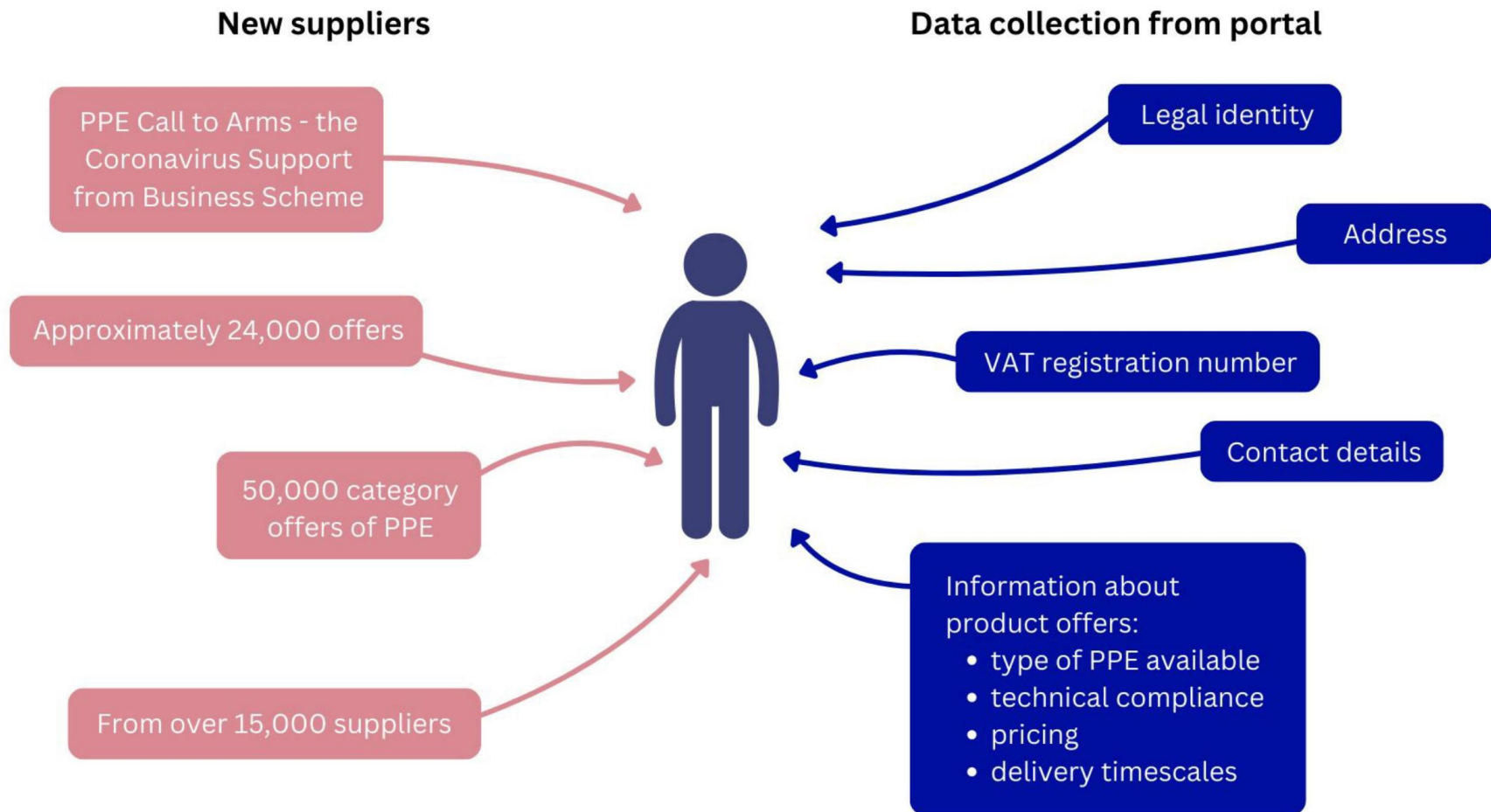
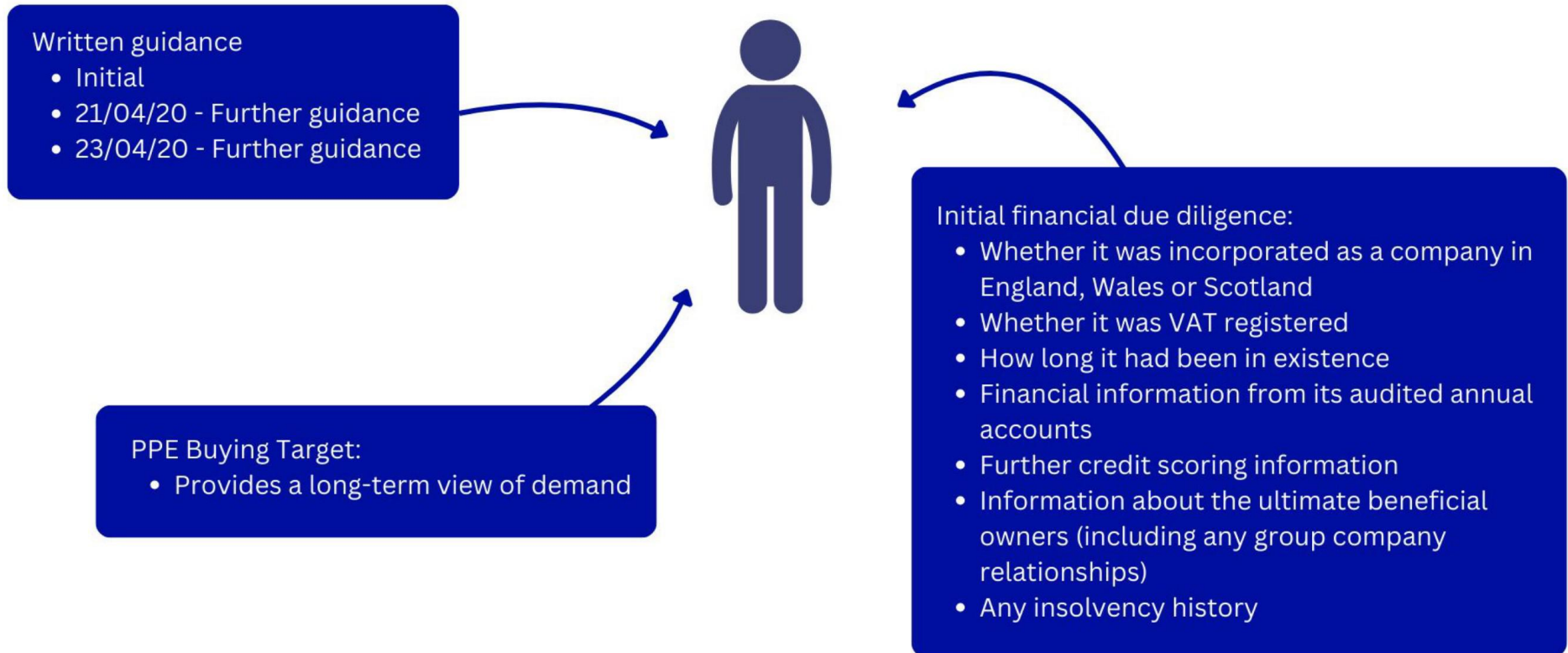


Step 1: Initial data collection



Step 2: Identifying viable opportunities and triaging



Step 3: Validate opportunities



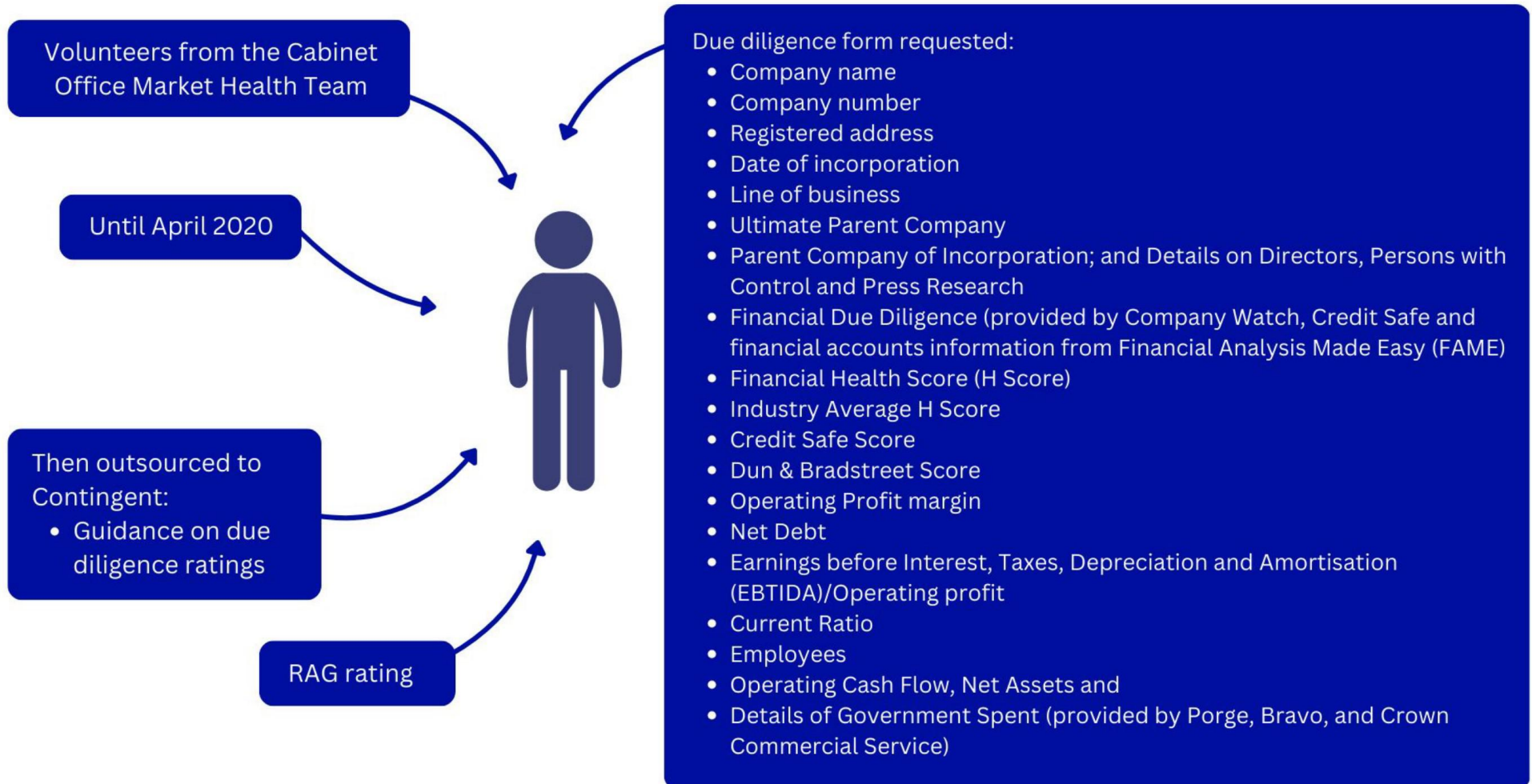
Caseworkers contacted potential suppliers:

- Detailed conversation with suppliers to confirm the offer
- Ascertain key details of what was being offered
- Initial estimates on pricing, lead times and rough orders of magnitude
- Researching the manufacturers of the products
- Obtaining technical documentation
- Assessing the priority of offers based on the guidance set

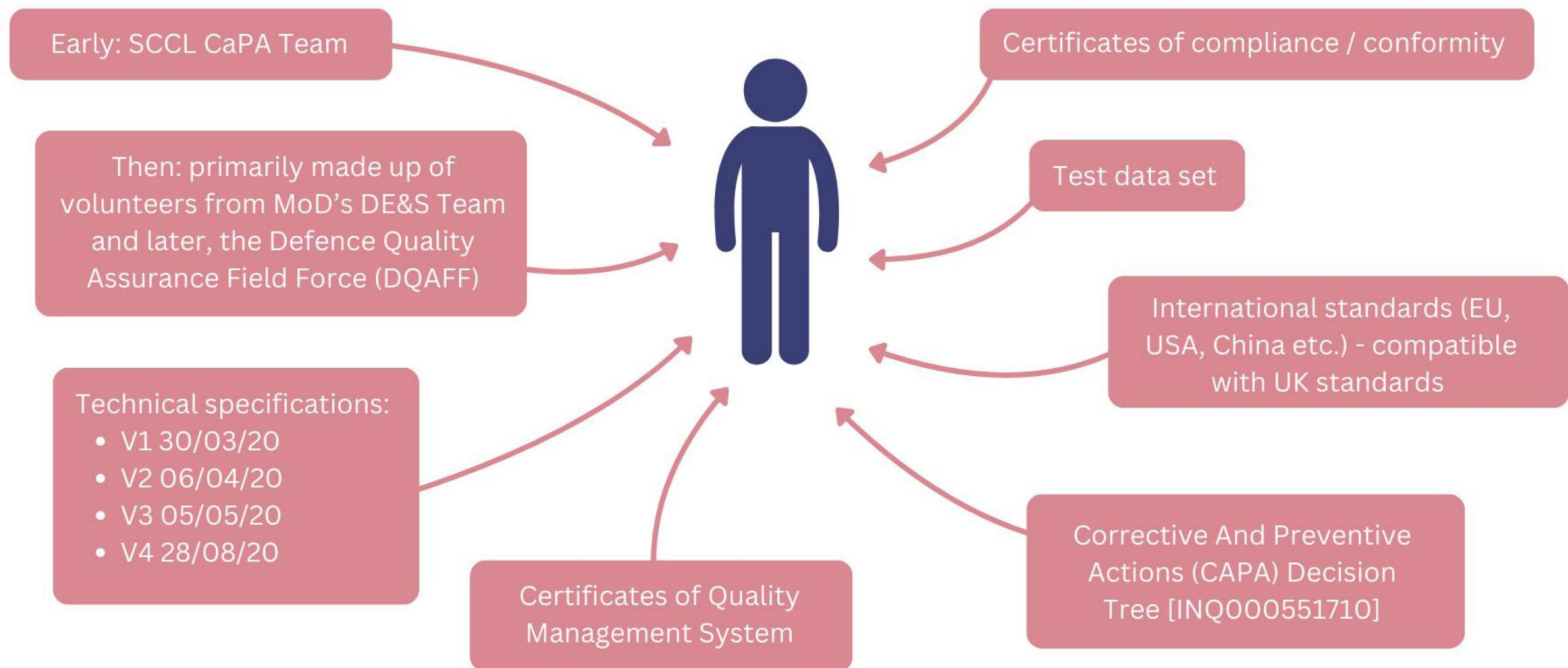
Opportunities Team Case Workers Guidance:

- Revised numerous times to v3.2

Step 4: Commercial due diligence



Step 5: Confirm technical review



Step 6: Close terms and conditions and pricing

Cost Assurance and Analysis Service (CAAS):

- MoD's internal service
- Companies House
- Dun and Bradstreet
- Other publicly available information
- VAT registration checks
- Foreign Commonwealth Office checks on international suppliers
- Information from previous cases / experience
- Does the supplier communicate in a timely, transparent fashion?
- Does it provide the information the Department would expect to see when asking for it? This information would include test certificates, information for the technical assurance process, etc
- Does contact with this supplier suggest that it is genuine and has genuine product to offer?

Negotiating price and any deposit / advance payment:

- Negotiate best value and/or
- No more than 25% on reported average unit price at the time

Where the supplier is in a foreign country, liaising with the FCDO / embassy:

- To do due diligence on the manufacturer

Contracts with advice of the lawyers (e.g. GLD/TLT) where potential supplier unwilling to contract on standard Terms and Conditions - usually for advanced payments

Onboarding supplier through the completion New Supplier Form:

- Including declarations on Conflict of Interest

Contact supplier to set up administrative and accounting details

Discussing the offer in detail with the supplier



Step 7: Complete approval documentation

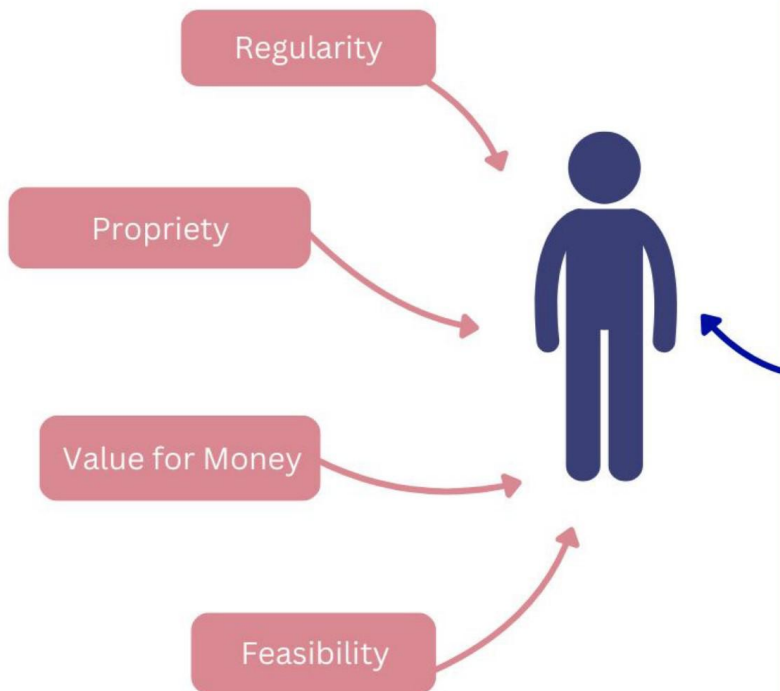


Closing Team make submission to DHSC Commercial Team and AOs under cover of an email setting out the key features of the offer attaching eg:

- Terms and conditions, including evidence of acceptance or a summary of terms that were not, highlighting the risks/reasons and subsequent external law firm legal advice (if sought)
- The Department's 'Order Form'
- Notification of an advance payment
- The Department's 'New Supplier Form' including bank details
- Notification of an advance payment
- The Department's 'New Supplier Form' including bank details
- A PDF supplier letter containing bank details (some suppliers failed at this stage as their details failed to be validated either by the Department or their bank)
- CaPA approval (or MoD QA)
- Technical documentation including photo and certificates for items
- The Department's 'Requisition Form'
- Foreign currency payments form
- Supplier quotation including a comparison to the average price, benchmark process and an explanation of why the offer was reasonable or better to proceed in the circumstances
- FCO approval for the company concerned
- The 'Submission to DHSC Checklist'

Step 8: Send to the department for approval

Applying Managing Public Money Guidance



Documents:

- Terms and conditions including evidence of acceptance or a summary of terms,
- Highlighting the risks/reasons and subsequent external law firm legal advice (if sought)
- The Department's 'Order Form'
- Notification of any advance (upfront) payment required in the contract
- The Department's 'New Supplier Form' including bank details
- A PDF supplier letter containing bank details (this would be validated)
- Approval by the Clinical and Product Assurance (CaPA) or approval through the MoD quality assurance – this represented the quality assurance that was applied
- Technical documentation including photo and certificates for items
- The Department's 'Requisition Form'
- Foreign currency payments form (if appropriate)
- Supplier quotation including a comparison to the average price, benchmark
- Process and an explanation of why the offer was reasonable or better to proceed in the circumstances (this would be included in the Order Form)
- FCO approval for the company concerned
- The 'Submission to DHSC Checklist'