

Crown Commercial Service

Call Off Order Form for Management Consultancy Services

FRAMEWORK SCHEDULE 4

CALL OFF ORDER FORM

PART 1 –CALL OFF ORDER FORM

SECTION A

This Call Off Order Form is issued in accordance with the provisions of the Framework Agreement for the provision of **Business Consultancy Services** dated **04 September 2018**.

The Supplier agrees to supply the Services specified below on and subject to the terms of this Call Off Contract.

For the avoidance of doubt this Call Off Contract consists of the terms set out in this Template Call Off Order Form and the Call Off Terms.

Order Number	CS21065
From	UK Space Agency , Polaris House, North Star Avenue, Swindon, Wiltshire, SN2 1SZ (" CUSTOMER ")
To	2020 Delivery Ltd (t/a The PSC) 45 Pall Mall, London, SW1Y 5JG (" SUPPLIER ")
Date	23rd June 2021 (" DATE ")

SECTION B

1. CALL OFF CONTRACT PERIOD

1.1.	Commencement Date: 23 rd June 2021
1.2.	Expiry Date: End date of Initial Period: 13 th December 2021 End date of Extension Period: Not applied Minimum written notice to Supplier in respect of extension: Not applied

2. SERVICES

2.1.	Services required: In Call Off Schedule 2 (Services) 1. Introduction The purpose of the UK Space Agency (UKSA) is to lead the UK's civil space strategy and support the use of space technology and applications to deliver economic growth, scientific excellence and benefits to the citizen. 2. Background The Government's Spaceflight Programme aims to create conditions enabling the UK to be the first country in Europe to achieve commercial spaceflight – generating growth for the UK's economy and establishing the foundations for ongoing market growth and commercial sustainability by 2030.
------	---

	<p>As UK launch capabilities are developed and become operational from the early 2020s, the UKSA must accurately monitor and evaluate the benefits and disbenefits associated with the creation of a UK launch market. Whilst exploratory monitoring and evaluation (M&E) planning has been conducted, the UKSA has limited analytical resource to ensure all impacts are appropriately monitored and evaluated. The UKSA therefore requires external support to assist in the creation of a M&E framework.</p> <p>An initial draft of the results framework has already been completed including the following outputs:</p> <ul style="list-style-type: none"> • Cost-Benefit Analysis / Value for Money Indicators: a map of known and forecast costs and benefits has been created, along with an outline of the current forecasting methodology and next steps required for each segment of benefits (industrial, growth effects etc.) • Output / Impact indicators – contribution to UKSA objectives: the pre-existing UKSA objectives dashboard has been assessed, and options for spaceflight programme contributions towards these have been outlined for key variables such as contribution to regional employment, Foreign Direct Investment, etc. This will need to be updated following the completion of the new UKSA objective framework, and a theory of change with relevant indicators to measure progress must be established. • Key performance indicators and market progress indicators: key milestones with baseline and realised dates have been recorded and assigned red/amber/green ratings as to likelihood of meeting our targets. The Civil Aviation Authority have agreed to work with us to determine variables required for ongoing reporting regarding market progress, including number of license applications, number of successful applications etc. <p>This piece of work will be led by economists in the Spaceflight Programme management office team within the UKSA's Commercial Spaceflight Directorate. The team have a suite of evidence / information which will inform the development of further M&E planning. These include, (but are not limited to):</p> <ul style="list-style-type: none"> • A Spaceflight Programme Cost-Benefit Analysis model. This model outlines five areas of VfM benefits, and our current methodology to estimate these: Industrial effects, Spillover effects, Growth effects, Leveraged effects and Tourism benefits. • The UK Small Satellite Launch Market Study which was completed in March 2021. This includes developments of the economic modelling, and new estimates of growth effects, as well as a growth effect theory of change. • The UKSA Objectives Framework. • The 'Spillovers in the space sector' research report by London Economics. • The 'UK space industry: size and health report 2018' (the latest in a biannual report) – setting out the measurement of the UK space industry. • Markets build team evidence – outlining the grants provided to each grantee and an estimate of private sector spending. • Current draft of the spaceflight programme's results framework. • Space Industry Act impact assessments.
--	---

	<p>There is also a wider suite of evidence / information supporting the spaceflight programme, including:</p> <ul style="list-style-type: none"> • The Satellite Launch Programme Full Business Case • The Regulation and Legislation Projects Outline Business Case • Two 2019 reports from suppliers updating our market forecasts. • A comparative launch service provider operating cost research – October 2019 • 2019 Frost & Sullivan and Bryce market forecast reports. • Outline business case for provision of range control and tracking services – Nov 2019 <p>It is important to note that our understanding of the market is continually evolving as it matures – it will be critical for monitoring and evaluation processes to reflect this, especially developments from the March 2021 Launch Market Study.</p> <p>The programme is led by the Deputy CEO of the UKSA, with the support of project leaders across UKSA, Department for Transport and the Civil Aviation Authority. The project teams comprise individuals with a mix of specialisms, organisational backgrounds, and expertise</p> <p>3. Aims and Objectives of the Project</p> <p>Aims:</p> <p>The UK Spaceflight Programme is at a key juncture point as first launch from the UK nears - it is increasingly important to capture and evaluate benefits / disbenefits as they are realised. An initial draft of a results framework has been created to capture progress towards benefits, this has been broken down into:</p> <ol style="list-style-type: none"> 1. Cost-Benefit Analysis / Value for Money Indicators 2. Output / Impact indicators – contribution to UKSA objectives 3. Market progress indicators <p>The main aim of this procurement is to provide the UKSA with monitoring and evaluation analytical assistance in developing these three components into a final version over the course of the contract, ensuring that a comprehensive system of metrics and data sources have been identified so that UKSA can continue to monitor and evaluate the benefits and disbenefits of the Spaceflight Programme over time.</p> <p>In addition to the main aim, the UKSA also require an evaluation plan to be created, comprised of an outline of all evaluations required over the course of the programme including planned: objectives, scope, timing and potential cost.</p> <p>Objectives:</p> <ol style="list-style-type: none"> 1) Identify and develop processes to enable the monitoring and evaluation of Spaceflight Cost-Benefit Analysis / Value for Money Indicators, in particular: <ol style="list-style-type: none"> a) Research and development (R&D) and knowledge spillovers from Spaceflight spending (including both HMG and private sector spending)
--	---

	<p>We expect that public and private capital invested in creating and sustaining a market for launch will generate R&D benefits for the firms receiving grant funding, and potentially for firms in their supply chain and the wider economy. The UKSA would like to answer the following questions, and derive a methodology for measuring knowledge spillovers associated with Spaceflight investment:</p> <ul style="list-style-type: none"> • What should be counted as Spaceflight R&D? (i.e. proportion of spending on spaceflight projects, capital spent to create a market vs capital invested to create a product continuous improvements to launch vehicles/spaceports) • Establish a clear definition of Spaceflight knowledge spillover benefits. • Which firms in the supply chain could experience knowledge spillover benefits, and how can we monitor these? • What knowledge spillovers should we be measuring? • What are the options for measuring these spillover effects? • What are the challenges associated with different options? • What is the most appropriate method to use? • Does Spaceflight Programme R&D have spillover benefits for the wider economy beyond the value it creates by enabling launch? (i.e. what spillover effects are associated with leveraged benefits of repeated launch once launch has been established, what spillover effects can be attributed to helping growth of other industries, how do these conflict with 'growth' and 'leveraged' effects) <p>UKSA would also ideally like to establish a method to monitor the various types of spillover benefits and assign a monetary value to these on an annual basis.</p> <p>b) Industrial effects associated with Spaceflight grant funding and joint private sector investment</p> <p>Industrial effects represent the Gross Value Added (GVA) generated from investments in the spaceflight programme up to pathfinder launch. Industrial effects can be broken down to:</p> <ul style="list-style-type: none"> • Direct effects: the value added to the goods and services by the grantees' employees • Indirect effects: the value added by UK-based organisations supplying the grantees (e.g. the broader UK launch supply chain) <p>Industrial effects are currently estimated using top down estimates largely based on industry averages. UKSA would like to use monitoring and evaluation data to create a bottom-up approach for these effects, to run alongside the top-down estimates used in the existing CBA model. UKSA would like to gather the micro level evidence to support or challenge our initial assumptions. Therefore, a methodology to monitor developments in the following areas is required:</p> <ul style="list-style-type: none"> • How much GVA is generated through industrial direct effects? (i.e. How much are grantees spending, and on what? How much value is being added in each instance? What is the resulting GVA from this?) • How much GVA is generated through industrial indirect effects in the supply chain? (i.e. What companies are in the supply chain? How much extra business is being generated via spaceflight grants? What is the resulting GVA from this?) • How additional are these effects? (i.e. Leakage – What percentage of these benefits leak to other economies? Deadweight – What percentage of these
--	--

benefits would have occurred without government funding? **Displacement** – What percentage of these benefits have displaced economic activity that would have taken place in absence of the Spaceflight Programme?)

c) Leveraged effects associated with an established launch market

Leveraged effects represent GVA generated from the operation of a commercial market for launch and generated from the actual launches. Leveraged effects include the direct GVA which is produced by horizontal and vertical launch service providers, and the indirect GVA which includes supporting infrastructure like spaceports and range and the UK space manufacturing supply chain. Leveraged effects can be broken down into:

- Direct effects: the value added to the goods and services by launch service providers' employees
- Indirect effects: the value added by UK-based organisations supplying the launch service providers (e.g. the broader UK launch industry supply chain)

Leveraged effects are currently calculated using high level multipliers which indicate direct and indirect GVA generated per launch. UKSA would like to create a bottom-up approach for these effects, to run alongside the top-down estimates used in the existing CBA model. UKSA would like to gather the micro level evidence to either support or challenge our initial assumptions. Therefore, a methodology to monitor developments in the following areas is required:

- How much GVA is generated through leveraged direct effects? (i.e. How much GVA is being added from each UK rocket launch?)
- How much GVA is generated through leveraged indirect effects in the supply chain? (i.e. What companies are in the supply chain? How might the supply chain change over time? How much extra business for suppliers is being generated via subsequent launches? What is the resulting GVA from this?)
- How do GVA contributions to the UK Economy differ between rockets built in the UK to those imported to the UK from overseas?
- How additional are these effects? (i.e. Leakage – What percentage of these benefits leak to other economies? Deadweight – What percentage of these benefits would have occurred without government funding? Displacement – What percentage of these benefits have displaced economic activity that would have taken place in absence of the Spaceflight Programme?)

d) Growth effects associated with the creation of a market for UK launch

Growth effects represent GVA increases in space industries outside of those directly participating in the launch of rockets, and their supply chains. These effects can potentially cover a number of space activities including: Space manufacturing, space operations, space applications, and ancillary services.

An initial conservative estimate to capture growth is currently used in spaceflight modelling, whilst the March 2021 Launch Market Study (LMS) has developed a theory of change and novel methodology to estimate future growth effects.

The UKSA requires the applicant to build on the results of the LMS to develop a methodology for measuring additional growth effects from the Spaceflight Programme

	<p>into the future, with the ability to quantify these results and assign a monetary value on an annual basis. The UKSA appreciates the potential difficulty of this task, and if it proves to be infeasible, UKSA requires a report on analysis conducted and reasons why a strict methodology could not be created. UKSA are willing to be negotiable on the final methodology based on what evidence the supplier believes will be available and what is feasible; for example some effects may not be monetised, but a contribution analysis to certain macro shifts in the UK space industry may be appropriate.</p> <p>2) Theory of Change and Outcome / Impact indicators based on a contribution approach to UKSA Objectives</p> <p>The Spaceflight programme will not only deliver economic benefits that can be captured as part of value for money modelling but will also deliver a number of non-monetised benefits, that will directly contribute towards UKSA strategic objectives, it is important to be able to monitor progress towards these objectives over time.</p> <p>Firstly, a Theory of Change (ToC) must be created, outlining the benefits and disbenefits associated with the Spaceflight Programme, and how these feed into wider UKSA objectives. The ToC must cover all aspects of the Spaceflight programme, including: regulation, legislation, liabilities, market build (grant funding) and external engagement. It must also cover all conceivable relevant benefits and disbenefits including economic (monetised, unmonetized, quantified, unquantified), strategic (increasing UK reputation, defence), etc. The UKSA is happy to work with the supplier to conduct an internal UKSA workshop (potentially online) to create a thorough Theory of Change.</p> <p>The ToC must follow BEIS ToC guidance, this will be provided to the successful bidder as part of the process.</p> <p>Once a ToC has been established, UKSA requires a contribution approach dashboard to be created, which will enable monitoring of all relevant variables over time. As part of this the following questions must be answered:</p> <ul style="list-style-type: none"> • Which UKSA objectives should be targeted for Spaceflight contribution approach and presented in a dashboard? (Current examples include employment growth, regional employment spread, academic output.) This should be broken down into: <ul style="list-style-type: none"> a) Why/how spaceflight contributes to UKSA objectives b) Where the balance of responsibility lies between HMG/industry actions to realise benefits c) The strategic assumptions needed to be made surrounding the causal pathways to benefits realisation • What are the most appropriate data sources to monitor progress and how can we obtain these? (For both grantees and those in the supply chain, primary and secondary data, on an annual basis or more frequently if necessary) • Collection of past and forecast data through engagement with grantees, including: employee numbers, salaries, supply chain spending etc. (This information will already be collected as part of Objective 1, but will also need to be communicated alongside output/impact indicators)
--	---

	<ul style="list-style-type: none"> • What methodology should be used to give an accurate picture of Spaceflight contribution to UKSA objectives? a) How can direct benefits from grantees be combined with estimated benefits in the supply chain in a dashboard to provide a full contribution to UKSA objectives. b) How much resource, and what specific capabilities would be required to monitor benefits over the course of the entire Spaceflight programme? (2021-2035) • How can less-quantifiable benefits be monitored? (Such as increases in projecting global influence and security and protection) • How can wider benefits/disbenefits be measured and controlled? (Some wider effects have been captured in the legislation impact assessments; these will also feed into CAA reporting processes & agreements) <p>3) Market progress indicators The March LMS provides an initial overview of the potential launch market, and forecast demand for UK launch. UKSA requires analytical assistance to coordinate views from the market and monitor if market demand is sufficiently growing over time to build up to a required number of UK launches. UKSA would like to create a methodology to collect key data which will be used to update existing models which forecast number of launches, this may include collecting data on: number of applications, number of successful applications, number of companies with intent to launch from the UK, etc. The supplier will be in contact with the regulator, the Civil Aviation Authority, and relevant UKSA staff to establish firm market progress indicators.</p> <p>4) Evaluation Plan A plan of future evaluations will need to be created, comprised of an outline of all evaluations required over the course of the programme including planned: objectives, scope, timing, and potential cost.</p> <p>The required evaluations will not be carried out as part of this contract but will culminate in a specification document that could be contracted out as part of a separate procurement.</p> <p>Given the assessment will be classified as OFFICIAL SENSITIVE - COMMERCIAL, the provider must take appropriate steps to ensure any research and reports are securely stored and only shared with UKSA Officials. UKSA will hold full and unrestricted control of all resulting material, whether in draft or final version. UKSA will own the foreground Intellectual Property rights and no other party, including the supplier developing the report, will be afforded rights to use or recreate such IP.</p> <p>5. Suggested Methodology</p> <p>Overall Methodology approach</p> <p>Regarding methodology UKSA invite innovative solutions (adherent with government guidance provided in the Green and Magenta books), given that the nature of the task involves monitoring and evaluating an innovative, evolving, technological development driven market, the small satellite launch market, and building an evidence base for some</p>
--	---

	<p>of the potential impacts of creating a small satellite launch market in the UK. It is also welcomed to hear the depth of analysis feasible for identified objectives. However, a key requirement on methodology is where primary and/or secondary research is used to support results, more details are given on this below.</p> <p>Qualitative enquiry</p> <p>The space industry is dynamic and a heavy reliance on literature review carries significant risks. There is an expectation that some of the deliverables will be demonstrably addressed via space industry market and industry engagement. And, that where literature review is utilised, demonstrable efforts are made (including via qualitative enquiry) to ensure their accuracy.</p> <p>Objectivity and approach to qualitative enquiries</p> <p>There is a requirement, in every case of capture of relied upon information from market and industry engagement activities, that this capture is demonstrably made in a way that truly reflects the cross-sectional views across the whole grouping and market context that is being studied.</p> <p>A key parameter of concern is whether the evidence base used to support given objectives in this commission is secondary research, such as literature review research and existing data sets, or primary research, based on space industry market engagement (interviews, discussions, surveys etc). Evidence requirements are set out below in the same format as project objectives are given.</p> <p>Output 1 - Identifying and developing processes to enable the monitoring and evaluation of Spaceflight Cost-Benefit Analysis / Value for Money Indicators</p> <p>This output should take the form of a report and presentation with distinct sections for (a), (b), (c) and (d).</p> <p>a) For objective (a) a variable mixture of literature review research and space industry market engagement based evidence may be used. Existing approaches to measuring space sector spillovers have not been particularly successful, so innovative approaches to answer the proposed questions and develop monitoring processes are welcomed.</p> <p>There is currently a feeling of engagement/survey fatigue within the space industry, and the UKSA are happy to work with supplier to manage engagement with the industry and discuss alternatives to surveys. UKSA does not intend to restrict engagement severely, and appreciate that engagement is essential for certain tasks.</p> <p>b & c) UKSA requires a bottom-up approach to measure these effects, therefore micro level evidence must be gathered to either support or challenge existing UKSA assumptions. This is likely to involve desk based research as well as engagement with the UKSA markets team and the wider space industry.</p> <p>d) This will involve firstly examining both the existing 2020 methodology for Growth effects, and the newly developed March 2021 Launch Market Study growth effects. Secondly a method must be created which monitors and values these growth</p>
--	--

effects in the most effective manner, which will capture (as closely as reasonably possible) the increased growth due to the spaceflight programme.

Output 2 – Theory of Change and Outcome / Impact indicators based on a contribution approach to UKSA Objectives

This output should take the form of a report and presentation, containing a theory of change, and a dashboard presenting contribution to UKSA objectives, whilst answering the questions set out in the previous section. UKSA leaves the supplier the choice of creating one report encompassing all outputs, or separate reports for each output.

This objective will require desk based research and collaboration with UKSA central evidence team who own the dashboard of UKSA objectives. Creation of a contribution dashboard will be largely desk based, whilst identifying relevant metrics and data sources may require space industry engagement.

Output 3 - Market progress indicators

This output should take the form of a report and presentation outlining the market progress indicators. As above, UKSA leaves the supplier the choice of creating one report encompassing all outputs, or separate reports for each output.

This objective will require working with the Civil Aviation Authority, the UKSA market team, and coordination of views from the wider space industry to monitor changes in market demand over time.

Output 4 - Evaluation Plan

This output should take the form of a report containing a timeline which outlines all necessary evaluations that should take place over the course of the Spaceflight Programme (2021 – 2035).

This objective will be predominantly desk-based. It requires developing a thorough understanding of the direction of the spaceflight programme and outlining when and how evaluations should be conducted.

6. Resourcing of Project

The supplier must be able to demonstrate the ability to understand the operating environment of Monitoring and Evaluation within the Civil Service, and outline details of how the proposed team has the expertise to deliver the objectives of the contract.

The supplier must be able to evidence expertise in:

- Developing Monitoring and Evaluation plans
- Creation of a Theory of Change
- Developing Metrics for policy interventions
- Knowledge of Government best practice including Green and Magenta book methodologies

Whilst it will be beneficial for the supplier to have knowledge of the space industry, this is a nice to have rather than essential for this contract. If the supplier does not have expertise in the space industry, they should be able to demonstrate good results when working in monitoring and evaluation of complex new project environments.

7. Deliverables

The supplier will deliver the objectives set out in this specification, including:

- Conducting the necessary research
- Generating written progress reports each week, supported by a weekly meeting (virtual, and potentially face to face depending on ongoing Covid restrictions) to discuss
- Providing verbal briefs on key milestones and regular updates at key milestones (as agreed in the proposed approach)
- Establishing with UKSA the necessary components of outputs and reporting on progress and key risks and issues
- Bringing in necessary expertise to deliver the project.
- Providing a full, qualified assumptions log for all methodological decisions
- Where products depend on judgement or qualitative data, rationales are provided.
- Providing time for UKSA quality assurance of outputs, with a willingness to work with UKSA to ensure both parties are happy with final outcomes.

The UKSA will set out the contract's objectives at the kick off meeting and agree timescales and any necessary refinements; coordinate required inputs from the programme and help facilitate meetings with project teams and partner organisations as necessary (the majority of which will be virtual, though there may be travel to UKSA London or Swindon sites); review progress with supplier at regular interviews and at end of key milestones; provide any necessary clarifications or inputs during the study period.

UKSA anticipate this work to be completed to be a 6 month piece of work, but welcome supplier's views on the quickest this piece of work could be completed. i.e., If the supplier has the team and expertise to complete the work in 4 or 5 months, please reflect this in the project plan.

The supplier and the programme teams will work collaboratively to support delivery of respective objectives.

It is expected that the supplier outlines a project plan with key milestones as part of their bid. As part of contract discussions payment of the contract will be apportioned over key milestones that are outlined in the suggested project plan. All payment milestones will be agreed with UKSA.

Additional Deliverables:

- Inception report
- Project kick-off meeting to refine scope and methodology
- Meeting notes
- Regular weekly updates on emerging findings and progress via Microsoft Teams
- 1 x mid-project meeting/presentation to share findings with the relevant internal team
- 1 x post-project meeting/presentation to share findings with the Programme Board

Location of Services

In recognition of the current Covid-19 pandemic it is expected that the services required will be conducted remotely, at the supplier location. However, when permitted it is expected that the successful supplier will be required to attend face to face meetings at

	[REDACTED]. The frequency of these meetings will be agreed by the contracting authority and the successful supplier.
--	--

3. PROJECT PLAN

	[REDACTED]
	[REDACTED]
	[REDACTED] [REDACTED] [REDACTED] [REDACTED]
	[REDACTED] [REDACTED] [REDACTED] [REDACTED]

4. CONTRACT PERFORMANCE

4.1.	Standards: Standards as defined in Call Off Terms and Conditions Section 1 – Definitions – sections b) and d) apply Clause 11 Standards and Quality
------	--

4.2	Service Levels/Service Credits: Not applied
4.3	Critical Service Level Failure: Not applied
4.4	Performance Monitoring: Not applied
4.5	Period for providing Rectification Plan: In Clause 39.2.1(a) of the Call Off Terms

5. PERSONNEL

5.1	<div data-bbox="261 275 478 309" style="background-color: black; height: 15px; width: 136px;"></div> <div data-bbox="261 353 1318 387" style="background-color: black; height: 15px; width: 662px;"></div> <div data-bbox="261 394 825 427" style="background-color: black; height: 15px; width: 353px;"></div> <div data-bbox="261 495 1382 528" style="background-color: black; height: 15px; width: 702px;"></div> <div data-bbox="261 551 788 584" style="background-color: black; height: 15px; width: 330px;"></div> <div data-bbox="261 701 1414 734" style="background-color: black; height: 15px; width: 722px;"></div> <div data-bbox="261 748 413 781" style="background-color: black; height: 15px; width: 95px;"></div> <table border="1" data-bbox="280 815 1391 1809"> <tr> <td data-bbox="280 815 876 871"> <div data-bbox="296 826 513 860" style="background-color: black; height: 15px; width: 136px;"></div> </td> <td data-bbox="876 815 1391 871"></td> </tr> <tr> <td data-bbox="280 871 876 1106"> <div data-bbox="296 882 817 916" style="background-color: black; height: 15px; width: 326px;"></div> <div data-bbox="296 927 410 972" style="background-color: black; height: 20px; width: 71px;"></div> </td> <td data-bbox="876 871 1391 1106"> <div data-bbox="892 882 1256 916" style="background-color: black; height: 15px; width: 228px;"></div> </td> </tr> <tr> <td data-bbox="280 1106 876 1330"> <div data-bbox="296 1120 705 1153" style="background-color: black; height: 15px; width: 256px;"></div> <div data-bbox="296 1176 424 1209" style="background-color: black; height: 15px; width: 80px;"></div> </td> <td data-bbox="876 1106 1391 1330"> <div data-bbox="892 1120 1307 1153" style="background-color: black; height: 15px; width: 260px;"></div> <div data-bbox="892 1153 1003 1187" style="background-color: black; height: 15px; width: 70px;"></div> </td> </tr> <tr> <td data-bbox="280 1330 876 1576"> <div data-bbox="296 1344 825 1377" style="background-color: black; height: 15px; width: 331px;"></div> <div data-bbox="296 1400 410 1433" style="background-color: black; height: 15px; width: 71px;"></div> </td> <td data-bbox="876 1330 1391 1576"> <div data-bbox="892 1344 1291 1377" style="background-color: black; height: 15px; width: 250px;"></div> <div data-bbox="892 1400 1003 1433" style="background-color: black; height: 15px; width: 70px;"></div> </td> </tr> <tr> <td data-bbox="280 1576 876 1809"> <div data-bbox="296 1590 798 1624" style="background-color: black; height: 15px; width: 314px;"></div> <div data-bbox="296 1646 410 1680" style="background-color: black; height: 15px; width: 71px;"></div> </td> <td data-bbox="876 1576 1391 1809"> <div data-bbox="892 1590 1272 1624" style="background-color: black; height: 15px; width: 238px;"></div> <div data-bbox="892 1646 1003 1680" style="background-color: black; height: 15px; width: 70px;"></div> </td> </tr> </table>		<div data-bbox="296 826 513 860" style="background-color: black; height: 15px; width: 136px;"></div>		<div data-bbox="296 882 817 916" style="background-color: black; height: 15px; width: 326px;"></div> <div data-bbox="296 927 410 972" style="background-color: black; height: 20px; width: 71px;"></div>	<div data-bbox="892 882 1256 916" style="background-color: black; height: 15px; width: 228px;"></div>	<div data-bbox="296 1120 705 1153" style="background-color: black; height: 15px; width: 256px;"></div> <div data-bbox="296 1176 424 1209" style="background-color: black; height: 15px; width: 80px;"></div>	<div data-bbox="892 1120 1307 1153" style="background-color: black; height: 15px; width: 260px;"></div> <div data-bbox="892 1153 1003 1187" style="background-color: black; height: 15px; width: 70px;"></div>	<div data-bbox="296 1344 825 1377" style="background-color: black; height: 15px; width: 331px;"></div> <div data-bbox="296 1400 410 1433" style="background-color: black; height: 15px; width: 71px;"></div>	<div data-bbox="892 1344 1291 1377" style="background-color: black; height: 15px; width: 250px;"></div> <div data-bbox="892 1400 1003 1433" style="background-color: black; height: 15px; width: 70px;"></div>	<div data-bbox="296 1590 798 1624" style="background-color: black; height: 15px; width: 314px;"></div> <div data-bbox="296 1646 410 1680" style="background-color: black; height: 15px; width: 71px;"></div>	<div data-bbox="892 1590 1272 1624" style="background-color: black; height: 15px; width: 238px;"></div> <div data-bbox="892 1646 1003 1680" style="background-color: black; height: 15px; width: 70px;"></div>
<div data-bbox="296 826 513 860" style="background-color: black; height: 15px; width: 136px;"></div>												
<div data-bbox="296 882 817 916" style="background-color: black; height: 15px; width: 326px;"></div> <div data-bbox="296 927 410 972" style="background-color: black; height: 20px; width: 71px;"></div>	<div data-bbox="892 882 1256 916" style="background-color: black; height: 15px; width: 228px;"></div>											
<div data-bbox="296 1120 705 1153" style="background-color: black; height: 15px; width: 256px;"></div> <div data-bbox="296 1176 424 1209" style="background-color: black; height: 15px; width: 80px;"></div>	<div data-bbox="892 1120 1307 1153" style="background-color: black; height: 15px; width: 260px;"></div> <div data-bbox="892 1153 1003 1187" style="background-color: black; height: 15px; width: 70px;"></div>											
<div data-bbox="296 1344 825 1377" style="background-color: black; height: 15px; width: 331px;"></div> <div data-bbox="296 1400 410 1433" style="background-color: black; height: 15px; width: 71px;"></div>	<div data-bbox="892 1344 1291 1377" style="background-color: black; height: 15px; width: 250px;"></div> <div data-bbox="892 1400 1003 1433" style="background-color: black; height: 15px; width: 70px;"></div>											
<div data-bbox="296 1590 798 1624" style="background-color: black; height: 15px; width: 314px;"></div> <div data-bbox="296 1646 410 1680" style="background-color: black; height: 15px; width: 71px;"></div>	<div data-bbox="892 1590 1272 1624" style="background-color: black; height: 15px; width: 238px;"></div> <div data-bbox="892 1646 1003 1680" style="background-color: black; height: 15px; width: 70px;"></div>											
5.2	Relevant Convictions (Clause 28.2 of the Call Off Terms): In Clause 25.2 of the Call Off Terms											

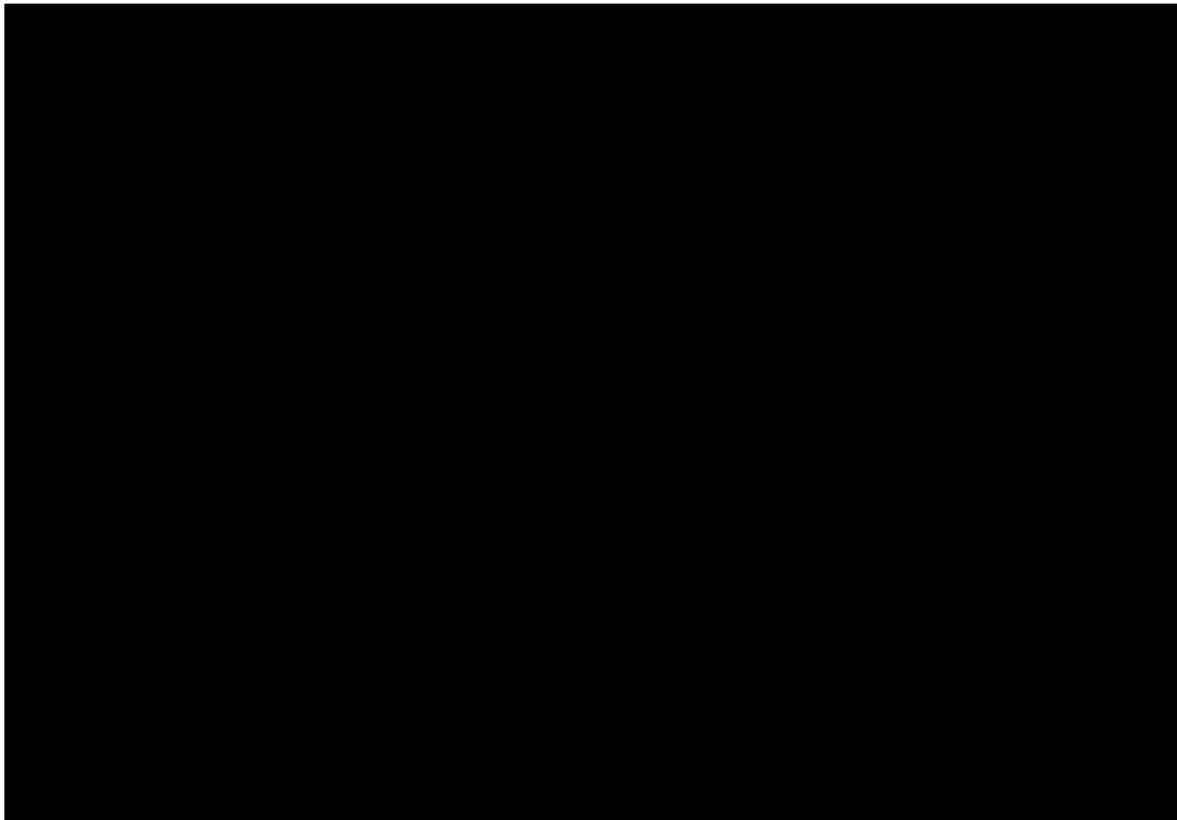

6. PAYMENT

6.1	<p>Call Off Contract Charges (including any applicable discount(s), but excluding VAT):</p> <p>In Annex 1 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)</p> <p>The Total Contract Value shall not exceed £137,240 excluding Vat, as per AW5.2 Price Schedule</p>
-----	--

Price Schedule redacted

Rate Card Redacted

Management Consultancy Framework Two (MCF2) - RM6008

6.2	<p>Payment terms/profile (including method of payment e.g. Government Procurement Card (GPC) or BACS):</p> <p>In Annex 2 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)</p> <p>Payment of the contract will be apportioned over key milestones that are outlined in the suggested project plan. All payment milestones will be agreed with UKSA.</p> 
6.3	<p>Reimbursable Expenses:</p> <p>Not permitted</p>
6.4	<p>Customer billing address (paragraph 7.6 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):</p> <p>UK Space Agency, Polaris House, North Star Avenue, Swindon, SN2 1SZ</p> 
6.5	<p>Call Off Contract Charges fixed for (paragraph 8.2 of Schedule 3 (Call Off Contract Charges, Payment and Invoicing)):</p> <p>Call off Contract charges fixed for duration of contract</p>
6.6	<p>Supplier periodic assessment of Call Off Contract Charges (paragraph 9.2 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)) will be carried out on:</p> <p>Not applicable</p>

6.7	Supplier request for increase in the Call Off Contract Charges (paragraph 10 of Call Off Schedule 3 (Call Off Contract Charges, Payment and Invoicing)): Not Permitted
------------	--

7. LIABILITY AND INSURANCE

7.1	Estimated Year 1 Call Off Contract Charges: The sum of £ 137,240.00
7.2	Supplier's limitation of Liability Clause 37.2.1 of the Call Off Terms
7.3	Insurance (Clause 38.3 of the Call Off Terms): <ul style="list-style-type: none"> • professional indemnity insurance for not less than £2 million per claim; • public liability insurance for not less than £5 million per claim (unlimited claims); and • employer liability insurance for not less than £5 million per claim (unlimited claims)

8. TERMINATION AND EXIT

8.1	Termination on material Default (Clause 42.2 of the Call Off Terms): In Clause 42.2.1(c) of the Call Off Terms
8.2	Termination without cause notice period (Clause 42.7 of the Call Off Terms): In Clause 42.7 of the Call Off Terms
8.3	Undisputed Sums Limit: In Clause 43.1.1 of the Call Off Terms
8.4	Exit Management: Not applied

9. SUPPLIER INFORMATION

9.1	Supplier's inspection of Sites, Customer Property and Customer Assets: Not applicable
9.2	Commercially Sensitive Information: 'We are happy with information from our bid to be published if required under FOI. We would seek to be advised by our client regarding any other commercially sensitive exemptions'

10. OTHER CALL OFF REQUIREMENTS

10.1	Recitals (in preamble to the Call Off Terms): Recitals B to E Recital C - date of issue of the Statement of Requirements: 23 rd April 2021 Recital D - date of receipt of Call Off Tender: 17th May 2021
10.2	Call Off Guarantee (Clause 4 of the Call Off Terms): Not required
10.3	Security: Select short form security requirements AND Security Policy Given the assessment will be classified as OFFICIAL SENSITIVE - COMMERCIAL, the Supplier must take appropriate steps to ensure any outputs or UKSA materials are securely stored and only shared with UKSA Officials.
10.4	ICT Policy: To be provided by the Customer before the Commencement Date
10.6	Business Continuity & Disaster Recovery: In Call Off Schedule 8 (Business Continuity and Disaster Recovery)
10.7	NOT USED
10.8	Protection of Customer Data UKSA Data Protection Officer, [REDACTED] [REDACTED] Supplier DPO: Data Protection Officer, 2020 Dellivery Ltd (t/a The PSC) 45 Pall Mall, London, SW1Y 5JG
10.9	Notices (Clause 56.6 of the Call Off Terms): Customer's postal address and email address: [REDACTED] [REDACTED] Supplier's postal address and email address: [REDACTED]
10.10	Transparency Reports NOT USED
10.11	Alternative and/or Additional Clauses from Call Off Schedule 14 and if required, any Customer alternative pricing mechanism:

	<p>Given the assessment will be classified as OFFICIAL SENSITIVE - COMMERCIAL, the Supplier must take appropriate steps to ensure any outputs or UKSA materials are securely stored and only shared with UKSA Officials. UKSA will hold full and unrestricted control of all resulting material, whether in draft or final version. UKSA will own the foreground Intellectual Property rights and no other party, including the supplier developing the products will be afforded rights to use or recreate such IP.</p>
--	--

10.12	Call Off Tender: Redacted
-------	----------------------------------



--	--

10.13	Publicity and Branding Clause 36.3.2 of the Call Off Terms				
10.14	Staff Transfer Annex to Schedule 10, List of Notified Sub-Contractors (Call Off Tender).				
10.15	Processing Data Call Off Schedule 17 UKSA Data Protection Officer, UK Space Agency, Polaris House, North Star Avenue, Swindon SN2 1SZ. Email: GDPR@ukspaceagency.gov.uk Contact details of the Supplier Data Protection Officer (or if not applicable, details of the person responsible for data protection in the organisation) are: [REDACTED] Annex A (GDPR): Data Protection The Supplier will be compliant with the Data Protection Legislation, as defined in the terms and conditions applying to this opportunity. A guide to The General Data Protection Regulation published by the Information Commissioner's Office can be found here . The only processing that the Supplier is authorised to do is listed in Annex 1 by the Contracting Authority and may not be determined by the Supplier. (1) The Supplier shall comply with any further written instructions with respect to processing by the Contracting Authority. (2) Any such further instructions shall be incorporated into this Annex 1. <table border="1"> <thead> <tr> <th>Description</th><th>Details</th></tr> </thead> <tbody> <tr> <td>Subject matter of the processing</td><td> <p>The processing of names and business contact details of staff of both the Contracting Authority and Supplier will be necessary to deliver the Services exchanged during the course of the Contract, and to undertake Contract and performance management.</p> <p>The Contract itself will include the names and business contact details of staff of both the Contracting Authority and the Supplier involved in managing the Contract.</p> <p>The Contracting Authority will provide the names and business contact details of key external stakeholders</p> </td></tr> </tbody> </table>	Description	Details	Subject matter of the processing	<p>The processing of names and business contact details of staff of both the Contracting Authority and Supplier will be necessary to deliver the Services exchanged during the course of the Contract, and to undertake Contract and performance management.</p> <p>The Contract itself will include the names and business contact details of staff of both the Contracting Authority and the Supplier involved in managing the Contract.</p> <p>The Contracting Authority will provide the names and business contact details of key external stakeholders</p>
Description	Details				
Subject matter of the processing	<p>The processing of names and business contact details of staff of both the Contracting Authority and Supplier will be necessary to deliver the Services exchanged during the course of the Contract, and to undertake Contract and performance management.</p> <p>The Contract itself will include the names and business contact details of staff of both the Contracting Authority and the Supplier involved in managing the Contract.</p> <p>The Contracting Authority will provide the names and business contact details of key external stakeholders</p>				

		that will need to be contacted over the duration of the contract.
	Duration of the processing	<p>Processing will take place from the 8th of June 2021 for the Commencement of the Contract. The Contract will end on 26th of November 2021.</p> <p>The Supplier should store this data for no longer than 6 months after the end of this contract, after which the data should be securely destroyed.</p>
	Nature and purposes of the processing	<p>The nature of the processing will include collection, recording, and consultation.</p> <p>Processing takes place for the purposes of research in the public interest.</p> <p>The nature of processing will include the storage and use of names and business contact details of staff of both the Contracting Authority and the Supplier as necessary to deliver the Services and to undertake Contract and performance management. The Contract itself will include the names and business contact details of staff of both the Contracting Authority and the Supplier involved in managing the Contract.</p> <p>The Contracting Authority will provide the names and business contact details of key external stakeholders that will need to be contacted over the duration of the contract. These stakeholders include recipients of UKSA grants, who are delivering on the objectives of the programme, where progress will need to be monitored and evaluated.</p>
	Type of Personal Data	<p>Names, business telephone numbers and email addresses, office location and position of staff of both the Contracting Authority and the Supplier as necessary to deliver the Services and to undertake Contract and performance management. The Contract itself will include the names and business contact details of staff of both the Contracting Authority and the Supplier involved in managing the Contract.</p> <p>The Contracting Authority will provide the names and business contact details of key external stakeholders</p>

		that will need to be contacted over the duration of the contract.
	Categories of Data Subject	Staff of the Contracting Authority, the Supplier, and key external stakeholders, including where those employees are named within the Contract itself or involved within Contract management.
	Plan for return and destruction of the data once the processing is complete UNLESS requirement under European Union or European member state law to preserve that type of data	<p>The Personal Data will be retained by the Supplier for 6-month retention period, following which the supplier will</p> <p>a) delete the Personal Data and erase the Personal Data from any computers, storage devices and storage media that are to be retained by the Supplier after the expiry of the Retention Period. The Supplier will certify to the Contracting Authority that it has completed such deletion.</p> <p>Where Personal Data is contained within the Contract documentation, this will be retained in line with the Department's privacy notice found within the Procurement Documents.</p>
10.16	MOD DEFCONs and DEFFORM	
	Not Used	

FORMATION OF CALL OFF CONTRACT

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

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

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

For and on behalf of the Supplier:

Name and Title	
Signature	
Date	

For and on behalf of the Customer:

Name and Title	
Signature	
Date	