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**RM6100 Technology Services 3
Framework Schedule 4 Annex 1
Lot 1 Order Form**

Order Form

This Order Form is issued in accordance with the provisions of the Technology Services 3 Framework Agreement RM6100 dated 16 June 2021 between the Supplier (as defined below) and the Minister for the Cabinet Office (the "**Framework Agreement**") and should be used by Buyers after making a direct award or conducting a further competition under the Framework Agreement.

The Contract, referred to throughout this Order Form, means the contract between the Supplier and the Buyer (as defined below) (entered into pursuant to the terms of the Framework Agreement) consisting of this Order Form and the Call-Off Terms. The Call-Off Terms are substantially the terms set out in Annex 2 to Schedule 4 to the Framework Agreement and copies of which are available from the Crown Commercial Service website at [Technology Services 3 - CCS](#). The agreed Call-Off Terms for the Contract being set out as the Annex 1 to this Order Form.

The Supplier shall provide the Services and Deliverables specified in this Order Form (including any attachments to this Order Form) to the Buyer on and subject to the terms of the Contract for the duration of the Contract Period.

In this Order Form, capitalised expressions shall have the meanings set out in Schedule (Definitions) of the Call-Off Terms.

This Order Form shall comprise:

1. This document headed "Order Form";
2. Attachment 1 – Services Specification;
3. Attachment 2 – Schedule of Processing, Personal Data and Data Subjects;
4. Attachment 3 – Transparency Reports;
5. Attachment 4 – Charges and Invoicing;
6. Attachment 5 – Implementation Plan;
7. Annex 1 – Call-Off Terms.
8. Annex 2 – Bidders' Tender Response
9. Annex 3 – Clarification Questions and Responses

The Order of Precedence shall be as set out in Clause 2.2 of the Call-Off Terms being:

-) the Framework, except Framework Schedule 18 (Tender);
-) the Order Form and its Attachments specifically including Annex 2 Bidders Tender Response;
-) the Call-Off Terms; and
-) Framework Schedule 18 (Tender).
-) Clarification Questions and Responses



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Section A General information

Contract Details	
Contract Reference:	C400382
Contract Title:	Trust Programme Delivery Partner
Contract Description:	<p>The Trust Programme Delivery Partner will work alongside the UKHSA to carry out wide-scale transformation work within the agency in order to achieve compliance with DSPT-CAF by June 2027 and sustainably compliant by June 2028. The Supplier will</p> <ul style="list-style-type: none"> ▪ Be responsible for delivering all Delivery Partner Projects as a combined Programme. ▪ Bring the breadth and depth of cyber security, privacy, information and records management (IRM), technology, transformation and delivery experience required to design and deliver required outcomes. ▪ Manage the Programme’s large set of interdependent Projects and Programmes across UKHSA. ▪ Be managed through a defined outcomes and SoW based contract.
Commencement Date: this should be the date of the last signature on Section D of this Order Form	17 November 2025

Buyer details



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Buyer organisation name

UK Health Security Agency

Billing address

Your organisation's billing address - please ensure you include a postcode

UKHSA, 10 South Colonnade, Canary Wharf, London, E14 4PU

Buyer representative name

The name of your point of contact for this Order

[Redacted]

Buyer representative contact details

Email and telephone contact details for the Buyer's representative. This must include an email for the purpose of Clause 34.2 of the Contract.

[Redacted]

Buyer Project Reference

Please provide the customer project reference number.

N/A

Supplier details

Supplier name

The supplier organisation name, as it appears in the Framework Agreement

PA Consulting Services Ltd.

Supplier address

Supplier's registered address

PA Consulting Services Limited
10 Bressenden Place
London SW1E 5DN
United Kingdom

Supplier representative name

The name of the Supplier point of contact for this Order

[Redacted]

Supplier representative contact details

Email and telephone contact details of the supplier's representative

[Redacted]



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Order reference number or the Supplier's Catalogue Service Offer Reference Number

A unique number provided by the supplier at the time of the Further Competition Procedure. Please provide the order reference number, this will be used in management information provided by suppliers to assist CCS with framework management. If a Direct Award, please refer to the Supplier's Catalogue Service Offer Reference Number.

N/A



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Section B

Part 1 - The Services Requirement

Commencement Date

See above in Section A

Contract Period

Guidance Note – this should be a period in months from the Commencement Date, up to the maximum permitted Contract Period of 24 months (2 years)

Initial contract term : 17 November 2025 to 16 November 2026

Up to 24 month extension: 12 months + 12 months

Clause 4 of the Call-Off Terms shall be numbered clause 4.1 and the following clause shall be inserted:

Insertion as clause 4.2

The Buyer may elect to extend the Contract Period by any unit of time (the “Extension Period”) including the extension of an Extension Period (the “Further Extension Period”) by giving the Supplier at least 30 days’ notice before the end of the Contract Period (or an Extension Period or Further Extension Period (as applicable).

The Parties shall agree a Statement of Work for the Services that will be provided during the Contract Period. For the Extension Period or Further Extension Period the Statement of Work(s) will be agreed before the commencement of the Extension Period or Further Extension Period, as the case may be.

All Statements of Work agreed by the Parties shall be deemed to be appended to this Order Form upon signature of the Statement of Work.

Clause 5.1 of the Call-Off Terms shall be amended and the following wording shall be inserted after the full stop:

“For the purposes of this Contract the Services shall be delivered by way of one or more Statements of Work which shall define the scope of the Services to be provided to the Buyer by the Supplier and the relevant Charges (the “Statements of Work” or “SOW”).”

Clause 5 shall be amended to insert clause 5.1A after clause 5.1:

In this clause 5 the tender (the “Tender”) shall mean the tender submitted to the Buyer by the Supplier dated 2 September 2025 in Annex 2 to this Order form.

Clause 5.2.3 shall be amended to delete the word “and” after the semi colon.

Clause 5.2.4 shall be amended to insert the word “and” after the semi colon.



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Insert clause 5.2.4 as follows:

“5.2.4 in accordance with its Tender .”

Minimum Notice Period for exercise of Termination Without Cause (Calendar days): as in clause 19.1.

Services

The Supplier shall provide the following Services to the Buyer:

To provide the necessary staffing resource and expertise to design, build, deliver and embed the cyber security, privacy and information and records management controls and solutions. These will be aligned to the DSPT-CAF and will be required to deliver modernised, fit for purpose, compliant and value for money services in support of UKHSA operations. The Services are more particularly described in Attachment 1 (Services Specification) and the Statements of Work.

Deliverables

The Supplier shall provide the following Deliverables to the Buyer as part of the Services:

Enabling the UKHSA to achieve DSPT-CAF compliance by June 2027

- Responsible for delivering all Delivery Partner Projects as a combined Programme.
- Bring the breadth and depth of cyber security, privacy, information and records management (IRM), technology, transformation and delivery experience required to design and deliver required outcomes as set out in Statements of Work.
- Manage the Programme’s large set of interdependent Projects and Programmes across UKHSA.
- Managed through a defined outcomes and SoW based contract.

The Deliverables are more particularly described in Attachment 1 (Services Specification) and the Statements of Work.

Sites for the provision of the Services

Guidance Note - Insert details of the sites at which the Supplier will provide the Services and/or Deliverables, which shall include details of the Buyer Premises, Supplier premises and any third party premises.

The Supplier shall provide the Services and/or Deliverables from the following Sites:

Buyer Premises:



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The location of the Services will be carried out at the Supplier’s premises or remotely. The Buyer may request attendance at their office locations. No travel expenses or subsistence payments will be due for travel to/from the Buyer’s head office in 10 South Colonnade Canary Wharf London or other London-based offices. Travel or subsistence to premises outside of London will be charged in line with UKHSA’s travel and expenses policy. On the basis of the nature of activities likely to be required to be undertaken by the Supplier and notwithstanding the generality of the foregoing, the Parties shall discuss and agree any specific principles relating to the location from which Services (or parts thereof) will be provided and include such agreement in each applicable Statement of Work. Should travel be required outside of London, the Buyer shall compensate for expenses as per UKHSA’s expense policy.

Supplier Premises:

As many individuals providing the services will be working from the supplier’s office locations within the UK and non-UK locations the premises from which the services will be provided will include various home and office locations within the UK and non-UK locations as agreed with the Buyer. On the basis of the nature of activities likely to be required to be undertaken by the Supplier and notwithstanding the generality of the foregoing, the Parties shall discuss and agree any specific principles relating to the location from which Services (or parts thereof) will be provided and include such agreement in each applicable Statement of Work.

Third Party Premises:

As many individuals providing the services will be working in a hybrid manner, from home and from office locations, the premises from which the services will be provided will include various home and office locations within the UK and non-UK locations as agreed with the Buyer. On the basis of the nature of activities likely to be required to be undertaken by the Supplier and notwithstanding the generality of the foregoing, the Parties shall discuss and agree any specific principles relating to the location from which Services (or parts thereof) will be provided and include such agreement in each applicable Statement of Work.

Additional Standards

Guidance Note: see Clause 7 (Standards) and the definition of Standards in Schedule 1 of the Call-Off Terms. Specify any particular standards that should apply to this Contract over and above the Standards.
As set out in the Specification and Statements of Work.

Key Supplier Personnel

Guidance Note: see Clauses 6.4 – 6.8 of the Call-Off Terms. Include any Key Supplier Personnel (and their Key Roles).

Key Supplier Personnel	Key Role(s)	Duration
		Contract period
		Contract period

Buyer Property

Guidance Note: see definition of Buyer Property in Schedule (Definitions) of the Call-Off Terms. Include details of any property other than real property or IPR below.



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- The Buyer shall provide laptop devices to the Supplier for the performance of the Contract and all SoWs. All work related to the Services must be carried out via these issued devices and only by cleared staff.
- All processing of Buyer Data will be on Buyer systems within the virtual desktops, except where Buyer Data is required for approval by the Supplier for incident resolution purposes subject to the data deletion requirements described in Attachment 2 (Data Processing), and all processing shall be in accordance with the provisions governing data processing set out in this Contract.
- The Supplier shall comply with the geographical restrictions notified to it by Buyer with regards to location of personnel and transfers of Buyer Data and may only use personnel and transfer Buyer Data in jurisdictions agreed by the Buyer and detailed within this Contract.
- Buyer will maintain its infrastructure and the Buyer Assets (hardware and software) during the term of the Contract.
- Supplier is not responsible for, and shall have no liability arising out of or relating to, the performance, reliability, availability, or security of any Buyer or third party system or hardware which is not within the scope of the Services.
- It is Buyer's responsibility to ensure that appropriate Buyer systems management and operations functions are in place to support the Services (including VDI access and performance).
- The Supplier may be required to handle paper records as part of this contract. These will be handled only in UKHSA offices and handed back to UKHSA personnel for storage or destruction as appropriate as soon as relevant work is complete.

On the basis of the nature of activities likely to be required to be undertaken by the Supplier and notwithstanding the generality of the foregoing, the Parties shall discuss and agree any specific principles relating to the provision of Buyer Assets and include such agreement in each applicable Statement of Work.

Buyer Security Policy

Guidance Note: where the Supplier is required to comply with the Buyer's Security Policy then append to this Order Form below.

All Supplier Personnel will have a minimum of BPSS clearance. Some roles will require L2 SC clearance, these will be agreed between the Buyer and the Supplier as needed.

When operating on or within the UKHSA network the Supplier must comply with all relevant policies including the Buyer's Data protection and accountability framework and cyber security and cyber policies.

Buyer Enhanced Security Requirements

Guidance Note: if the Supplier has access to the Buyer System then the Buyer should consider including additional enhanced security requirements here to govern the Supplier's use of such system – this might include incorporating an ICT policy. These requirements are in addition to those set out in the Security Policy (if any) above.

Insurance

Guidance Note: if the Call Off Contract requires a higher level of insurance cover than the £1m default in Framework Agreement or the Buyer requires any additional insurances please specify the details below.



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Third Party Public Liability Insurance (£) - £10,000,000

Professional Indemnity Insurance (£) - £10,000,000

Employers Liability Insurance (£) - 10,000,000

Such insurance limits shall apply to the Initial Term and refresh for each Extension Period.

Key Sub-Contractors

Guidance Note: see Framework Schedule 7 (Key Sub-Contractors) for detail and include here details of any Key Sub-Contractors which are applicable to this Contract.

PA Holdings Limited

10 Bressenden Place, London SW1E 5DN

Supply of workforce under an intercompany arrangement with the Supplier

Jacobs UK Limited

Cottons Centre, Cottons Lane, SE1 2QG

Project Management, Business Change and Technical services

Methods Business and Digital Technology Ltd

Saffron House, 6-10 Kirby Street, EC1N 8TS

Project Management, Business Change and Technical services

Eames Consulting

131 Finsbury Pavement, EC2A 1NT

Project Management, Business Change and Technical services

Part 2 – Charges, Payment and Invoicing

Contract Charges (excluding VAT)

Guidance Note - insert the applicable Charges having regard to Framework Schedule 3 (Framework Prices and Charging Structure) and include details of time and materials and any fixed price. Also include details of any agreed expenses and terms relating to such expenses.

Initial contract term – SoW 1 until 31 March 2026:

Contract estimated total Charges: £29.6m (ex VAT) no committed value excepting SoW1

All Charges shall be payable by the Buyer in accordance with the Payment Profile set out below.

Payment Profile



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Guidance Note – insert details of payment profile which may be monthly or quarterly in arrears or the parties may agree to include payments associated with the achievement of milestones, in which case details of milestones payments should be included here.

The Supplier's Charges shall be invoiced monthly in arrears from the Commencement Date on an as-used basis by the Supplier. The Buyer shall validate each invoice and, provided that such invoice is not disputed, make payment of the same within 30 days of the date of the issue of that invoice.

Payment terms may be modified within each Statement of Work if required.

Invoice Details

The Supplier will issue Electronic Invoices in accordance with the agreed Payment Profile.

All invoices must be sent to:

UK Health Security Agency,
10 South Colonnade, London, E14 4PU

Email: payables@ukhsa.gov.uk

The Supplier shall in respect of all activities performed provide with each invoice a breakdown of each individual working on the activities which accurately state the amount of time that each individual has worked on each of those activities. All invoices must also include the Contract Reference Number and purchase order number.

Method of Payment

Guidance Note – insert method of payment e.g. BACS.

The payment method for this Contract is BACS. Payment shall be made monthly in arrears and an invoice schedule shall be stipulated in each SOW.

Contract Anticipated Potential Value:

Guidance Note: for procurement purposes the Buyer will need to include details of the overall anticipated potential value of this Contract over the Contract Period

Up to £29.6m (ex VAT). Actual value to be determined via agreed Statements of Work during the Contract Period, the Extension Period or the Further Extension Period as applicable.

Part 3 – Additional and Alternative Buyer Terms

Additional Schedules and Alternative Clauses *(see Annex 3 of Framework Schedule 4)*

This Annex can be found on the RM6100 CCS webpage. The document is titled RM6100 Additional and Alternative Terms and Conditions Lot 1.



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Additional Schedules

Guidance Note: Tick any applicable boxes below

Additional Schedules	Tick as applicable
S1: Business Continuity and Disaster Recovery	<input type="checkbox"/>
S2: Continuous Improvement	<input type="checkbox"/>
S3: Supply Chain Visibility	<input type="checkbox"/>

Where selected above the Additional Schedules set out in document RM6100 Additional Terms and Conditions Lot 1 shall be incorporated into this Contract.

Alternative Clauses

Guidance Note: Tick any applicable boxes below

The following Alternative Clauses will apply:

Alternative Clauses	Tick as applicable
Scots Law	<input type="checkbox"/>
Northern Ireland Law	<input type="checkbox"/>

Where selected above the Alternative Clauses set out in document RM6100 Additional and Alternative Terms and Conditions Lot 1 shall be incorporated into this Contract.

Liability

*Guidance Note: to the extent that the Buyer would like to **increase** the limits of liability contained in Clause 12.1 of the Call-Off Terms, then specify the alternative limit below. Neither party is permitted to lower the limits set out in Clause 12.1 of the Call-Off Terms.*

The limitation of liability set out in Clause 12.1 of the Call-Off Terms shall be amended to read:

N.A

Termination for Convenience

Guidance Note: insert details of the notice period for termination for convenience where such period needs to be shorter or longer than the standard position under the Call-Off Terms.

The notice period for termination of convenience set out in Clause 19.1 of the Call-Off Terms shall be amended from 30 Working Days to read: N/A

Section C
Supplier response

Commercially Sensitive information



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Any confidential information that the Supplier considers sensitive for the duration of an awarded Contract should be included here. Please refer to definition of Commercially Sensitive Information in the Contract – *use specific references to sections rather than copying the relevant information here.*

1 Identity of professional staff and their skills/experience

- Includes details of the Supplier’s team and supply chain partners
- Risk: Competitors may attempt to recruit (“poach”) key staff
- Sensitivity period: 5 years

2 Fee rates for professional staff, pricing breakdown, and charging mechanism

- Covers how the Supplier prices its services, including detailed rate cards and cost structures
- Risk: Competitors could use this information to undercut or replicate pricing
- Sensitivity period: 5 years

3 Supplier methodologies and tools (including those of supply chain partners)

- Proprietary approaches, frameworks, and technology used in delivering services
- Risk: Disclosure could erode competitive advantage
- Sensitivity period: 5 years

Section D
Contract award

This Contract is awarded in accordance with the provisions of the Technology Services 3 Framework Agreement RM6100.

SIGNATURES

For and on behalf of the Supplier

Full Name:	
Job Title/Role:	Member of PA's Management Group
Date Signed:	03/12/2025



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For and on behalf of the Buyer



Full Name: [Redacted]

Job Title/Role: Director Commercial, Vaccines and Countermeasures Delivery

Date Signed: 3rd December 2025



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Attachment 1 – Services Specification (Statement of Requirements and Statement of Work 1)





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STATEMENT OF WORK 1

1 Statement of Works (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 Contract.

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: 24 November 2025

SOW Title: Trust Programme Lot A: Trust Programme Delivery Partner SOW1

Call-Off Contract Reference: C369591

Buyer: The Secretary of State for Health and Social Care as part of the Crown through the UK Health Security Agency

Supplier: PA Consulting Services Ltd

SOW Start Date: 24 November 2025

SOW End Date: 31 March 2026

Duration of SOW: ~19 weeks

2 Buyer Requirements – Contract Deliverables

The UKHSA Trust Programme is a 3 year programme which aims to achieve the following outcomes:

- Achieve compliance with the Cyber Assessment Framework aligned Data Security and



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Protection Toolkit (DSPT-CAF) – by June 2027.

- Achieve **sustainable** compliance with the Cyber Assessment Framework aligned Data Security and Protection Toolkit (DSPT-CAF) – by June 2027 .
- Embed new and improved controls and processes across UKHSA.
- Improve security awareness, behaviours and culture across UKHSA.
- Cyber security, privacy and IRM capabilities perceived as supportive and engaging capabilities which add value to UKHSA operations.

This SOW is for Lot A: Trust Programme Delivery Partner. The Supplier will deliver and embed in UKHSA the required cyber security, privacy and information and records management (IRM) outcomes (in Section 2.1) and the milestones (in Section 2.2) stated in this SOW.

This SOW covers the first 6 months of the Trust Programme. Milestones within this four-month SOW are expected to be fully delivered; those beyond this period are provided for interim planning purposes. Where milestones are due to be delivered post March 2026 it is expected that the milestone delivery projects will need to begin within the lifetime of this SOW of the Trust Programme and are therefore included in the scope of this SOW. The activities delivered in SOW 1 will be up to March 2026.

2.1 Outcome Description:

- 2.1.1 The Deliverables and related Professional Services within the scope of this Statement of Work, unless mutually agreed otherwise between the Buyer and the Supplier, are set in this section.
- 2.1.2 The Supplier must provide Services to produce the deliverables set out in this Section or otherwise mutually agreed in writing between the Buyer and the Supplier during the course of this Statement of Work.
- 2.1.3 Whilst this project is not subject to GDS service assessments, the principles of the GDS service manual will be followed for work undertaken for the duration of this Statement of Work. It will need to follow the technology code of practice (<https://www.gov.uk/guidance/the-technology-code-of-practice>) and this includes following the service standard where it's applicable to tech services. Meeting accessibility standards is a legal requirement for internal browser systems.
- 2.1.4 The key outcomes of this SOW are set out at table 2.2.:

2.2 Milestones

Definitions of done, with metrics, to be documented and agreed between PA and UKHSA within two weeks of signing statement of work 1. Where the target dates of specific milestones fall outside the timeframe of this SOW, definitions of done will describe a mutually agreed level of progress to be reached by March 2026, with full completion to be scoped into future statements of work.

UKHSA Trust Programme: <u>Achieve sustainable compliance with DSPT-CAF</u>		
Workstream	Deliverables/Milestones	Target Date



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1. Technology and Enterprise Architecture	1.1. IDAM Improvements delivered	Mar-26
	1.2. IAR, TAR and Application Register reviewed and improved.	Mar-26
	1.3. Scoping and risk assessment of Legacy, Shadow IT, IACS and other systems has begun and a plan is in place to continue.	Mar-26
	1.4. Design and build EDRMS complete with policies, standards, processes and training.	Start immediately due by Jun-26
	1.5. Updates to CMDB are being completed to capture Trust Programme project outputs and outcomes.	Feb-26
	1.6. Data flows are being mapped into, through and out of UKHSA. Future data flows are prioritised for future mapping.	Mar-26
	1.7. Digital Heap is managed in a compliant way so data can still be secured and accessed as needed. (Refer to Appendix 3 Section 5.1 page 9 for definition)	Start immediately due by Jun-27
2. Governance, policies and controls	2.1. Improved Security, Privacy and IRM Governance processes in place.	Jan-26
	2.2. Operational Policy creation and review team is delivering policies and standards as required.	Feb-26
	2.3. Improved Policy request and change management process in place	Mar-26
	2.4. Improved Information Security Risk Management process, products and training are embedded and in use.	Mar-26
	2.5. Improved CDO Front Door operational	Mar-26
	2.6. TNA and learning principles updated as required.	Nov-25
	2.7. Cyber security, privacy and IRM training packages for UKHSA employees improved.	Mar-26
	2.8. Further, tailored cyber security, privacy and IRM training requirements for specialist roles across UKHSA (e.g. systems admins, Privileged users etc.) have been identified.	Mar-26
	2.9. DCS Target Operating Model designed.	Start immediately



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		due by Sep-26
	2.10. Privacy processes are improved and integrated with cyber security and IRM processes.	Start in first 6 months due by Jun-26
3. Incident Preparedness and Response	3.1. Incident Response Plan reviewed and updated	Dec-25
	3.2. Review and make recommendations to Back up procedures.	Mar-26
	3.3. Review and improve, where required, UKHSA log management and storage capabilities to improve detection and management of cyber security incidents.	Start immediately due by Jun-27

UKHSA Trust Programme: <u>Embed new and improved controls and processes across UKHSA</u>		
	Deliverables/Milestones	Target Date
1. Stakeholder Engagement	1.1. Stakeholder management process and products are in place and regularly updated.	Nov-25
	1.2. Strategic communications plan and products are created and used to provide UKHSA updates on the Trust Programme.	Nov-25
2. Business Change	2.1. A business change framework is in place with all required tools (e.g. Change Impact Assessments, change plans, stakeholder assessments, communication plans etc.). This will be used by the Trust Programme and projects to accelerate delivery and improve the embedding of delivered capabilities into BaU.	Nov-25
	2.2. Project specific communications campaigns and change activities have been planned and actioned.	Mar-26

UKHSA Trust Programme: <u>Improve security awareness, behaviours and culture</u>		
	Deliverables/Milestones	Target Date
1. Awareness, Behaviour and Culture Change	3.1. Development of metrics to measure current UKHSA awareness, behaviour and culture (focussed on cyber security, privacy and IRM) has been conducted and a process to regularly collect metrics is in place	Mar-26



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	which does not negatively affect UKHSA BaU activities or operations.	
	3.2. A plan to improve security, privacy and IRM awareness, behaviour and culture across UKHSA is created, implemented and progress is measured and reviewed.	Start immediately due by Jun-26

3 Supplier Resource Plan:

4 Security Applicable to SOW:

4.1 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 Paragraph 6 (Security of Supplier Staff) of Part B – Annex 1 (Baseline Security Requirements) of Call-Off Schedule 9 (Security).

6. Assumptions

- 1.1 UKHSA will provide ongoing and prompt access to relevant stakeholders, who will attend meetings, design workshops, provide key inputs and decisions in a timely manner
- 1.2 UKHSA will provide timely access to relevant documentation
- 1.3 Deliverables will be reviewed and comments provided by UKHSA within 5 working days

10. Additional Requirements:

11. Key Supplier Staff: (as per Order Form)

Key Role	Key Staff	Contract Details	Employment / Engagement Route (incl. inside/outside IR35)
Senior Leadership support and QA		All staff have contracts of employment with the Supplier’s immediate parent company, PA Holdings Limited.	There is no requirement to issue a Status Determination Statement for IR35 purposes
Delivery Director		All staff have contracts of employment with	There is no requirement to issue a Status Determination Statement for IR35 purposes



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		the Supplier's immediate parent company, PA Holdings Limited.	
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12. Charges

[REDACTED]. This can be broken down to the invoicing schedule below as follows:

[REDACTED]

13. Signatures and Approvals

Agreement of this SOW

BY SIGNING this Statement of Work, the Parties agree that it shall be incorporated into Appendix 1 of the Order Form and incorporated into the Call-Off Contract and be legally binding on the Parties:

For and on behalf of the Supplier

[REDACTED]
Full Name: [REDACTED]
Job Title/Role: Member of PA's Management Group
Date Signed: 03/12/2025



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For and on behalf of the Buyer



Full Name:



Job Title/Role: Director Commercial, Vaccines and Countermeasures Delivery

Date Signed: 3rd December 2025



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Attachment 2 – Schedule of Processing, Personal Data and Data Subjects

This Attachment 2 shall be completed by the Buyer, who may take account of the view of the Supplier, however the final decision as to the content of this Attachment 2 shall be with the Buyer at its absolute discretion.

1. The contact details of the Buyer’s Data Protection Officer are:
[REDACTED]
2. The contact details of the Supplier’s representative responsible for Data Protection are:
[REDACTED]
3. The Supplier shall comply with any further written instructions with respect to processing by the Buyer.
4. Any such further instructions shall be incorporated into this Attachment 2.

Description	Details
Identity of the Controller and Processor	<p>The Buyer is Controller and the Supplier is Processor.</p> <p>The Parties acknowledge that in accordance with Clause 34.2 to 34.15 and for the purposes of the Data Protection Legislation, the Buyer is the Controller and the Supplier is the Processor.</p> <p>On the basis of the nature of activities likely to be required to be undertaken by the Supplier, the Parties shall discuss and agree the details in each applicable Statement of Work.</p>
Subject matter of the processing	To be determined within each Statement of Work
Duration of the processing	Duration of the Contract, including any extensions to it.
Nature and purposes of the processing	<p>The Supplier is being appointed as a Technology Transformation Partner for the UKHSA Trust Programme</p> <p>The Programme is comprised of a range of business-wide activities that will involve the processing of Buyer Data, which may include staffing information, or access to any relevant buyer data which may be necessary to carry out the required work.</p>
Type of Personal Data being Processed	To be determined within each Statement of Work. The Supplier should ensure that the project and its deliverables comply with UK GDPR requirements if Personally Identifiable Information (PII) is being processed. These Project Privacy Specialists will be required to conduct the following activities throughout the project lifecycle:



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	<ul style="list-style-type: none"> • Lead or provide specialist support to the design of project Privacy related data, information, products, processes or tools. • Assist in the creation and management of Data Protection Impact Assessments (DPIA). • Update the UKHSA Record of Processing Activities (ROPA) as required by UKHSA and the project. • Recommend any controls or processes which should be put in place to improve the privacy compliance. • Identify and raise any risks to information processing based on non-compliance or partial compliance with DSPT-CAF and/or UK GDPR. • Review all privacy controls implemented in the project.
<p>Categories of Data Subject</p>	<p>To be determined at each Statement of Work</p>



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Attachment 3 – Transparency Reports

KEY PERFORMANCE INDICATORS

The following measures shall be used as the default Key Performance Indicators throughout the contract. Future Statements of Work may change or update these as necessary.

1. **SoW Budget Variance:** Fixed price SoWs shall not deviate from the agreed upon fixed price unless varied by the Buyer. For any future SoWs that involve other pricing model shall be measured against target budget.
2. **Project Schedule Variance:** Measured as compliance against target date for each outcome and project milestone, based on days late/early.
3. **Individual SoW Outcomes Acceptance Rate:** Measured as how many project or programme outcomes have been successfully delivered by the agreed date, and with no conditions or actions outstanding.

Title	Content	Format	Frequency
Performance	<ul style="list-style-type: none"> • Summary of activities completed • Overview of open and closed actions 	MS Word + Powerpoint + Excel	Weekly
Charges	<ul style="list-style-type: none"> • Charges associated with the activities completed, broken down by staff per activity • Forecast of the Charges associated with future activities • Spend against budget 	MS Excel	Monthly
Performance management	Summary of any outstanding actions which are either, late, requiring rectification or disputed by the Buyer.	MS Word + Powerpoint + Excel	Monthly
Additional Reporting Requirements may be stipulated in each Statements of Work			



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Attachment 4 – Charges and Invoicing

The Contract will operate subject to the following charges for Statement of Work 1 (excluding VAT).

Table 1: SOW1

Columns A,B,C,D,E, F to be completed by Supplier						
A	B	C	D	E	F	G
Role	SFIA Grade	Onshore	FTE	Number of days required (for completion)	Daily Rate Offered (£ exc. VAT)	Total Charges (£ exc. VAT) (G= D x E x F)
Guidance: provide details of the role title	Guidance: select the SFIA grades (1-7) from the drop-down	Guidance: select from the dropdown				
Technical Specialist	6	Onshore				
Technical Specialist	5	Onshore				
Technical Specialist (discount)	5	Onshore				
Technical Specialist	4	Onshore				
Business Change Specialist	6	Onshore				
Business Change Specialist	5	Onshore				
Project Manager	5	Onshore				
Project Manager (discount)	4	Onshore				
Technical Specialist (discount)	6	Onshore				
Strategic Transformation Delivery Specialist (discount)	7	Onshore				
Strategic Digital Trust Specialist (discount)	7	Onshore				
			Total FTE:			



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The Contract will operate subject to the following Daily Rates. Rates include all expenses, but exclude VAT.

ROLE - Project Manager

SFIA Levels (Change and Transformation)	Daily Rate - UK based resources (£ exc. VAT)
Guidance: Please refer to SFIA version 9 for further details	
4	
5	
6	

ROLE - Business Change Specialist

SFIA Levels (Change and Transformation)	Daily Rate - UK based resources (£ exc. VAT)
Guidance: Please refer to SFIA version 9 for further details	
3	
4	
5	
6	

ROLE - Technical Specialist

SFIA Levels (Change and Transformation)	Daily Rate - UK based resources (£ exc. VAT)
Guidance: Please refer to SFIA version 9 for further details	
3	
4	
5	
6	

ROLE: Strategic Digital Trust Specialist

SFIA Levels (Change and Transformation)	Daily Rate - UK based resources (£ exc. VAT)



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Guidance: Please refer to SFIA version 9 for further details	
3	
4	
5	
6	
7	

**ROLE - Strategic Transformation
Delivery Specialist**

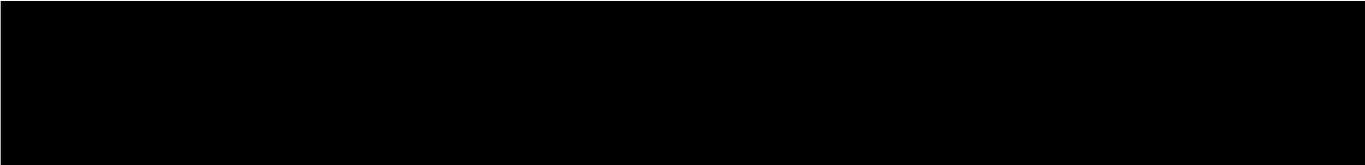
SFIA Levels (Change and Transformation) Guidance: Please refer to SFIA version 9 for further details	Daily Rate - UK based resources (£ exc. VAT)
3	
4	
5	
6	
7	

ROLE - All other roles not specified above

SFIA Levels (Change and Transformation) Guidance: Please refer to SFIA version 9 for further details	Daily Rate - UK based resources (£ exc. VAT)
3	
4	
5	
6	
7	

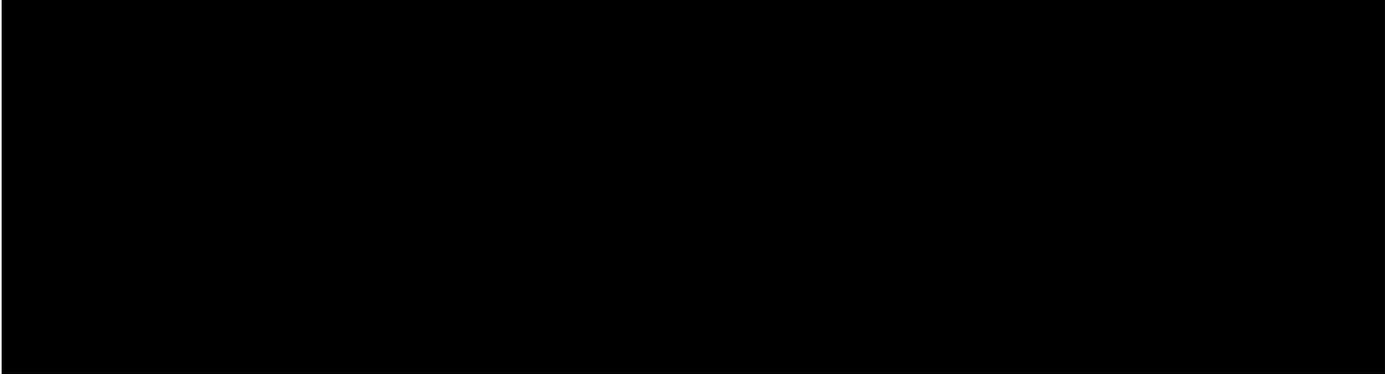
1. All the rates mentioned in the charges table are in GBP (British Pound). The rates exclude VAT and any other applicable taxes.

2. The rates above have been calculated based on a professional day rate where a professional day is defined as being 09:00 to 17:30 UK time, Monday to Friday (excluding Public Holidays).



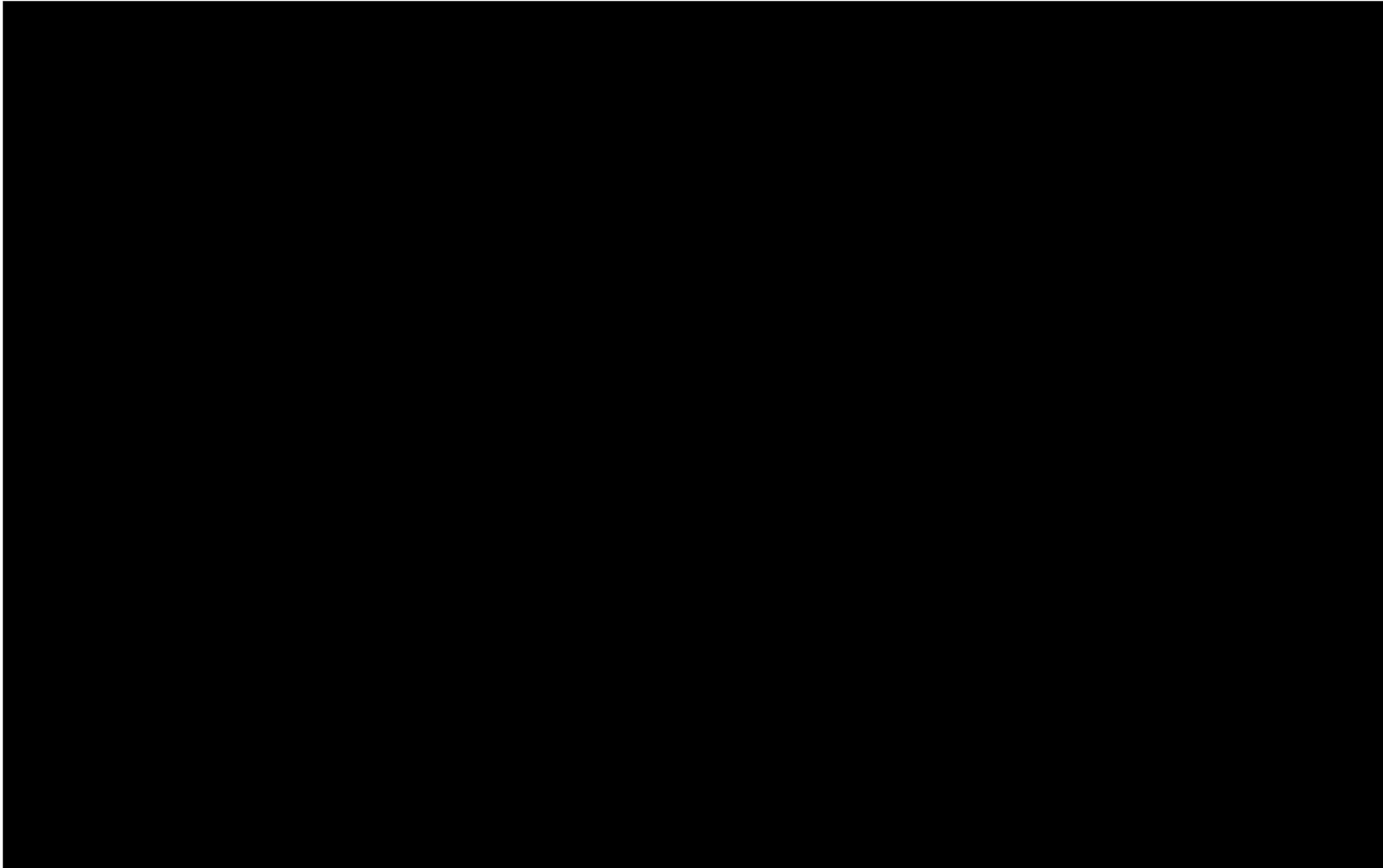


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Attachment 5 – Implementation Plan





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Annex 1 – Call-Off Terms and Additional Schedules and Alternative Clauses

ALTERNATIVE CLAUSES AND ADDITIONAL SCHEDULES FOR LOT 1

ADDITIONAL SCHEDULES

S1	Business Continuity and Disaster Recovery
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ADDITIONAL SCHEDULES

S1 BUSINESS CONTINUITY AND DISASTER RECOVERY

1. Definitions

1.1 In this Schedule, the following definitions shall apply:

"BCDR Plan"	has the meaning given to it in Paragraph At least ninety (90) Working Days prior to the Commencement Date the Supplier shall prepare and deliver to the Buyer for the Buyer's written approval a plan (a " BCDR Plan "), which shall detail the processes and arrangements that the Supplier shall follow to: of this Schedule;
"Business Continuity Plan"	has the meaning given to it in Paragraph Section 2 which shall relate to business continuity (the " Business Continuity Plan "); and of this Schedule;
"Disaster Recovery Plan"	has the meaning given to it in Paragraph Section 3 which shall relate to disaster recovery (the " Disaster Recovery Plan "). of this Schedule;
"Related Supplier"	any person who provides services to the Buyer which are related to the Services from time to time;
"Review Report"	has the meaning given to it in Paragraph the Supplier's proposals (the " Supplier's Proposals ") for addressing any changes in the risk profile and its proposals for amendments to the BCDR Plan. of this Schedule; and
"Supplier's Proposals"	has the meaning given to it in Paragraph the Supplier's proposals (the " Supplier's Proposals ") for addressing any changes in the risk profile and its proposals for amendments to the BCDR Plan. of this Schedule;

2. BCDR Plan

2.1 At least ninety (90) Working Days prior to the Commencement Date the Supplier shall prepare and deliver to the Buyer for the Buyer's written approval a plan (a "**BCDR Plan**"), which shall detail the processes and arrangements that the Supplier shall follow to:

- 2.1.1 ensure continuity of the business processes and operations supported by the Services following any failure or disruption of any element of the Services; and
- 2.1.2 the recovery of the Services in the event of a Disaster

2.2 The BCDR Plan shall be divided into three sections:

- 2.2.1 Section 1 which shall set out general principles applicable to the BCDR Plan;



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- 2.2.2 Section 2 which shall relate to business continuity (the "**Business Continuity Plan**"); and
- 2.2.3 Section 3 which shall relate to disaster recovery (the "**Disaster Recovery Plan**").
- 2.3 Following receipt of the draft BCDR Plan from the Supplier, the Parties shall use reasonable endeavours to agree the contents of the BCDR Plan. If the Parties are unable to agree the contents of the BCDR Plan within twenty (20) Working Days of its submission, then such Dispute shall be resolved in accordance with the Dispute Resolution Procedure.

3. General Principles of the BCDR Plan (Section 1)

- 3.1 Section 1 of the BCDR Plan shall:
 - 3.1.1 set out how the business continuity and disaster recovery elements of the BCDR Plan link to each other;
 - 3.1.2 provide details of how the invocation of any element of the BCDR Plan may impact upon the provision of the Services and any goods and/or services provided to the Buyer by a Related Supplier;
 - 3.1.3 contain an obligation upon the Supplier to liaise with the Buyer and any Related Suppliers with respect to business continuity and disaster recovery;
 - 3.1.4 detail how the BCDR Plan interoperates with any overarching disaster recovery or business continuity plan of the Buyer and any of its other Related Supplier in each case as notified to the Supplier by the Buyer from time to time;
 - 3.1.5 contain a communication strategy including details of an incident and problem management service and advice and help desk facility which can be accessed via multiple channels;
 - 3.1.6 contain a risk analysis, including:
 - () failure or disruption scenarios and assessments of likely frequency of occurrence;
 - () identification of any single points of failure within the provision of the Services and processes for managing those risks;
 - () identification of risks arising from the interaction of the provision of the Services with the goods and/or services provided by a Related Supplier; and
 - () a business impact analysis of different anticipated failures or disruptions;
 - 3.1.7 provide for documentation of processes, including business processes, and procedures;
 - 3.1.8 set out key contact details for the Supplier (and any Sub-Contractors) and for the Buyer;
 - 3.1.9 identify the procedures for reverting to "normal service";
 - 3.1.10 set out method(s) of recovering or updating data collected (or which ought to have been collected) during a failure or disruption to minimise data loss;
 - 3.1.11 identify the responsibilities (if any) that the Buyer has agreed it will assume in the event of the invocation of the BCDR Plan; and



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- 3.1.12 provide for the provision of technical assistance to key contacts at the Buyer as required by the Buyer to inform decisions in support of the Buyer's business continuity plans.
- 3.2 The BCDR Plan shall be designed so as to ensure that:
 - 3.2.1 the Services are provided in accordance with this Contract at all times during and after the invocation of the BCDR Plan;
 - 3.2.2 the adverse impact of any Disaster is minimised as far as reasonably possible;
 - 3.2.3 it complies with the relevant provisions of ISO/IEC 27002; ISO22301/ISO22313 and all other industry standards from time to time in force; and
 - 3.2.4 it details a process for the management of disaster recovery testing.
- 3.3 The BCDR Plan shall be upgradeable and sufficiently flexible to support any changes to the Services and the business operations supported by the provision of Services.
- 3.4 The Supplier shall not be entitled to any increase in the Charges to the extent that a Disaster occurs as a consequence of any breach by the Supplier of this Contract.

4. Business Continuity (Section 2)

- 4.1 The Business Continuity Plan shall set out the arrangements that are to be invoked to ensure that the business processes facilitated by the provision of Services remain supported and to ensure continuity of the business operations supported by the Services including:
 - 4.1.1 the alternative processes, options and responsibilities that may be adopted in the event of a failure in or disruption to the provision of the Services; and
 - 4.1.2 the steps to be taken by the Supplier upon resumption of the provision of the Services in order to address the effect of the failure or disruption.
- 4.2 The Business Continuity Plan shall:
 - 4.2.1 address the various possible levels of failures of or disruptions to the provision of Services;
 - 4.2.2 set out the goods and/or services to be provided and the steps to be taken to remedy the different levels of failures of and disruption to the Services; and
 - 4.2.3 set out the circumstances in which the Business Continuity Plan is invoked.

5. Disaster Recovery (Section 3)

- 5.1 The Disaster Recovery Plan (which shall be invoked only upon the occurrence of a Disaster) shall be designed to ensure that upon the occurrence of a Disaster the Supplier ensures continuity of the business operations of the Buyer supported by the Services following any Disaster or during any period of service failure or disruption with, as far as reasonably possible, minimal adverse impact.
- 5.2 The Supplier's BCDR Plan shall include an approach to business continuity and disaster recovery that addresses the following:
 - 5.2.1 loss of access to the Buyer Premises;
 - 5.2.2 loss of utilities to the Buyer Premises;



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- 5.2.3 loss of the Supplier's helpdesk or CAFM system;
- 5.2.4 loss of a Sub-Contractor;
- 5.2.5 emergency notification and escalation process;
- 5.2.6 contact lists;
- 5.2.7 staff training and awareness;
- 5.2.8 BCDR Plan testing;
- 5.2.9 post implementation review process;
- 5.2.10 details of how the Supplier shall ensure compliance with security standards ensuring that compliance is maintained for any period during which the Disaster Recovery Plan is invoked;
- 5.2.11 access controls to any disaster recovery sites used by the Supplier in relation to its obligations pursuant to this Schedule; and
- 5.2.12 testing and management arrangements.

6. Review and changing the BCDR Plan

- 6.1 The Supplier shall review the BCDR Plan:
 - 6.1.1 on a regular basis and as a minimum once every six (6) months;
 - 6.1.2 within three (3) calendar months of the BCDR Plan (or any part) having been invoked pursuant to Paragraph Invoking the BCDR Plan; and
 - 6.1.3 where the Buyer requests in writing any additional reviews (over and above those provided for in Paragraphs on a regular basis and as a minimum once every six (6) months; and within three (3) calendar months of the BCDR Plan (or any part) having been invoked pursuant to Paragraph Invoking the BCDR Plan; and of this Schedule) whereupon the Supplier shall conduct such reviews in accordance with the Buyer's written requirements. Prior to starting its review, the Supplier shall provide an accurate written estimate of the total costs payable by the Buyer for the Buyer's approval. The costs of both Parties of any such additional reviews shall be met by the Buyer except that the Supplier shall not be entitled to charge the Buyer for any costs that it may incur above any estimate without the Buyer's prior written approval.
- 6.2 Each review of the BCDR Plan pursuant to Paragraph The Supplier shall review the BCDR Plan: shall assess its suitability having regard to any change to the Services or any underlying business processes and operations facilitated by or supported by the Services which have taken place since the later of the original approval of the BCDR Plan or the last review of the BCDR Plan, and shall also have regard to any occurrence of any event since that date (or the likelihood of any such event taking place in the foreseeable future) which may increase the likelihood of the need to invoke the BCDR Plan. The review shall be completed by the Supplier within such period as the Buyer shall reasonably require.
- 6.3 The Supplier shall, within twenty (20) Working Days of the conclusion of each such review of the BCDR Plan, provide to the Buyer a report (a "**Review Report**") setting out the Supplier's proposals (the "**Supplier's Proposals**") for addressing any changes in the risk profile and its proposals for amendments to the BCDR Plan.



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- 6.4 Following receipt of the Review Report and the Supplier's Proposals, the Parties shall use reasonable endeavours to agree the Review Report and the Supplier's Proposals. If the Parties are unable to agree Review Report and the Supplier's Proposals within twenty (20) Working Days of its submission, then such Dispute shall be resolved in accordance with the Dispute Resolution Procedure.
- 6.5 The Supplier shall as soon as is reasonably practicable after receiving the approval of the Supplier's Proposals effect any change in its practices or procedures necessary so as to give effect to the Supplier's Proposals. Any such change shall be at the Supplier's expense unless it can be reasonably shown that the changes are required because of a material change to the risk profile of the Services.

7. Testing the BCDR Plan

- 7.1 The Supplier shall test the BCDR Plan:
 - 7.1.1 regularly and in any event not less than once in every Contract Year;
 - 7.1.2 in the event of any major reconfiguration of the Services; and
 - 7.1.3 at any time where the Buyer considers it necessary (acting in its sole discretion).
- 7.2 If the Buyer requires an additional test of the BCDR Plan, it shall give the Supplier written notice and the Supplier shall conduct the test in accordance with the Buyer's requirements and the relevant provisions of the BCDR Plan. The Supplier's costs of the additional test shall be borne by the Buyer unless the BCDR Plan fails the additional test in which case the Supplier's costs of that failed test shall be borne by the Supplier.
- 7.3 The Supplier shall undertake and manage testing of the BCDR Plan in full consultation with and under the supervision of the Buyer and shall liaise with the Buyer in respect of the planning, performance, and review, of each test, and shall comply with the reasonable requirements of the Buyer.
- 7.4 The Supplier shall ensure that any use by it or any Sub-Contractor of "live" data in such testing is first approved with the Buyer. Copies of live test data used in any such testing shall be (if so required by the Buyer) destroyed or returned to the Buyer on completion of the test.
- 7.5 The Supplier shall, within twenty (20) Working Days of the conclusion of each test, provide to the Buyer a report setting out:
 - 7.5.1 the outcome of the test;
 - 7.5.2 any failures in the BCDR Plan (including the BCDR Plan's procedures) revealed by the test; and
 - 7.5.3 the Supplier's proposals for remedying any such failures.
- 7.6 Following each test, the Supplier shall take all measures requested by the Buyer to remedy any failures in the BCDR Plan and such remedial activity and re-testing shall be completed by the Supplier, at its own cost, by the date reasonably required by the Buyer.

8. Invoking the BCDR Plan

- 8.1 In the event of a complete loss of service or in the event of a Disaster, the Supplier shall immediately invoke the BCDR Plan (and shall inform the Buyer promptly of such



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invocation). In all other instances the Supplier shall invoke or test the BCDR Plan only with the prior consent of the Buyer.

9. Circumstances beyond your control

- 9.1 The Supplier shall not be entitled to relief under Clause 33 (Force Majeure) if it would not have been impacted by the Force Majeure Event had it not failed to comply with its obligations under this Schedule.



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Annex 2 – Bidders’ Tender Response

- QA1 – Implementing Major Transformations**
- QA2 – Draft Delivery Plan**
- QA3 – Case Studies of Complex Compliance**
- QA4 – Example of Flex**
- QA5 – Collaborative Working**
- QA6 – Culture Change**
- QA7 – Social Impact 1**
- QA8 – Social Impact 2**

Annex 3 – Tender Clarification questions and responses

Trust Programme Tender Clarification Log as at 26 August 2025

