process Management  rchitecture Tools  iscovery / Search  rameworks, Languages, & Libraries	Y
usiness Process Management rchitecture Tools iscovery / Search rameworks, Languages, & Libraries	Y
rchitecture Tools iscovery / Search rameworks, Languages, & Libraries	Y
rchitecture Tools iscovery / Search rameworks, Languages, & Libraries	Y
rchitecture Tools iscovery / Search rameworks, Languages, & Libraries	Y
iscovery / Search rameworks, Languages, & Libraries	Y
iscovery / Search rameworks, Languages, & Libraries	2053
iscovery / Search rameworks, Languages, & Libraries	2053
rameworks, Languages, & Libraries	2053
rameworks, Languages, & Libraries	v
rameworks, Languages, & Libraries	v
	000000
	1190
entity & Access Management	
entity & Access Management	N
entity & Access Management	
	Y
	3.50
on-Relational Databases	
	Y
orformance & Augilability Manitorine	
erformance & Availability Monitoring	Y
	2000
elational Databases	
	N
erver Technology	N.
	N
erver/Desktop OS	
	Y
	1,000
erverless	v
	Y
ource Code Management	
	N
torage rtualisation & Containerisation	

Visualisation Tools	N
	N
Web Analytics	3

#### Annex 3: Call-Off Schedule 20 - EPIC Template

The Supplier will be responsible for delivering several new features and functionality as prioritised on the product backlog.

The Buyer uses epics, stories, and tasks (recorded in Jira) to describe, track, manage and assure the work it is undertaking. Epics for making changes to the NHS.UK website and services will be derived from the NHS.UK Product roadmap.

The Supplier is required to deliver the following outcomes:

 Delivery of new features. The Supplier will be responsible for delivering several new features and functionality as prioritised on the product backlog. These may relate to the current workstreams as set out on the product backlog or high priority COVID-19 deliverables.

From a tee shirt sizing perspective, all features are likely to be medium, large and extra large.

#### Annex 4: Call-Off Schedule 20 - Product Backlog Item List

This call-off contract is to support the delivery of the transformation roadmap that has been agreed with our commissioners in NHSx.

NHS.UK will be working on several transformation workstreams. The successful supplier will support the delivery of the following transformation workstreams:

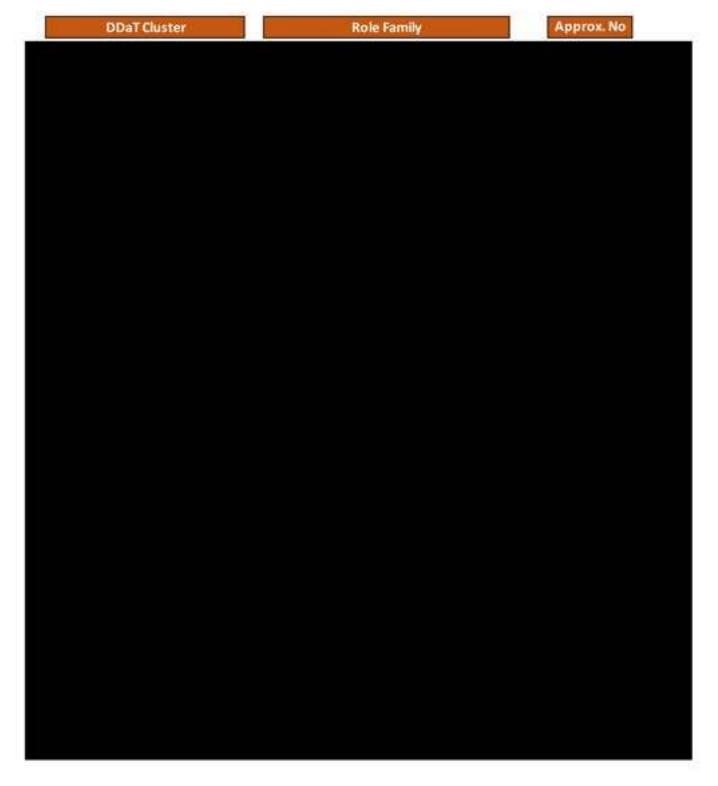
- Find a Service Aim is to enable users to easily find the support and services they need, and, where appropriate, refer themselves without relying on frontline services.
- Directory of Services (DoS) / 111 Integration Delivery of a roadmap for DoS/111 and NHS.UK data integration with the long-term aim of reducing the duplication of information between the programmes, achieve cost efficiencies and make the system for updating service information more efficient for providers.
- NHS.UK publishing platform Deliver an MVP of a publication platform capable of delivering selected transactions and content into live service, despite those service elements have been wholly or largely authored without direct input from NHS.UK staff.
- COVID-19 Information and Services Make COVID-19 information and services available on NHS platforms.

This backlog is continually refined to reflect the evolving work and in the context of this calloff contract, the Supplier is responsible for the operational management of the sprint planning process, e.g. sprint planning, refinement of user stories.

We expect the supplier to either work in a blended team with existing colleagues or autonomously on any of these workstreams. The supplier will be expected to work flexibly and take on other activities if priorities change.

#### Annex 5: Call-Off Schedule 20 - Resource Profile

Although rates will be commercially evaluated on the basis of a sample profile, the listing below is intended to provide the Supplier with an initial idea. It is not intended, at this level, to be definitive (individual Statements of Work should be more specific in this regard).



Call-Off Ref: C48811 Crown Copyright 2018

# Call-Off Schedule 24 (Health Probity)

#### 1 Definitions

1.1 In this Schedule, the following words shall have the following meanings and they shall supplement Joint Schedule 1 (Definitions):

"Account Management Team"	has the meaning given to it in paragraph 3.4.1(e);
"Bid Team"	means the group of individuals tasked with compiling a formal proposal for Deliverables under the Contract in response to procurement activity and any supporting personnel;
"Operational Team"	means the technical and operational team assigned to supplying Deliverables under the Contract and any supporting personnel;
"Probity Policy"	means the probity policy set out in paragraph 3 of this schedule; and
"Probity Policy Agreement"	means the agreement to be signed by the Supplier to confirm that the Supplier will comply with the Probity Policy in respect of a Further Competition Procedure and which is set out at Annex 1 to this Schedule.
"Wider Bidder Organisation"	means the organisation, as a legal entity as part of a wider parent group, supplying Deliverables under the Contract or bidding in a future Further Competition Procedure(s).

# 2 Background

- 2.1 Where the Supplier is providing Deliverables under the Call-Off Contract and intends to be involved in a Further Competition Procedure under the Framework Contract which has any connection with those Deliverables, the Supplier shall put in place steps to ensure due probity including the erection of ethical walls, obligations to protect and, if required, provide as appropriate specific information to the Buyer.
- 2.2 Notwithstanding paragraph 2.1, if the Buyer determines the Supplier is in a position of potential competitive advantage compared with other suppliers as a result of performing related activities, the Buyer shall notify the Supplier. In such circumstances, the Supplier shall comply with any such probity measures reasonably proposed by the Buyer.
- 2.3 Where probity measures are to be put in place, the Supplier shall complete, sign and return a copy of the Probity Policy Agreement found at Annex 1 to this Schedule.

Framework Ref: RM6221

1

Call-Off Ref: C48811 Crown Copyright 2018

- 2.4 The Buyer may at any point during the Framework Contract Period invoke the full provisions of the Probity Policy if the Buyer deems it possible that a Further Competition Procedure may follow.
- 2.5 Each Probity Policy Agreement signed by a Supplier shall continue in force in respect of the Supplier until the conclusion of the Further Competition Procedure in connection with which the Supplier has signed a Probity Policy Agreement. For the avoidance of doubt, from conclusion of the relevant Further Competition Procedure, members of the Operational Team shall be permitted to work on the technical and operational service for the Buyer.
- 2.6 Until the Supplier gives notice in writing to the Buyer that it does not wish to participate in a Further Competition Procedure in accordance with Framework Schedule 7 (Call-Off Award Procedure), the Supplier shall be deemed a potential bidder in respect of the relevant Further Competition Procedure and the full terms of the Probity Policy shall apply.
- The Probity Policy shall apply to any Further Competition Procedure arising from the Framework Contract.
- 2.8 The Buyer shall nominate a single point of contact within the Buyer's organisation for the purposes of managing the processes set out herein and notify the Supplier of the same.

# 3 Probity Policy

#### 3.1 Introduction

- 3.1.1 The Buyer is committed to undertaking the award of public contracts consistent with principles of transparency and fair, equal, and nondiscriminatory treatment of bidders as reflected in applicable procurement rules.
- 3.1.2 This Probity Policy sets out the specific working practices the Buyer will expect a Supplier to comply with, during the course of all Further Competition Procedures where the Supplier might otherwise have an unfair competitive advantage as a result of involvement in work leading to the Further Competition Procedure.
- 3.1.3 It is a condition of participation in any of the Further Competition Procedures that each Supplier complies with the specific responsibilities set out in this Probity Policy. Failure to comply with the Probity Policy may result in exclusion from any or all Further Competition Procedures where there are no other means to ensure compliance with the Buyer's duty to treat bidders equally.

# 3.2 Supplier responsibility to ensure compliance

3.2.1 Should the Supplier wish to bid under a Further Competition Procedure for the provision of Deliverables which are the same as or similar to Deliverables provided by the Supplier under an existing Call-Off Contract, the Supplier shall ensure that:

Call-Off Ref: C48811 Crown Copyright 2018

- it creates information barriers between their Bid Team and any of their Operational Team(s) working on existing Call-Off Contracts held by the Supplier in order to minimise unfair knowledge sharing; and
- (b) it notifies to the Buyer any material documentation and information, Deliverables or both arising from any preparatory phase that might otherwise constitute a competitive advantage and, if requested, shall provide such documentation, information or Deliverables to the Buyer.
- 3.2.2 The Buyer reserves the right to request that the Supplier at any time demonstrates its compliance with the requirements of the Probity Policy.

# 3.3 Sharing information

- 3.3.1 The Supplier shall provide such information that is relevant to the Further Competition Procedure regarding the Deliverables (if any) that the Supplier provides, or has already provided at an earlier stage, to the Buyer as an existing supplier, as may be reasonably requested by the Buyer from time to time and on the understanding that this information may be passed on by the Buyer, in full or in part, to facilitate an equal competition between bidders in relation to Further Competition Procedures (with the exception of Supplier Commercially Sensitive Information). This information must be provided by the Supplier at its own cost in a standard electronic format (e.g. MS-Office application files) or via participation in meetings, workshops or similar at the discretion of the Buyer.
- 3.3.2 Information must not be passed by the Supplier's Operational Team to their Bid Team(s). The Bid Team must not involve members of the Operational Team. The exception to this rule, for sharing or passing of information between teams, is that prior written permission is attained from the Buyer.
- 3.3.3 Each Supplier must treat all other suppliers equally and must not discriminate against any other entity or individual, at all times, in the context of requests for information made to the Buyer pursuant to this Probity Policy. All information to be shared between bidders must be sent to the Buyer who shall thereafter share the information with other suppliers as necessary.
- 3.3.4 The Buyer reserves the right to share budget information, planned resource profiles and other cost information (excluding Commercially Sensitive Information) to bidders if such information would otherwise confer an advantage to the Supplier.
- 3.3.5 Suppliers shall be aware that the provisions of FOIA may apply to information that forms the subject matter of this Probity Policy and understand that the provisions of FOIA shall take precedence over any term of this Probity Policy. The Buyer acknowledges that pursuant to the Code of Practice on the Discharge of the Functions of Public Authorities

Call-Off Ref: C48811 Crown Copyright 2018

> under Part I of FOIA, where it receives a request under FOIA which relates to information whose disclosure may cause adverse impact on a Supplier, it is under a duty to:

- seek the views of the Supplier prior to making any disclosure, in particular to assist in determining whether the information falls within the exemptions at Section 41 or 43 under FOIA; and
- (b) take due account of any views of the Supplier when determining whether such information falls within the Section 41 or 43 exemptions and thereby whether disclosure of such information should occur under FOIA.

# 3.4 Suppliers to control flow of information

- 3.4.1 Where a Supplier, or any Subcontractor, agent or member of that Supplier or an Affiliate is directly involved in the provision or management or delivery of Deliverables under the Contract with the Buyer, the Supplier shall establish internal communications barriers providing separation between different teams within the Supplier organisation compliant with the procedures set out below. Where the Supplier believes that it is not possible to comply with all of the procedures set out below the Supplier shall notify the Buyer and the Buyer shall work with the Supplier to ensure that the procedures below are implemented to the fullest extent practicable.
- (a) Physical and Organisational Separation

There must be appropriate barriers and a clear and regulated communications procedure consistent with the principles in this Probity Policy between individuals who are involved, directly or indirectly, in putting together a bid or proposal and any individuals in the Supplier organisation who are directly involved in the provision or management of Deliverables under a Call-Off Contract to the Buyer.

- (b) Communications between the Operational Team and the Bid Team
  - Individuals in the Bid Team may not discuss any aspect of the Further Competition Procedure or consult with individuals in the Operational Team except under circumstances deemed appropriate by the Buyer.
- (c) Communications between the Wider Bidder Organisation and the Bid Team

The Supplier shall ensure that prior to any individuals in the Bid Team receiving information relating to the Further Competition Procedure from individuals in the Wider Bidder Organisation who are indirectly involved in the provision or management of Deliverables under any Call-Off Contract with the Buyer, they shall obtain the written permission of the Buyer. After receiving each such request, the Buyer shall review the information and may, at its sole discretion, give permission for the disclosure to the Bid Team and/or may make all or any part of that

Call-Off Ref: C48811 Crown Copyright 2018

information available to other Suppliers in accordance with paragraph 3.3.4.

# (d) Information Systems

Any information held by the Supplier in any form (including electronic) which relates to Deliverables related to the Further Competition Procedure currently or potentially to be provided by the Wider Bidder Organisation to the Buyer shall not be made available to (or otherwise be accessible by) the Bid Team other than in accordance with the provisions of this Probity Policy.

# (e) Bidder Account Management Role

If a Supplier retains a team to manage its commercial relationship with the Buyer at corporate or at client group level (the "Account Management Team"), individuals in that Account Management Team shall be permitted to supervise the activities of the Bid Team and the Operational Team, but shall only communicate information between those teams in strict accordance with this Probity Policy. For the avoidance of doubt, this excludes sharing of cost estimates, planning information, budgets, etc. unless the Buyer has agreed to share such information with all bidders in a Further Competition Procedure.

# (f) Bid Team Organisation

No single individual forming part of the Bid Team may perform any other role (full or part time) in the provision or management of Deliverables to the Buyer (as part of the Operational Team or otherwise). For the avoidance of doubt, this paragraph shall not prevent individuals within the Supplier's organisation from participating in more than one bid to the Buyer at any one time.

#### (g) Changes to the Bid Team

Within 7 days of receipt of the invitation to participate in the relevant Further Competition Procedure(s) the Supplier shall provide the Buyer with a list of those individuals forming the Bid Team. In accordance with the generality of the principles contained in this Probity Policy, if in exceptional circumstances the Supplier intends to make any changes to the membership of the Bid Team, it shall promptly seek the prior consent of the Buyer (such consent not to be unreasonably withheld or delayed).

#### (h) Compliance with the Policy

The Supplier's Compliance Officer shall be responsible for the Supplier's compliance with this Probity Policy. The Supplier's Compliance Officer shall discuss any difficulty in complying with this Probity Policy with the Compliance Officer. Each Supplier must ensure that all individuals in the Wider Bidder Organisation engaged at any time in the provision or management of Deliverables to or for the Buyer under a Call-Off Contract (including the members of the Account Management Team, the Bid

Call-Off Ref: C48811 Crown Copyright 2018

> Team and the Operational Team) are appropriately briefed regarding this Probity Policy and agree to adhere strictly to this Probity Policy.

#### 4 Potential or Actual Breach

- 4.1 The Operational Team and/or the Bid Team (as applicable) shall (through the Compliance Officer) notify the Buyer immediately on becoming aware of or suspecting a breach of this Probity Policy. The Buyer will then assess the potential impact of the breach and agree with the Supplier subsequent actions (such as a joint review or other step that the Buyer deems necessary) to be taken by the Supplier and/or the Buyer to mitigate the breach.
- 4.2 Where a breach of this Probity Policy has occurred the Supplier hereby acknowledges and agrees that the Buyer may take such actions as it deems necessary, which may include, subject to any other existing rights that the Buyer may have under the Further Competition Procedure and at the discretion of the Buyer, the disqualification of the Supplier from the Further Competition Procedure.
- 4.3 In addition, the Supplier acknowledges that any breach of this Probity Policy by the Operational Team and/or Bid Team may result in legal proceedings being commenced against the Supplier including a claim for the recovery of any losses or damages incurred by the Buyer as a direct consequence of that breach.

Call-Off Ref: C48811 Crown Copyright 2018

# Annex 1

# PROBITY POLICY AGREEMENT

BJSS Limited 1 Whitehall Quay Leeds England, LS1 4HR

Dear BJSS

Ref: C38911 NHS UK

NHS Digital (the "Buyer") is currently planning and undertaking a Further Competition Procedure under the Digital Capability for Health (RM6221) ("Contract"). You may wish to participate in the further procurement process.

You will appreciate that a key issue in any procurement strategy is to ensure that it is conducted with due probity, in particular it is imperative that any Supplier who is already engaged in providing services to the Buyer is structured such that it does not undermine the ability of the Buyer to hold a fair competition. It is important that there is a transparency in the engagement process, and suitable counter measures in place, to ensure that the procurement provides each supplier under the Contract with an equality of treatment and opportunity.

As a supplier under the Contract, these principles and safeguards are applicable to how we regulate the participation of your company in Further Competition Procedures and are enshrined in the Probity Policy set out in Call-Off Schedule [24] (Probity) to the Call-Off Contract.

Please arrange for a suitably authorised representative of your organisation to countersign the enclosed copy of this letter to confirm your company's acceptance of the terms of the Probity Policy and that you will comply with its terms and shall procure that Subcontractors where applicable comply with the terms.

Please keep one copy of this document for your records and return one copy to the Buyer at the above address.

Yours sincerely,

NHS Digital

Call-Off Ref: C48811 Crown Copyright 2018

For and on behalf of BJSS Limited, I confirm our acceptance of the terms of the letter and the Probity Policy.

Countersigned by:	
Name:	
Position:	
Telephone:	
Date:	

# Joint Schedule 7 (Financial Difficulties)

#### 1. Definitions

1.1 In this Schedule, the following words shall have the following meanings and they shall supplement Joint Schedule 1 (Definitions):

"Credit Rating Threshold" the minimum credit rating level for the Monitored Company as set out in Annex 2 and

"Financial Distress Event" the occurrence or one or more of the following events:

- a) the credit rating of the Monitored Company dropping below the applicable Credit Rating Threshold;
- the Monitored Company issuing a profits warning to a stock exchange or making any other public announcement about a material deterioration in its financial position or prospects;
- there being a public investigation into improper financial accounting and reporting, suspected fraud or any other impropriety of the Monitored Company;
- Monitored Company committing a material breach of covenant to its lenders:
- a Key Subcontractor (where applicable) notifying CCS that the Supplier has not satisfied any sums properly due under a specified invoice and not subject to a genuine dispute; or
- f) any of the following:
  - commencement of any litigation against the Monitored Company with respect to financial indebtedness or obligations under a contract;
  - ii) non-payment by the Monitored Company of any financial indebtedness;
  - any financial indebtedness of the Monitored Company becoming due as a result of an event of default; or

#### Joint Schedule 7 (Financial Difficulties) Crown Copyright 2018

 iv) the cancellation or suspension of any financial indebtedness in respect of the Monitored Company

in each case which CCS reasonably believes (or would be likely reasonably to believe) could directly impact on the continued performance of any Contract and delivery of the Deliverables in accordance with any Call-Off Contract;

"Financial Distress Service Continuity Plan" a plan setting out how the Supplier will ensure the continued performance and delivery of the Deliverables in accordance with [each Call-Off] Contract in the event that a Financial Distress Event occurs:

"Monitored Company" Supplier or any Key Subcontractor

"Rating Agencies"

the rating agencies listed in Annex 1.

# 2. When this Schedule applies

- 2.1 The Parties shall comply with the provisions of this Schedule in relation to the assessment of the financial standing of the Monitored Companies and the consequences of a change to that financial standing.
- 2.2 The terms of this Schedule shall survive:
  - 2.2.1 under the Framework Contract until the later of (a) the termination or expiry of the Framework Contract or (b) the latest date of termination or expiry of any call-off contract entered into under the Framework Contract (which might be after the date of termination or expiry of the Framework Contract); and
  - 2.2.2 under the Call-Off Contract until the termination or expiry of the Call-Off Contract.

#### 3. What happens when your credit rating changes

- 3.1 The Supplier warrants and represents to CCS that as at the Start Date the long term credit ratings issued for the Monitored Companies by each of the Rating Agencies are as set out in Annex 2.
- 3.2 The Supplier shall promptly (and in any event within five (5) Working Days) notify CCS in writing if there is any downgrade in the credit rating issued by any Rating Agency for a Monitored Company.
- 3.3 If there is any downgrade credit rating issued by any Rating Agency for the Monitored Company the Supplier shall ensure that the Monitored Company's auditors thereafter provide CCS within 10 Working Days of the end of each Contract Year and within 10 Working Days of written request by CCS (such requests not to exceed 4 in any Contract Year) with sufficient working accounts to allow further validation of financial status to be undertaken.

## Joint Schedule 7 (Financial Difficulties) Crown Copyright 2018

- 3.4 The Supplier shall:
  - 3.4.1 regularly monitor the credit ratings of each Monitored Company with the Rating Agencies; and
  - 3.4.2 promptly notify (or shall procure that its auditors promptly notify) CCS and Buyers in writing following the occurrence of a Financial Distress Event or any fact, circumstance or matter which could cause a Financial Distress Event and in any event, ensure that such notification is made within 10 Working Days of the date on which the Supplier first becomes aware of the Financial Distress Event or the fact, circumstance or matter which could cause a Financial Distress Event.
- 3.5 For the purposes of determining whether a Financial Distress Event has occurred the credit rating of the Monitored Company shall be deemed to have dropped below the applicable Credit Rating Threshold if any of the Rating Agencies have rated the Monitored Company at or below the applicable Credit Rating Threshold.

#### 4. What happens if there is a financial distress event

- 4.1 In the event of a Financial Distress Event then, immediately upon notification of the Financial Distress Event (or if CCS becomes aware of the Financial Distress Event without notification and brings the event to the attention of the Supplier), the Supplier shall have the obligations and CCS shall have the rights and remedies as set out in Paragraphs 4.3 to 4.6.
- 4.2 In the event that a Financial Distress Event arises due to a Key Subcontractor notifying CCS that the Supplier has not satisfied any sums properly due under a specified invoice and not subject to a genuine dispute then, CCS shall not exercise any of its rights or remedies under Paragraph 4.3 without first giving the Supplier ten (10) Working Days to:
  - 4.2.1 rectify such late or non-payment; or
  - 4.2.2 demonstrate to CCS's reasonable satisfaction that there is a valid reason for late or non-payment.
- 4.3 The Supplier shall and shall procure that the other Monitored Companies shall:
  - 4.3.1 at the request of CCS meet CCS as soon as reasonably practicable (and in any event within three (3) Working Days of the initial notification (or awareness) of the Financial Distress Event) to review the effect of the Financial Distress Event on the continued performance of each Contract and delivery of the Deliverables in accordance each Call-Off Contract; and
  - 4.3.2 where CCS or Buyers reasonably believes (taking into account the discussions and any representations made under Paragraph 4.3.1 which CCS may share with Buyers) that the Financial Distress Event could impact on the continued performance of each Contract and delivery of the Deliverables in accordance with each Call-Off Contract:

- submit to CCS for its Approval, a draft Financial Distress Service Continuity Plan as soon as reasonably practicable (and in any event, within ten (10) Working Days of the initial notification (or awareness) of the Financial Distress Event);
- (b) provide such financial information relating to the Monitored Company as CCS may reasonably require.
- 4.4 If CCS does not (acting reasonably) approve the draft Financial Distress Service Continuity Plan, it shall inform the Supplier of its reasons and the Supplier shall take those reasons into account in the preparation of a further draft Financial Distress Service Continuity Plan, which shall be resubmitted to CCS within five (5) Working Days of the rejection of the first or subsequent (as the case may be) drafts. This process shall be repeated until the Financial Distress Service Continuity Plan is Approved by CCS or referred to the Dispute Resolution Procedure.
- 4.5 If CCS considers that the draft Financial Distress Service Continuity Plan is insufficiently detailed to be properly evaluated, will take too long to complete or will not remedy the relevant Financial Distress Event, then it may either agree a further time period for the development and agreement of the Financial Distress Service Continuity Plan or escalate any issues with the draft Financial Distress Service Continuity Plan using the Dispute Resolution Procedure.
- 4.6 Following Approval of the Financial Distress Service Continuity Plan by CCS, the Supplier shall:
  - 4.6.1 on a regular basis (which shall not be less than Monthly), review the Financial Distress Service Continuity Plan and assess whether it remains adequate and up to date to ensure the continued performance each Contract and delivery of the Deliverables in accordance with each Call-Off Contract;
  - 4.6.2 where the Financial Distress Service Continuity Plan is not adequate or up to date in accordance with Paragraph 4.6.1, submit an updated Financial Distress Service Continuity Plan to CCS for its Approval, and the provisions of Paragraphs 4.5 and 4.6 shall apply to the review and Approval process for the updated Financial Distress Service Continuity Plan; and
  - 4.6.3 comply with the Financial Distress Service Continuity Plan (including any updated Financial Distress Service Continuity Plan).
- 4.7 Where the Supplier reasonably believes that the relevant Financial Distress Event (or the circumstance or matter which has caused or otherwise led to it) no longer exists, it shall notify CCS and subject to the agreement of the Parties, the Supplier may be relieved of its obligations under Paragraph 4.6.
- 4.8 CCS shall be able to share any information it receives from the Buyer in accordance with this Paragraph with any Buyer who has entered into a Call-Off Contract with the Supplier.

# 5. When CCS or the Buyer can terminate for financial distress

- 5.1 CCS shall be entitled to terminate this Contract and Buyers shall be entitled to terminate their Call-Off Contracts for material Default if:
  - 5.1.1 the Supplier fails to notify CCS of a Financial Distress Event in accordance with Paragraph 3.4;
  - 5.1.2 CCS and the Supplier fail to agree a Financial Distress Service Continuity Plan (or any updated Financial Distress Service Continuity Plan) in accordance with Paragraphs 4.3 to 4.5;
  - 5.1.3 in the case of the Buyer, the Supplier fails to agree a Financial Service Continuity Plan (or any updated Financial Distress Service Continuity Plan) that ensures the continued performance of the Contract and delivery of the Deliverables under its Contract; and/or
  - 5.1.4 the Supplier fails to comply with the terms of the Financial Distress Service Continuity Plan (or any updated Financial Distress Service Continuity Plan) in accordance with Paragraph 4.6.3.

# 6. What happens If your credit rating is still good

- 6.1 Without prejudice to the Supplier's obligations and CCS' and the Buyer's rights and remedies under Paragraph 5, if, following the occurrence of a Financial Distress Event, the Rating Agencies review and report subsequently that the credit ratings do not drop below the relevant Credit Rating Threshold, then:
  - 6.1.1 the Supplier shall be relieved automatically of its obligations under Paragraphs 4.3 to 4.6; and
  - 6.1.2 CCS shall not be entitled to require the Supplier to provide financial information in accordance with Paragraph 4.3.2(b).

# ANNEX 1: RATING AGENCIES

**DUN & BRADSTREET** 

# ANNEX 2: CREDIT RATINGS & CREDIT RATING THRESHOLDS

# Part 1: Current Rating

Entity	Credit rating (long term)		
Supplier	Dun & Bradstreet, failure score threshold of 55		
Key Subcontractor	Dun & Bradstreet, failure score threshold of 55		

# Joint Schedule 5 (Corporate Social Responsibility)

# 1. What we expect from our Suppliers

- 1.1 In September 2017, HM Government published a Supplier Code of Conduct setting out the standards and behaviours expected of suppliers who work with government.
  - (https://www.gov.uk/government/uploads/system/uploads/attachment\_data/fi le/646497/2017-09-
  - 13 Official Sensitive Supplier Code of Conduct September 2017.pdf)
- 1.2 CCS expects its suppliers and subcontractors to meet the standards set out in that Code. In addition, CCS expects its suppliers and subcontractors to comply with the standards set out in this Schedule.
- 1.3 The Supplier acknowledges that the Buyer may have additional requirements in relation to corporate social responsibility. The Buyer expects that the Supplier and its Subcontractors will comply with such corporate social responsibility requirements as the Buyer may notify to the Supplier from time to time.

# 2. Equality and Accessibility

- 2.1 In addition to legal obligations, the Supplier shall support CCS and the Buyer in fulfilling its Public Sector Equality duty under section 149 of the Equality Act 2010 by ensuring that it fulfils its obligations under each Contract in a way that seeks to:
  - eliminate discrimination, harassment or victimisation of any kind; and
  - 2.1.2 advance equality of opportunity and good relations between those with a protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage and civil partnership) and those who do not share it.

#### 3. Modern Slavery, Child Labour and Inhumane Treatment

"Modern Slavery Helpline" means the mechanism for reporting suspicion, seeking help or advice and information on the subject of modern slavery available online at <a href="https://www.modernslaveryhelpline.org/report">https://www.modernslaveryhelpline.org/report</a> or by telephone on 08000 121 700.

#### 3.1 The Supplier:

- shall not use, nor allow its Subcontractors to use forced, bonded or involuntary prison labour;
- 3.1.2 shall not require any Supplier Staff to lodge deposits or identify papers with the employer and shall be free to leave their employer after reasonable notice:

- 3.1.3 warrants and represents that it has not been convicted of any slavery or human trafficking offences anywhere around the world;
- 3.1.4 warrants that to the best of its knowledge it is not currently under investigation, inquiry or enforcement proceedings in relation to any allegation of slavery or human trafficking offenses anywhere around the world:
- 3.1.5 shall make reasonable enquires to ensure that its officers, employees and Subcontractors have not been convicted of slavery or human trafficking offenses anywhere around the world;
- 3.1.6 shall have and maintain throughout the term of each Contract its own policies and procedures to ensure its compliance with the Modern Slavery Act and include in its contracts with its Subcontractors anti-slavery and human trafficking provisions;
- 3.1.7 shall implement due diligence procedures to ensure that there is no slavery or human trafficking in any part of its supply chain performing obligations under a Contract;
- 3.1.8 shall prepare and deliver to CCS, an annual slavery and human trafficking report setting out the steps it has taken to ensure that slavery and human trafficking is not taking place in any of its supply chains or in any part of its business with its annual certification of compliance with Paragraph 3;
- 3.1.9 shall not use, nor allow its employees or Subcontractors to use physical abuse or discipline, the threat of physical abuse, sexual or other harassment and verbal abuse or other forms of intimidation of its employees or Subcontractors;
- 3.1.10 shall not use or allow child or slave labour to be used by its Subcontractors;
- 3.1.11 shall report the discovery or suspicion of any slavery or trafficking by it or its Subcontractors to CCS, the Buyer and Modern Slavery Helpline.

# 4. Income Security

#### 4.1 The Supplier shall:

- 4.1.1 ensure that that all wages and benefits paid for a standard working week meet, at a minimum, national legal standards in the country of employment;
- 4.1.2 ensure that all Supplier Staff are provided with written and understandable Information about their employment conditions in respect of wages before they enter;
- 4.1.3 ensure all workers shall be provided with written and understandable Information about their employment conditions in respect of wages before they enter employment and about the particulars of their wages for the pay period concerned each time that they are paid;

# Joint Schedule 5 (Corporate Social Responsibility)

Crown Copyright 2018

- 4.1.4 not make deductions from wages:
  - (a) as a disciplinary measure
  - (b) except where permitted by law; or
  - (c) without expressed permission of the worker concerned;
- record all disciplinary measures taken against Supplier Staff;
   and
- 4.1.6 ensure that Supplier Staff are engaged under a recognised employment relationship established through national law and practice.

# 5. Working Hours

- 5.1 The Supplier shall:
  - 5.1.1 ensure that the working hours of Supplier Staff comply with national laws, and any collective agreements;
  - 5.1.2 that the working hours of Supplier Staff, excluding overtime, shall be defined by contract, and shall not exceed 48 hours per week unless the individual has agreed in writing;
  - 5.1.3 ensure that use of overtime used responsibly, taking into account:
    - (a) the extent;
    - (b) frequency; and
    - (c) hours worked;

by individuals and by the Supplier Staff as a whole;

- 5.2 The total hours worked in any seven day period shall not exceed 60 hours, except where covered by Paragraph 5.3 below.
- 5.3 Working hours may exceed 60 hours in any seven day period only in exceptional circumstances where all of the following are met:
  - 5.3.1 this is allowed by national law;
  - 5.3.2 this is allowed by a collective agreement freely negotiated with a workers' organisation representing a significant portion of the workforce;
    - appropriate safeguards are taken to protect the workers' health and safety; and
  - 5.3.3 the employer can demonstrate that exceptional circumstances apply such as unexpected production peaks, accidents or emergencies.
- 5.4 All Supplier Staff shall be provided with at least one (1) day off in every seven (7) day period or, where allowed by national law, two (2) days off in every fourteen (14) day period.

# Joint Schedule 5 (Corporate Social Responsibility) Crown Copyright 2018

# 6. Sustainability

6.1 The Supplier shall meet the applicable Government Buying Standards applicable to Deliverables which can be found online at:

https://www.gov.uk/government/collections/sustainable-procurement-thegovernment-buying-standards-gbs

## Section 2 Annex 1 -Initial Statement of Work 1

## 1. STATEMENT OF WORK ("SOW") DETAILS

Upon execution, this SOW forms part of the Call-Off Contract (reference below).

The Parties will execute a SOW for each set of Buyer Deliverables required. Any ad-hoc Deliverables requirements are to be treated as individual requirements in their own right and the Parties should execute a separate SOW in respect of each, or alternatively agree a variation to an existing SOW.

All SOWs must fall within the Specification and provisions of the Call-Off Contact.

The details set out within this SOW apply only in relation to the Deliverables detailed herein and will not apply to any other SOWs executed or to be executed under this Call-Off Contract, unless otherwise agreed by the Parties in writing.

Date of SOW:	19/05/2021
SOW Title:	Find a Service
SOW Reference:	SOW 001
Call-Off Contract Reference:	Con_xxx
SOW Start Date:	Aug 2021
SOW End Date:	April 2022
Duration of SOW:	8 Months

## 2. SOW CONTRACT SPECIFICATION - PROGRAMME CONTEXT

Framework Ref: RM6221 Project Version: v1.0 Model Version: v3.0

SOW Deliverables Background	The NHS Services hub of the NHS website requires the Mental Health, Urgent Care and Sexual Health Service Finders to be brought in line with NHS.UK Service Manual standards. These legacy service finders need reviewing and improving to simplify user journeys.  NHS website service finding SEO needs to be improved as it is important for users finding services using search engines as well as the NHS.UK internal search.  The legacy service finders for Mental Health, Urgent Care and Mental Health don't currently meet Service Manual standards. The current Mental Health service finder does not give a clear indication as to what services are NHS and what services are private. Early discovery work conducted by NHS.UK as identified different ways in which users look to find Mental Health Services, and we do not currently meet these needs and need to streamline these user journeys.  There is also an opportunity to improve user journey across our content pages, offering and signposting users service finders within existing content that will align with NHS.UK's content transformation strategy to triage users with greater accuracy and efficiency.  The sexual health triage tool also falls within service finders identified for improvement. Existing discoveries and prototypes need to be reviewed and new data requirements may be identified to improve user journeys. PHE require a more robust dataset that will improve the findability of remote sexual health services.  The three finders identified for improvement will require discoveries to understand user needs and what underlying data is needed to ensure that we can meet specific user needs. This discovery will feed into the DoS/111 integration work.  Once requirements have been identified, Service Finders will be built to meet user needs using the underlying data from the DoS/111 integration work.
Delivery phase(s)	Discovery, Alpha, Beta and Live,
Overview of Requirement	Working proactively and collaboratively with the Buyer's own resources (to form a blended/rainbow team) to deliver the requirements detailed above.

# Accountability Models

Please tick the Accountability Model(s) that shall be used under this

Statement of Work: Sole Responsibility: N

Self-Directed Team: N

Rainbow Team: Y

## 3. BUYER REQUIREMENTS - SOW DELIVERABLES

# Outcome Description

The three service finders identified for improvement each require a 6-to-8week discovery whereby existing research is validated. Other teams across the programme will need to be consulted to understand user journeys within the site.

Once discoveries have been conducted and findings have been signed off, requirements will be passed to the DoS/111 workstream who will work concurrently to build requirements for the Find a Service team to deliver front end functionality so users can find services that meet their needs.

Milestone Ref	Milestone Description	Acceptance Criteria	Due date
MS01	Onboard delivery team to give context around the existing find a service product and align them to NHS.UK Service Manual standards.		July 2021
MS02		Discovery outputs and user requirements to be signed off by Senior Leadership Team (SLT)	August 2021

Framework Ref: RM6221 Project Version: v1.0 Model Version: v3.0 Framework Schedule 6A (Health Order Form Template, Statement of Work Template and Call-Off Schedules) - Version 1.0 RM6221 Call-Off Ref: Crown Copyright 2018

MS03	Design and build product iterations to enable users of the Mental Health Service finders to accurately find Mental Health services best suited to their needs. Decommissioning any existing products if necessary.	Business Analysis and scoping complete.  User research and design artefacts and prototyping completed.  Development and build completed and handed over for testing.  Quality assurance and testing completed.  Analytics in place.  All stakeholders kept informed of progress through multiple meetings.  Improvements and iterations released to live.	November 2021
MS04	Conduct discovery into the use of Urgent Care finders on NHS.UK.	Discovery outputs and user requirements to be signed off by Senior Leadership Team (SLT)	December 2021
MS05	Design and build product iterations to enable users of the Urgent Care Service Finders to accurately find Urgent Care services best suited to their needs. Improve user journeys across the site signposting to relevant content and embedding product in relevant pages if necessary.	Business Analysis and scopin complete.  User research and design artefacts and prototypin completed.  Development and bur completed and handed over fittesting.  Quality assurance and testin completed.  Analytics in place.  All stakeholders kept informe of progress through multip meetings.  Improvements and iteration released to live.	2021 ing ild or
MS06	Review Sexual Health triage tool and prototype. Conduct discovery into the use of sexual health service finders and identify possibilities and limitations of current data and identify any further user requirements.	Discovery outputs and us requirements to be signed of by SLT	

MS07	Design and build product iterations to enable users of the Sexual Health Service Finders to accurately find Sexual Health services best suited to their needs. Improve user journeys across the site signposting to relevant content and embedding product in relevant pages if necessary.	Business Analysis and scoping complete.  User research and design artefacts and prototyping completed.  Development and build completed and handed over for testing.  Quality assurance and testing completed.  Analytics in place.  All stakeholders kept informed of progress through multiple meetings.  Improvements and iterations released to live.	Mar 2022
Delivery Plan	Supplier to complete		
Dependencies	The effective and efficient delivery of the outcomes appropriate to this Statement of Work will require the Buyer and Supplier to work together proactively in partnership. In doing so the Supplier will be dependent on the Buyer for providing the Supplier with access to its systems, Subject Matter Experts, and relevant documentation/business intelligence and information. The Supplier is also reliant on (but is expected to be able to manage) the Buyers approvals processes.  The Buyer is dependent on the Supplier providing suitably skilled and experienced resources to support the delivery of the outcomes and objectives outlined in this Statement of Work during its duration.		
Supplier Resource Plan	Supplier to complete.		
Security Applicable to SOW	The Supplier confirms that all Supplier Staff working on Buyer Sites and on Buyer Systems and Deliverables, have completed Supplier Staff Vetting in accordance with Call-Off Schedule 9A (Security).		
Standards Applicable to SOW	the relevant (and current as a Annex 3 of Framework Schei	tatement of Work, the Supplier sha of the SOW Start Date) Standards dule 1 (Specification). The Buyer re ollowing additional Standards requi	set out in equires the

Framework Schedule 6A (Health Order Form Template, Statement of Work Template and Call-Off Schedules) - Version 1.0 RM6221 Call-Off Ref: Crown Copyright 2018

SOW Reporting Requirements:	Not used
4. CHARGES	
Call Off Contract Charges	The applicable charging method(s) for this SOW is:  • Capped Time and Materials  The Charges detailed in the financial model shall be invoiced in accordance with Clause 4 of the Call-Off Contract.
Financial Model	[Supplier to insert its financial model applicable to this SOW]
Reimbursable Expenses	Not Applicable

# Section 2 Annex 2 - Initial -Statement of Work 2

## 1. STATEMENT OF WORK ("SOW") DETAILS

Upon execution, this SOW forms part of the Call-Off Contract (reference below).

The Parties will execute a SOW for each set of Buyer Deliverables required. Any ad-hoc Deliverables requirements are to be treated as individual requirements in their own right and the Parties should execute a separate SOW in respect of each, or alternatively agree a variation to an existing SOW.

All SOWs must fall within the Specification and provisions of the Call-Off Contact.

The details set out within this SOW apply only in relation to the Deliverables detailed herein and will not apply to any other SOWs executed or to be executed under this Call-Off Contract, unless otherwise agreed by the Parties in writing.

Date of SOW:	12/04/2021
SOW Title:	NHS.UK & DoS/111 integration
SOW Reference:	SOW 002
Call-Off Contract Reference:	TBC
SOW Start Date:	Aug 2021
SOW End Date:	April 2022
Duration of SOW:	8 Months

## 2. SOW CONTRACT SPECIFICATION - PROGRAMME CONTEXT

Framework Ref: RM6221 Project Version: v1.0 Model Version: v3.0

SOW Deliverables Background	The Urgent & Emergency Care and NHS.UK directories of service have been historically developed as two separate systems: each mixing data from central sources with bespoke data collection.  This duplication of information has led to significant data quality issues and inefficiencies particularly as providers have had to update multiple systems to keep their information up-to-date.  Both programmes are now working together to develop a single repository of information that will:  Avoid unnecessary burden on NHS providers Avoid duplication of effort within NHS Digital Promote high data quality through pooling of requirements and incentives Ensure two national channels provide a single answer to a giver question Converge on common standards to support more general interoperability  As part of this programme of work, improving the quality of mental health service information is key priority for both programmes.  Through this statement of work, our objective is to deliver a new data collection across NHS.UK and UEC for mental health services which will improve the findability of mental health services across 111 and NHS.UK platforms.
Delivery phase(s)	Discovery, Alpha, Beta and Live.
Overview of Requirement	Working proactively and collaboratively with the Buyer's own resources (to form a blended/rainbow team) to deliver the requirements detailed above.
Accountability Models	Please tick the Accountability Model(s) that shall be used under this Statement of Work: Sole Responsibility: N Self-Directed Team: N Rainbow Team: Y

Outcome Description	Deliver a new data collection across NHS.UK and UEC for mental healt services which will improve the findability of mental health services across 111 and NHS.UK platforms.		
Milestone Ref	Milestone Description	Acceptance Criteria	Due date
DoS001	Discovery into how patient facing information on mental health services can be aggregated to meet the service finding objectives of the UEC and NHS.UK programmes	Presentation delivered and signed off by the buyer including but not limited to sector analysis, review of existing datasets and taxonomy, opportunities for data aggregation and recommended approach(s) for alpha.     Documentation of key user groups and user needs     First draft of measurement framework	Sept 2021

DoS002	Alpha of proposed solution incorporating either a profile editor and/or reusing existing routine data collections	Business analysis and scoping complete and signed off by buyer     Design artefacts and prototype(s) completed and ready for user testing     User research presentation delivered identifying viability of each option, recommended iterations and recommended option for beta     Second draft of measurement framework	Nov 2021
DoS003	Beta of proposed solution	User research and changes to design artefacts and prototype completed. Development and build completed and handed over for testing. Quality assurance and testing completed and signed off by the buyer. Analytics in place and signed off by the buyer. Service released to live	Dec 2021
DoS004	Engagement with mental health providers & onboarding activities	Production of provider 'help guide'.     Production of digital training materials     Briefing materials produced for service desk	Dec 2021
DoS005	Discovery into accessibility data attributes that can be used across 111 and NHS.UK to enable both programmes to meet the needs of users with accessibility needs	Presentation delivered and signed off by the buyer identifying recommended data accessibility attributes for service profiles across 111 and NHS.UK.     Sign-off of recommended approach by key stakeholders	Jan 2022

DoS006  Deliver a new user management module for the profile editor	<ul> <li>Business analysis and scoping complete and signed off by the buyer.</li> <li>User research and design artefacts and prototyping completed and signed off by the buyer.</li> <li>Development and build completed and handed over for testing.</li> <li>Quality assurance and testing. completed and signed off by the buyer.</li> <li>Analytics in place and signed off by the buyer.</li> <li>Feature released to live.</li> </ul>	2022
---	---	------

Delivery Plan	Supplier to complete	
Dependencie s	The effective and efficient delivery of the outcomes appropriate to this Statement of Work will require the Buyer and Supplier to work together proactively in partnership. In doing so the Supplier will be dependent on the Buyer for providing the Supplier with access to its systems, Subject Matter Experts, and relevant documentation/business intelligence and information. The Supplier is also reliant on (but is expected to be able to manage) the Buyers approvals processes.	
	The Buyer is dependent on the Supplier providing suitably skilled and experienced resources to support the delivery of the outcomes and objectives outlined in this Statement of Work during its duration.	
Supplier Resource Plan	Supplier to complete.	
Security Applicable to SOW	The Supplier confirms that all Supplier Staff working on Buyer Sites and on Buyer Systems and Deliverables, have completed Supplier Staff Vetting in accordance with Call-Off Schedule 9A (Security).	
Standards Applicable to SOW	From the Start Date of this Statement of Work, the Supplier shall comply with the relevant (and current as of the SOW Start Date) Standards set out in Annex 3 of Framework Schedule 1 (Specification). The Buyer requires the Supplier to comply with the following additional Standards requirements for this Statement of Work:	
SOW Reporting Requirement s:	Not used	

4. CHARGES		
Call Off Contract Charges	The applicable charging method(s) for this SOW is:  • Capped Time and Materials	
	The Charges detailed in the financial model shall be invoiced in accordance with Clause 4 of the Call-Off Contract.	
Financial Model	[Supplier to insert its financial model applicable to this SOW]	
Reimbursable Expenses	Not Applicable	

Tender Clarification Log

Ref	Industry Clarification Question	Response	Date Issued
-	Leeds/London spilt – Do you anticipate that certain roles will be serviced better from Leeds or London?	We expect teams to be able to work from both Leeds and London. Location will primarily be dependent on where the key staff involved in each workstream from NHSD are located. NHSD are happy with a hybrid approach with regards to home working but there will be instances where face to face will be required. We expect the exact approach to be worked through when onboarding.	Answer Revised 18/06/2021
8	Re: SOW1 - Can we assume that changes will be made to wagtail and jango rather than SharePoint or would we updating other system or expecting to bring other components e.g. Algoria?	We tend to use .net core for non content web apps so our normal pattern would be to use .net core for this type of product. Not 100% at the moment. Not wagtail. Others TBC. Not SharePoint as we are looking to complete work on decommissioning all SharePoint assets by end of year.	Answer Revised 18/06/2021
m	Re: SOW2 – DOS integration – is the suggested solution going to replace the 2 systems currently in use for data collection and again should we be using one of your existing components?	We know we have duplication across our mental health datasets and our data is not of sufficient quality. The SOW1 team will identify the requirements for mental health information. The SOW 2 team will then be responsible for designing and delivering a data collection to meet these requirements. We do not have a suggested solution at this stage which is why we have specified a DoS discovery phase. We currently use MDS for managing our datasets although with our increased use of Azure SQL DB this may change. If the solution is to create a new data collection using a profile editor, we would want the contractor to reuse the components that are currently being built by an NHSD internal team. If the functionality does not exist within the profile editor, we would expect the contractor to build the additional module in a way that could be reused for other use cases.	Answer Revised 18/06/2021
4	Timescales between SOW1 and SOW2. For sexual health and urgent care – timescales for SOW1 seem to be beyond the design phase for SOW2 does that mean any updates for that would be in another phase?	The SOW1 urgent care work doesn't have any dependencies on DOS data improvements as the current dataset is of high quality. With this in mind, this work is self contained. The sexual health work may start in the next financial year.	Answer Revised 18/06/2021

S	How about team being based near-shore?	ear-shore?	Onshore expertise only.	
9	Re: Case Study -What do you want to see? What is relevant?	vant to see? What is relevant?	Experience in websites and other parts of the I Experience in delivering in a GDS style format Recent experience in scale, pace and complex response. Building at enterprise level scale.	Experience in websites and other parts of the health sector Experience in delivering in a GDS style format. Recent experience in scale, pace and complexity e.g. covid response. Building at enterprise level scale.
7	For the Directory of Services, is there expected to be a migration towards a FHIR validated directory structure, rather than the current platforms?	there expected to be a ated directory structure, rather	FHIR is the strategic direction for NHS Digital.	for NHS Digital.
80	Please can a recording of the questions/answers be made available following the session?	uestions/answers be made	A clarification question log will be provided.	be provided.
6			A high level determination is provided at SOW level. Rainbow teams will be deemed to be inside IR35.	vided at SOW level. Rainbow le IR35.
9	What is the overall budget for this work?	iis work?	The estimated Call off Contract Value is £20m. This is contained in CCIS21A30 - Attachment 4 - Framework Schedule 6A - Health Order Form V1.0.docx.	alue is £20m. This is nent 4 - Framework Schedule
Ŧ	Is there a budget for the initial SOW?	SOW?	£1.75m	
12	ls this work inside or outside IR35?	35?	See answer 9.	
13	Q 1.4 Case Study - Can you please provide the Appendix A which suppliers can use for the case study response.	sase provide the Appendix A case study response.	Appendix A was made available on eSourcing portal on the 11th of June 2021.	Sourcing portal on the 11th
4	500	Are the pre-populated prices provided in the pricing spreadsheet the average of all the framework bidder rates? If not, where is the average taken from?	Please refer to the Pricing Schedule instructions tab for guidance.	nstructions tab for
15	On the '1.Buyer Inputs' tab of the Pricing Matrix, cell E16 refe to 70% - Estimated proportion or roles identified. Please can you confirm if this means that the Buyer has provided 70% of the roles that they think are required?	ne Pricing Matrix, cell E16 refers or roles identified. Please can be Buyer has provided 70% of ulred?	Please refer to CCIS21A30 - Attachment 2 - How to Bid including Evaluation Criteria V1.0.docx which explains the buyer inputs. The explanation input Buy3A is on page 38.	ent 2 - How to Bid x which explains the buyer s on page 38.
9	O 1.4 case study – the portal is asking for 2 attachments to be uploaded (one in 4.1 and one 4.2). I believe this may be a mistake on the portal and 4.1 should actually be a drop down selection. If this is not changed, can you please confirm what you want supplier to attach to each of the sections?	asking for 2 attachments to be .2). I believe this may be a hould actually be a drop down , can you please confirm what ach of the sections?	This is an error on the eSourcing Portal, 4.1 has now been updated to a YES/NO question.	ortal, 4.1 has now been

11	8	19	20	24	22	23	24
Is "DOS/111 Integration" SOW2 or a part of SOW 1? If the latter, what is SOW 2?	SOW1 - why is Design and Build for Urgent care and Sexual health each only 1 month including test and roll out while Mental health is 3 months?	Is there flexibility in the sequencing of Design and Build for the three areas. For instance, would it be possible to run the Discovery/Design elements in parallel at the start of the programme to better capture commonalities of need, functionality and design-in a consistent approach?	"Is additional discovery work in scope for bidders responding to this SOW?	There is a stated requirement to build on existing NHS inputs, including user needs, to create an updated set of Discovery outputs including updated user needs and user journeys. But it is not clear whether this additional discovery activity is part of SOW1 or if it is being created in parallel by a separate team/stream of work.	For MH there is reference to review of previous discovery work.  For UC and SH there is reference to discovery outputs and user requirements. Is additional discovery work expected for MH or just a review of existing material? How will the outputs of discovery for UC and SH be created; is this in scope for bidders or does this imply that discovery work is separately being conducted in parallel and will be provided as an input with no additional discovery work required by bidders?"	SOW 1 Why are the three areas Mental Health, Urgent care and Sexual health happening in series rather than in parallel ? - could these be done in parallel as this would also help SOW2	"SOW1 - is the scope of the system changes restricted to NHS.UK only ? What technology should be used here - from your website this appears to be jQuery / JS / UI5 - however your
It is part of SOW 2	We anticipate that once we have done the initial Mental Health discovery, we will have enough knowledge in how our users interact with the service finders and we will have built most of the front end and back end components. With that understanding we can easily replicate this for the Urgent Care finders and Sexual Health finders.	There is flexibility and we will most likely encounter common elements across al three finders. Mental Health, Sexual Health and Urgent care receive the majority of our traffic and we anticipate that the way users interact with these different finders may vary, due to the nature of their search.	Outside of SOW1 and SOW2, we expect that there will be additional SOWs which will have discovery elements to them.	There will be a discovery in SOW1 which will build on existing research which had never been completed and will feed into SOW2	There will be discovery work required for Mental Health which will build on existing service finder research. The same will also be required for Sexual Health and Urgent Care. The successful supplier will be expected to conduct these discoveries and create outputs. Add GDS definition of discovery here	These 3 could be done in parallel but running in series allows us to leam from the previous discovery. However, the priority is Mental Health.	SOW1 will be using . Net core and possibly Azure search. Discovery may explore how a user searches for a service and this might mean Algolia search will also be used. Algolia is our
18/06/2021	18/06/2021	18/06/2021	18/06/2021	18/06/2021	18/06/2021	18/06/2021	18/06/2021

- C		site search and Azure search is used for surfacing service directories.	4000000
w e w	SOW1 - can we assume that can changes would be updates to existing pages / components / metadata datastores rather than addition of new ones?	No assumptions can be made at this stage until discoveries have been completed.	18/06/2021
ഗഗ	SOW2 - can we assume that net new components to support SOW2 would be hosted on your azure cloud?	Yes they will be	18/06/2021
00 00	SOW2 - can we assume that the solution for SOW2 should support all future data collection requirements?	The solution for SOW2 should support the data collection requirements identified in SOW1. We would also like to use the work to create a blueprint for other data collections in other sectors such as sexual health.	18/06/2021
07.5	SOW2 -should data collection be supported through mobile and website?	If a profile editor data collection is required, the contractor would be expected to reuse any components that are currently being developed for the new profile editor. If new functionality is required that does not currently/will not exist, the contractor will be expected to follow our NHS service manual standards which stipulate that any product should support both mobile and desktop use cases.	18/06/2021
02.00	SOW2 - is user management (IdP) included in scope or do we assume this is in Azure AD?	We will be using the AZURE AD user accounts system for our new profile editor. The requirement is to build on this to create a module to enable profile editor managers to change user permissions, add/delete users and assign profile permissions.	18/06/2021
W.E. 0	SOW2 - For data collection do we assume that NHS 111 & / or NHS, uk data is a starting point or will data collectors / update current data for new metadata?	The discovery will inform this. We know that our current mental health datasets are of poor quality and it is unlikely that we will use them as a starting point. We need to identify whether there is an external dataset that would provide a better list of providers within the sector. If one does not exist we might have to develop a system whether providers can claim a profile on the NHS website (with verification checks).	18/06/2021
× +	SOW2 - Is there a standard for web development tools and DB that you want us to use - e.g. wagtail and Azure SQL DB?	The team will need to have Azure SQL DB and . Net skills	18/06/2021
0.7 >	SOW2 - DoS006 references changes to the profile editor - can we assume this is maintained using services in PIMs?	It will not be PIMS. We are developing a new profile editor which will use a Azure AD user account system integrated into an internally developed permissions system. Service permissions for each user will be stored in the permissions system.	18/06/2021

34	Please can you confirm that Joint Schedule 8 (Guarantee) will be removed for suppliers for which the financial evaluation, completed by CCS in order to be invited onto the Framework, indicated there is no requirement for a Deed of Guarantee.	Joint Schedule 8 (Guarantee) will be removed if it is not required.	17/06/2021
35	As we have not had sight of the Buyer's Environmental Policy, please confirm that it will be acceptable to charge for the additional Supplier work to comply with any Buyer specific policy requirements (unless required by relevant law).	Any policy/requirements will be in line with current UK legislation.	17/06/2021
36	"Wilful misconduct is not a defined term and can be ambiguous. Please confirm that the following definition (or similar) can be added to the Call Off: "Wilful Misconduct" means a deliberate and wrongful act or omission by Supplier who intends that in so acting, or omitting to do something, to cause harm to the Customer.""	The definition applied for wilful misconduct under English Law should be used as per Clause 35 of the Core Terms.	18/06/2021
38	Please can you confirm that suppliers will be reimbursed for transition out costs (committed and unavoidable losses) if the contract is ended in accordance with Framework Core Terms Clause 10.2 - Ending the contract without a reason.	Please refer to Clause 10.6 - What happens if the contract ends.	17/06/2021
39	Please confirm that the Buyer is the sole beneficiary in Framework Core Terms, Clause 26 else please identify the additional beneficiaries.	Beneficiary in Clause 26 of the Core Terms can either be the Buyer or the Supplier as per its definition in Joint Sch 1 as "a Party having (or claiming to have) the benefit of an indemnity under this Contract".	18/06/2021
94	Framework Clause 15 - What you must keep confidential, potentially prevents Supplier use of retained knowledge. Please confirm that the following clarification (or similar) can be added to the Call Off: "Notwithstanding Framework Clause 15, a Recipient may use any techniques, ideas or Know-How gained during the performance of a Call Off Contract in the course of its normal business to the extent that this use does not result in a disclosure of the Disclosing Party's Confidential Information or an infringement of Intellectual Property Rights"	No, we are content with the current drafting.	18/06/2021
4	Please can you provide attachments or links to the individual policies that are listed in the Buyers Mandatory Policies section of the Order Form. If the policies are not yet available please confirm that it will be acceptable to charge for additional	Any policy/requirements will be in line with current UK legislation.	17/06/2021

	Supplier work to comply with any enhanced requirements in the Buyers Mandatory Policies (unless required by relevant law).  Order Form states 'N' against Non-LIK Suppliers or		
45	Subcontractors are required. Please confirm that offshore resources can be used in Suppliers proposed delivery model.	Non-UK Suppliers or Subcontractors are not required.	ď.
43	There are 2 Order forms in the ITT Docs shared, one of which looks like it was an original template but just to confirm the document we should be referring to is CCIS21A30 - Attachment 4 - Framework Schedule 6A and not the one that doesn't have Attachment 4 in it.	Please refer to CCIS21A30 - Attachment 4 - Framework Schedule 6A - Health Order Form V1.0.  The other document will be retired on the eSourcing portal.	rk ortal.
4	SOW1 - Can we assume your are using a layered architecture with functional separation between projects?	Yes, that is correct.	
45	For SOW2 should we specify the approach to combining the data & conflict resolution from NHS.UK and 111 and any additional data sources - what are the size of these datasets - e.g. 200k records in each?	It would be useful to understand your approach for combining different datasets using standard methodologies. However, the work may not involve merging two or more mental health datasets.	vining er, the
46	What is your timeframe to transferring from NHS.UK and or 111 to the new data store - assume these will be migrated separately rather than together	We are not creating a new datastore for the integration between 111 and the NHS website directory of services. We will be using a distributed data model which will require convergence of our datasets and standards and will retain separate data stores. A separate NHSD team will be integrating our pharmacy and dentist datasets and will deliver a new profile editor. The SoW team will be responsible for the integration of mental health information although that this stage we anticipate this to be a new data collection.	e using frour es. A d SoW th
47	What are the resources and roles that NHS expect to fill as part of the rainbow teams?	Resources and roles have been identified in the invitation to tender for both SOWs.	o to
48	To ensure alignment between SOW 1 and 2 we would like to use one manager across both - would this be acceptable?	No, as Delivery Managers are required for both workstreams and these workstreams will overlap. However both DMs are expected to work closely together to ensure transfer of knowledge and that outputs are shared.	arre
49	Both SOW 1 and SOW 2 documents state a duration of 8 months, but the pricing spreadsheet showed 220 days per role. Please confirm the duration of the SOW's in months.	Both SOWs will initially run for a duration of 8 months. However, there may be an opportunity to extend this activity into the new FY.	wever, s new

Auestions 1-9 cover the discussion that took place during the meeting.	NHS.UK do not have a preferred framework but would be open is to such recommendations where appropriate.  for Yes these are indicative days.	To help answer Q6, can the in-house Product Management capability be described? That is, the existing skillset our team will interface with to manage the development lifecycle.
On the bidder call, a question was raised around the locations of	Questions 1-9 cover the discussion that took place during the meeting.	ard to se.
this to such recommendations where appropriate.  ys for Yes these are indicative days.	NIN SHIP IN THE PROPERTY AND ADDRESS OF THE PROPERTY OF THE PR	our team

	key meetings, but that the team may be able to work in a hybrid way as long as is UK onshore for the remainder of the time.  Please could you formally confirm this.		
22	Please can you clarify the contract duration and potential extension?	2 years plus 6 month extension	17/06/2021
26	Please can you clarify why 24 developers are required for evaluation?	The buyer has provided an estimate of indicative resources required in the call off specific rate card.	17/06/2021
25	Please can you clarify the number of roles requested? Schedule 20 Annex 5 indicates only 77 individuals but "10+" against software developers. 97 roles have been shown elsewhere with up to 24 software developers for evaluation.	The pricing schedule provides the number of roles requested in the Call off Specific Rate card tab.	18/06/2021
58	SOW01 and SOW02, please? Other than that already provided in Schedule 20, 3.3.1 and 3.3.2?	The SOWs are embedded in the CCIS21A30 - Attachment 4 - Framework Schedule 6A - Health Order Form V1.0.	17/06/2021
29	Can you clarify if the staggered start dates shown in the pricing sheets are final or indicative, and whether there is any flexibility to propose alternatives?	The Supplier will have the opportunity to state the mix of resources, please refer to the introduction tab of the Pricing Schedule.	17/06/2021
9	Should suppliers use only the roles listed in the documentation for SOW01 and SOW02?	The Supplier will have the opportunity to state the mix of resources, please refer to the introduction tab of the Pricing Schedule.	17/06/2021
5	Response 12.1 says that it will evaluate price of SOW01 and SOW02, yet 12.2 covers SOW02. We assume 12.1 is for SOW01 price only and not that SOW02 price is evaluated twice?	This is correct, 12.1 only covers SOW01, Reference to SOW02 will be removed	17/06/2021
62	"How to bid" Section 5 says that only Qualification Questions 1 and 2 can result in failure. Please can you confirm the purpose of QQ 4 (case study) which states that it is "not scored", but it is unclear if a fail will result in the bidder being excluded?	Section 5 wording will be amended to capture question 4. Case Study Question 4 Response Guidance states this is a pass fail question.	17/06/2021
63	Please can you confirm that the pricing sheet has had all relevant updates, as per other recent bids?	Yes an amended pricing schedule has been provided. This is document Attachment 3 - Pricing Schedule Final NHS.UK v2.	Answer Revised 18/06/2021
64	In Social Value can you clarify what you mean by: "10.1 Policy Outcome - Demonstrate action to identify and tackle inequality in employment, skills and pay in the contract workforce." - Can	Please refer to Theme 4: Equal opportunity in Social Value Model contained in the below link for further guidance. https://www.gov.uk/government/publications/procurement-policy-	17/06/2021

Call-Off Ref. C38911 Crown Copyright 2018 you clarify, does contract workforce refer to the team provided by the supplier? Or wider than that?

note-0620-taking-account-of-social-value-in-the-award-ofcentral-government-contracts

25