



OJEU RESTRICTED PROCEDURE

**SELECTION QUESTIONNAIRE FOR
THE PROVISION OF CYBER SECURITY REGULATORY SUPPORT SERVICES TO ONR**

Notes for completing Sections 1, 2 and 3 are provided at Annex A

Part 1: Potential Supplier Information

Please answer the following questions in full. Note that every organisation that is being relied on to meet the selection must complete and submit the Part 1 and Part 2 self-declaration.

Section 1	Potential Supplier Information	
Question No.	Question	Response
1.1 (a)	Full name of the potential supplier submitting the information	PA Consulting Services Limited
1.1 (b) – (i)	Registered office address (if applicable)	10 Bressenden Place London SW1E 5DN United Kingdom
1.1 (b) – (ii)	Registered website address (if applicable)	www.paconsulting.com
1.1 (c)	Trading status a) public limited company b) limited company c) limited liability partnership d) other partnership e) sole trader f) third sector g) other (please specify your trading status)	Private Limited Company
1.1 (d)	Date of registration in country of origin	3 rd July 1946
1.1 (e)	Company registration number (if applicable)	00414220

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Section 1	Potential Supplier Information	
Question No.	Question	Response
1.1 (f)	Charity registration number (if applicable)	
1.1 (g)	Head office DUNS number (if applicable)	211000617 – PA Consulting Services Ltd
1.1 (h)	Registered VAT number	238535057
1.1 (i) – (i)	If applicable, is your organisation registered with the appropriate professional or trade register(s) in the member state where it is established?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> N/A <input type="checkbox"/>
1.1 (i) – (ii)	If you responded yes to 1.1(i) - (i), please provide the relevant details, including the registration number(s).	Registered as a Crest approved company for Penetration Testing and Incident Response. (Registration 08249452 Company ID 3150110-10)
1.1 (j) – (i)	Is it a legal requirement in the state where you are established for you to possess a particular authorisation, or be a member of a particular organisation in order to provide the services specified in this procurement?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.1 (j) – (ii)	If you responded yes to 1.1(j) - (i), please provide additional details of what is required and confirmation that you have complied with this.	
1.1 (k)	Trading name(s) that will be used if successful in this procurement.	PA Consulting Services Ltd
1.1 (l)	Relevant classifications (state whether you fall within one of these, and if so which one) a) Voluntary Community Social Enterprise (VCSE) b) Sheltered Workshop c) Public service mutual	None

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Section 1	Potential Supplier Information	
Question No.	Question	Response
1.1 (m)	Are you a Small, Medium or Micro Enterprise (SME) ¹ ?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
1.1 (n)	Details of Persons of Significant Control (PSC), where appropriate ² :	To the best of our knowledge and belief, there are no people with significant control over PA Consulting Services Limited (or its ultimate parent, PA Consulting Group Limited) and no registrable relevant legal entity.
	<p>Name</p> <p>Date of Birth</p> <p>Nationality</p> <p>Country, state or part of the UK where the PSC usually lives</p> <p>Service address</p> <p>The date he or she became a PSC in relation to the company (for existing companies the 6 April 2016 should be used)</p> <p>Which conditions for being a PSC are met</p> <p>Over 25% up to (and including) 50%</p> <p>More than 50% and less than 75%</p> <p>75% or more³</p>	

¹ See EU definition of SME: <http://ec.europa.eu/enterprise/policies/sme/facts-figures-analysis/sme-definition/>

² UK companies, Societates European (SEs) and limited liability partnerships (LLPs) will be required to identify and record the people who own or control their company. Companies, SEs and LLPs will need to keep a PSC register, and must file the PSC information with the central public register at Companies House. See PSC guidance.

³ Central Government contracting authorities should use this information to have the PSC information for the preferred supplier checked before award.

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Section 1	Potential Supplier Information	
Question No.	Question	Response
1.1 (o)	<p>Details of immediate parent company:</p> <p>Full name of the immediate parent company</p> <p>Registered office address (if applicable)</p> <p>Registration number (if applicable)</p> <p>Head office DUNS number (if applicable)</p> <p>Head office VAT number (if applicable)</p> <p>(Please enter N/A if not applicable)</p>	<p>PA Holdings Limited. Company</p> <p>10 Bressenden Place, London, SW1E 5DN</p> <p>Company no 02235016</p>
1.1 (p)	<p>Details of ultimate parent company:</p> <p>Full name of the ultimate parent company</p> <p>Registered office address (if applicable)</p> <p>Registration number (if applicable)</p> <p>Head office DUNS number (if applicable)</p> <p>Head office VAT number (if applicable)</p> <p>(Please enter N/A if not applicable)</p>	<p>PA Consulting Group 10 Bressenden Place London SW1E 5DN</p>

Please note: A criminal record check for relevant convictions may be undertaken for the preferred suppliers and the persons of significant in control of them.

Please provide the following information about your approach to this procurement:

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Section 1	Bidding Model	
Question No.	Question	Response
1.2 (a) – (i)	Are you bidding as the lead contact for a group of economic operators?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If yes, please provide details listed in questions 1.2(a) (ii), (a) (iii) and to 1.2(b) (i), (b) (ii), 1.3, Section 2 and 3. If no, and you are a supporting bidder please provide the name of your group at 1.2(a) (ii) for reference purposes, and complete 1.3, Section 2 and 3.
1.2 (a) – (ii)	Name of group of economic operators (if applicable)	
1.2 (a) – (iii)	Proposed legal structure if the group of economic operators intends to form a named single legal entity prior to signing a contract, if awarded. If you do not propose to form a single legal entity, please explain the legal structure.	
1.2 (b) – (i)	Are you or, if applicable, the group of economic operators proposing to use sub-contractors?	Yes <input type="checkbox"/> No <input type="checkbox"/>
1.2 (b) – (ii)	If you responded yes to 1.2(b)-(i) please provide additional details for each sub-contractor in the following table: we may ask them to complete this form as well.	

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Section 1	Bidding Model	
Question No.	Question	Response
Sub-Contractor 1	<p>Name;</p> <p>Registered Address;</p> <p>Trading Status;</p> <p>Company Registration No.;</p> <p>Head Office DUNS number (if applicable);</p> <p>Registered VAT number;</p> <p>Type of Organisation;</p> <p>SME (Yes/No);</p> <p>The role each Sub-Contractor will take in providing the works and/or supplies e.g. key deliverables; and</p> <p>The approximate % of contractual obligations assigned to each sub-contractor.</p>	
Sub-Contractor 2	<p>Name;</p> <p>Registered Address;</p> <p>Trading Status;</p> <p>Company Registration No.;</p> <p>Head Office DUNS number (if applicable);</p> <p>Registered VAT number;</p> <p>Type of Organisation;</p> <p>SME (Yes/No);</p> <p>The role each Sub-Contractor will take in providing the works and/or supplies e.g. key deliverables; and</p> <p>The approximate % of contractual obligations assigned to each sub-contractor.</p>	

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Section 1	Bidding Model	
Question No.	Question	Response
Sub-Contractor 3	<p>Name;</p> <p>Registered Address;</p> <p>Trading Status;</p> <p>Company Registration No.;</p> <p>Head Office DUNS number (if applicable);</p> <p>Registered VAT number;</p> <p>Type of Organisation;</p> <p>SME (Yes/No);</p> <p>The role each Sub-Contractor will take in providing the works and/or supplies e.g. key deliverables; and</p> <p>The approximate % of contractual obligations assigned to each sub-contractor.</p>	
<p>Please provide further Sub-Contractor details on a separate sheet (if applicable).</p>		

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Contact Details and Declaration

I declare that to the best of my knowledge the answers submitted and information contained in this document are correct and accurate.

I declare that, upon request and without delay I will provide the certificates or documentary evidence referred to in this document.

I understand that the information will be used in the selection process to assess my organisation's suitability to be invited to participate further in this procurement.

I understand that the authority may reject this submission in its entirety if there is a failure to answer all the relevant questions fully, or if false/misleading information or content is provided in any section.

I am aware of the consequences of serious misrepresentation.

Section 1	Contact Details and Declaration	
Question No.	Question	Response
1.3 (a)	Contact name	[REDACTED]
1.3 (b)	Name of organisation	PA Consulting Services Ltd
1.3 (c)	Role in organisation	Member of PA's Management Group
1.3 (d)	Phone number	[REDACTED]
1.3 (e)	E-mail address	[REDACTED]
1.3 (f)	Postal address	10 Bressenden Place ,London, SW1E 5DN United Kingdom
1.3 (g)	Signature (electronic is acceptable)	
1.3 (h)	Date	28 August 2019

Part 2: Exclusion Grounds

Please answer the following questions in full. Note that every organisation that is being relied on to meet the selection must complete and submit the Part 1 and Part 2 self-declaration.

Section 2	Grounds for Mandatory Exclusion	
Question No.	Question	Response
2.1 (a)	<p>Regulations 57(1) and (2)</p> <p>The detailed grounds for mandatory exclusion of an organisation are set out on this web page, which should be referred to before completing these questions.</p> <p>Please indicate if, within the past five years you, your organisation or any other person who has powers of representation, decision or control in the organisation been convicted anywhere in the world of any of the offences within the summary below and listed on the webpage</p>	
	Participation in a criminal organisation?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes please provide details at 2.1(b)
	Corruption?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes please provide details at 2.1(b)
	Fraud?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes please provide details at 2.1(b)
	Terrorist offences or offences linked to terrorist activities?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes please provide details at 2.1(b)
	Money laundering or terrorist financing?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes please provide details at 2.1(b)

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Section 2	Grounds for Mandatory Exclusion	
Question No.	Question	Response
	Child labour and other forms of trafficking in human beings?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes please provide details at 2.1(b)
2.1(b)	If you have answered yes to question 2.1(a), please provide further details. Date of conviction, specify which of the grounds listed the conviction was for, and the reasons for conviction, Identity of who has been convicted If the relevant documentation is available electronically please provide the web address, issuing authority, precise reference of the documents.	
2.2	If you have answered Yes to any of the points above have measures been taken to demonstrate the reliability of the organisation despite the existence of a relevant ground for exclusion? (Self-Cleaning)	Yes <input type="checkbox"/> No <input type="checkbox"/>
2.3(a)	Regulation 57(3) Has it been established, for your organisation by a judicial or administrative decision having final and binding effect in accordance with the legal provisions of any part of the United Kingdom or the legal provisions of the country in which the organisation is established (if outside the UK), that the organisation is in breach of obligations related to the payment of tax or social security contributions?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
2.3 (b)	If you have answered yes to question 2.3(a), please provide further details. Please also confirm you have paid, or have entered into a binding arrangement with a view to paying, the outstanding sum including where applicable any accrued interest and/or fines.	

Please Note: The authority reserves the right to use its discretion to exclude a potential supplier where it can demonstrate by any appropriate means that the potential supplier is in breach of its obligations relating to the non-payment of taxes or social security contributions.

Section 3	Grounds for Discretionary Exclusion	
Question No.	Question	Response
3.1	<p>Regulation 57 (8)</p> <p>The detailed grounds for discretionary exclusion of an organisation are set out on this web page, which should be referred to before completing these questions.</p> <p>Please indicate if, within the past three years, anywhere in the world any of the following situations have applied to you, your organisation or any other person who has powers of representation, decision or control in the organisation.</p>	
3.1 (a)	Breach of environmental obligations?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If yes please provide details at 3.2
3.1 (b)	Breach of social obligations?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If yes please provide details at 3.2
3.1 (c)	Breach of labour law obligations?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If yes please provide details at 3.2
3.1 (d)	Bankrupt or is the subject of insolvency or winding-up proceedings, where the organisation's assets are being administered by a liquidator or by the court, where it is in an arrangement with creditors, where its business activities are suspended or it is in any analogous situation arising from a similar procedure under the laws and regulations of any State?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If yes please provide details at 3.2
3.1 (e)	Guilty of grave professional misconduct?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If yes please provide details at 3.2
3.1 (f)	Entered into agreements with other economic operators aimed at distorting competition?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If yes please provide details at 3.2

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Section 3	Grounds for Discretionary Exclusion	
Question No.	Question	Response
3.1 (g)	Aware of any conflict of interest within the meaning of regulation 24 due to the participation in the procurement procedure?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If yes please provide details at 3.2
3.1 (h)	Been involved in the preparation of the procurement procedure?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If yes please provide details at 3.2
3.1 (i)	Shown significant or persistent deficiencies in the performance of a substantive requirement under a prior public contract, a prior contract with a contracting entity, or a prior concession contract, which led to early termination of that prior contract, damages or other comparable sanctions?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If yes please provide details at 3.2
3.1 (j) 3.1 (j) – (i)	Please answer the following statements. The organisation is guilty of serious misrepresentation in supplying the information required for the verification of the absence of grounds for exclusion or the fulfilment of the selection criteria.	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If yes please provide details at 3.2
3.1 (j) – (ii)	The organisation has withheld such information.	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If yes please provide details at 3.2
3.1 (j) – (iii)	The organisation is not able to submit supporting documents required under regulation 59 of the Public Contracts Regulations 2015.	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If yes please provide details at 3.2

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Section 3	Grounds for Discretionary Exclusion	
Question No.	Question	Response
3.1 (j) - (iv)	The organisation has influenced the decision-making process of the contracting authority to obtain confidential information that may confer upon the organisation undue advantages in the procurement procedure, or to negligently provided misleading information that may have a material influence on decisions concerning exclusion, selection or award.	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If yes please provide details at 3.2
3.2	If you have answered Yes to any of the above, explain what measures been taken to demonstrate the reliability of the organisation despite the existence of a relevant ground for exclusion? (Self-Cleaning)	Re 3.1 (f). PA Consulting Services Limited is assisting the CNMC (Spanish Competition Authority) in its ongoing enquiry into the bidding practices of c.35 consulting companies in Spain, which includes PA's branch in Spain. There has been no declaration of infringement by the CNMC against PA or its Spanish branch and we expect the preliminary position of the CNMC (Statement of Objections) of the investigation by the end of this year. Final CNMC decision is expected for mid-2020.

Part 3: Selection Questions⁴

Section 4	Economic and Financial Standing	
Question No.	Question	Response
4.1	<p>Are you able to provide a copy of your audited accounts for the last two years, if requested?</p> <p>If no, can you provide one of the following: answer with Y/N in the relevant box?</p>	<p>Yes <input checked="" type="checkbox"/></p> <p>No <input type="checkbox"/></p>
	(a) A statement of the turnover, Profit and Loss Account/Income Statement, Balance Sheet/Statement of Financial Position and Statement of Cash Flow for the most recent year of trading for this organisation.	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>
	(b) A statement of the cash flow forecast for the current year and a bank letter outlining the current cash and credit position.	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>
	(c) Alternative means of demonstrating financial status if any of the above are not available (e.g. forecast of turnover for the current year and a statement of funding provided by the owners and/or the bank, charity accruals accounts or an alternative means of demonstrating financial status).	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p>
4.2	Where we have specified a minimum level of economic and financial standing and/ or a minimum financial threshold within the evaluation criteria for this procurement, please self-certify by answering 'Yes' or 'No' that you meet the requirements set out.	<p>Yes <input checked="" type="checkbox"/></p> <p>No <input type="checkbox"/></p>

⁴ See Action Note 8/16 Updated Standard Selection Questionnaire

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Section 5	Consortium Details	
Question No.	Question	Response
<p>If you have indicated in the Selection Questionnaire question 1.2 that you are part of a wider group, please provide further details below:</p>		
Name of organisation:	Not applicable	
Relationship to the Supplier completing these questions:		
5.1	Are you able to provide parent company accounts if requested to at a later stage?	Yes <input type="checkbox"/> No <input type="checkbox"/>
5.2	If yes, would the parent company be willing to provide a guarantee if necessary?	Yes <input type="checkbox"/> No <input type="checkbox"/>
5.3	If no, would you be able to obtain a guarantee elsewhere (e.g. from a bank)?	Yes <input type="checkbox"/> No <input type="checkbox"/>

Section 6	Technical and Professional Ability		
<p>6.1</p>	<p>Relevant experience and contract examples Please provide details of up to three contracts, in any combination from either the public or private sector; voluntary, charity or social enterprise (VCSE) that are relevant to our requirement. VCSEs may include samples of grant-funded work.</p> <p>Contracts for supplies or services should have been performed during the past three years. Works contracts may be from the past five years.</p> <p>The named contact provided should be able to provide written evidence to confirm the accuracy of the information provided below.</p> <p>Consortia bids should provide relevant examples of where the consortium has delivered similar requirements. If this is not possible (e.g. the consortium is newly formed or a Special Purpose Vehicle is to be created for this contract) then three separate examples should be provided between the principal member(s) of the proposed consortium or Special Purpose Vehicle (three examples are not required from each member). Where the Supplier is a Special Purpose Vehicle, or a managing agent not intending to be the main provider of the supplies or services, the information requested should be provided in respect of the main intended provider(s) or sub-contractor(s) who will deliver the contract.</p> <p>If you cannot provide examples see question 6.3</p>		
	Contract 1	Contract 2	Contract 3
Name of customer organisation	████	████	████████
Point of contact in the organisation	██████████	██████████	████████████████████
Position in the organisation	██████████████████	██████████	██████████████
E-mail address	██████████████████	██████████████████	██████████████████
Description of contract	██████████████████	██████████████	██████████████
Contract Start date	████████	██████████	██████████

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Section 6	Technical and Professional Ability		
Contract completion date	██████	██████	██████
Estimated contract value	████	████	████
6.2	<p>Where you intend to sub-contract a proportion of the contract, please demonstrate how you have previously maintained healthy supply chains with your sub-contractor(s)</p> <p>Evidence should include, but is not limited to, details of your supply chain management tracking systems to ensure performance of the contract and including prompt payment or membership of the UK Prompt Payment Code (or equivalent schemes in other countries)</p>		
	We do not intend to subcontract any portion of this contract.		
6.3	<p>If you cannot provide at least one example for questions 6.1, in no more than 500 words please provide an explanation for this e.g. your organisation is a new start-up or you have provided services in the past but not under a contract.</p>		
	Not applicable.		

Section 7	Modern Slavery Act 2015: Requirements under Modern Slavery Act 2015 ⁵	
7.1	Are you a relevant commercial organisation as defined by section 54 ("Transparency in supply chains etc.") of the Modern Slavery Act 2015 ("the Act")?	Yes <input checked="" type="checkbox"/> N/A <input type="checkbox"/>
7.2	If you have answered yes to question 1 are you compliant with the annual reporting requirements contained within Section 54 of the Act 2015?	Yes <input checked="" type="checkbox"/> Please provide relevant the url ... http://www.paconsulting.com/about-us/modern-slavery-and-human-trafficking-statement/ No <input type="checkbox"/> Please provide an explanation

⁵ [Modern Slavery Act 2015](#)

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Section 8	Insurance	
8.1	Please self-certify whether you already have, or can commit to obtain, prior to the commencement of the contract, the levels of insurance cover indicated in the columns below:-	
	Employer's (Compulsory) Liability Insurance	£10,000,000
	Public Liability Insurance	£5,000,000
	Professional Indemnity Insurance	£5,000,000
	*It is a legal requirement that all companies hold Employer's (Compulsory) Liability Insurance of £5 million as a minimum. Please note this requirement is not applicable to Sole Traders.	
	Response : Confirm PA consulting have the cover requested above.	

Section 9	Compliance Declaration
9.1	Please confirm that all data will be held in the UK.
Response:	Confirmed.
9.2	Please confirm if your organisation is List N registered or is willing to be placed on the List N register.
Response:	PA Consulting is not List N registered. We have been List X registered for many years and are willing to be placed on the List N register.
9.4	Please identify if there are any actual or potential conflicts of interest with your organisation working with ONR in bidding for this procurement. If applicable, please state what arrangements you propose to make to address the issues
Response:	
9.3	Please provide details of how you fully comply with General Data Protection Regulations and describe your approach to data protection and handling.
Response:	<p>PA takes its legal obligation to comply with its obligations under Data Protection laws in the jurisdictions within which it works. PA has a Data Protection Policy and PA's internal legal advisers advise the business on Data Protection issues. PA continually monitors its compliance with applicable data protection legislation. PA has a defined process in place to manage data subject access requests so that they are handled in accordance with the requirements of the law.</p> <p>PA is certified to the following information security standards which shape our policies, procedures and culture:</p> <ul style="list-style-type: none"> • ISO27001 - PA has been certified to this global information security standard since 2009. This certification is granted via annual audits of our security policies and processes by an independent UKAS accredited auditor. • Cyber Essentials Plus - PA has been certified to this UK government sponsored cyber security standard since 2014 when it was first introduced. This is an indicator that we continue to meet UK government security standards of cyber security in our IT environment.

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	<p>PA is fully compliant with all relevant regulatory/legislative requirements for the locations in which we operate.</p> <p>It should also be noted that PA Consulting have provided services to clients covering DPA and GDPR.</p>
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Section 10	Specific questions developed for the purposes of this procurement
Risk Management	
10.1	Please provide a response demonstrating your understanding of the cyber security risks in the civil nuclear sector, in line with the scope of service requirements within Schedule A.
Response:	<p>As a leading provider of consulting services to the sector, PA has conducted multiple cyber security assignments in the civil nuclear industry. We have cyber security consultants who have previously been employed by companies in the civil nuclear industry (and therefore have an excellent working knowledge of the security challenges facing the industry) and we bring a strong understanding of managing cyber security risks in the nuclear sector both within the UK and overseas.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
Incident Detection and Response	
10.2	Please provide a response demonstrating your experience responding to major security incidents, including industrial control system attacks with safety significance in line with the scope of service requirements within Schedule A.
Response:	<p>PA Consulting (7Safe) is a CREST accredited company for Incident Response in the EMEA region We have track record of resolving cyber security incidents including Office 365 breaches, malware infection including Ransomware, Phishing attacks and data losses. The vast majority of our incident response has been with Windows based platforms although we cover other platforms as well (including industrial control systems). Our analysts provide on-site analysis but have at their disposal second-line support including forensic analysis and eDiscovery platforms. All our responses to incidents follow the CREST model and at the completion of the investigation will be concluded with a high level report into the incident along with appropriate recommendations to our findings.</p> <p>PA also provides nationally recognised training in Cyber Security Incident Response and one of the first Cyber Threat Hunting Courses, designed and delivered by our analysts.</p>

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Section 10	Specific questions developed for the purposes of this procurement
	<p>As part of the Security for Industrial Control Systems Framework which we developed for CPNI, we developed a dedicated best practice guide on ICS Incident Response. We also developed a training course for first responders for ICS security incidents. This course was developed for multiple sectors and was based on the CPNI guide and was delivered by PA on behalf of CPNI to UK CNI operators. Half the course was based on incident response planning and half on a simulation exercise to test out plans.</p> <p>For a large defence manufacturer, operating in a safety critical, high security environment, we led the definition and delivery of a state-of-the-art Security Operations Centre (SOC), helping to define the systems, processes and playbooks and supporting the team through management of several incidents.</p> <p>PA has experience in responding to and management of IT and OT security incidents. For BP we developed a global ICS cyber security incident response team consisting of specialists at each site and a central follow the sun incident response team with supporting plans procedures and collaboration and communication capabilities. PA consultants assisted in the management of a number of incidents during this time relating to IT and ICS environments.</p>
10.3	<p>Please provide a response demonstrating your experience in digital forensics and gathering evidence to evidential standards in line with the scope of service requirements within Schedule A.</p>
Response:	<p>PA has considerable experience in carrying out forensic examinations to a standard that has been accepted in Courts of Law. PA Consulting (7Safe) was instrumental in the creation of the Association of Chief Police Officers' Good Practice Guide for Digital Evidence and our analysts come from a diverse background including law-enforcement and the military. All our analysts are listed on the UK Expert Witness Directory.</p> <p>Our recent track record has included the forensic acquisition and examination of PCs and mobile telephones for UK law enforcement and corporate investigations. The investigations we have carried out include complex malware being used in payment diversion fraud and the forensic recovery of CCTV imagery from fire damaged storage servers. Both of these investigations resulted in convictions and lengthy custodial sentences. All work is carried out in our secure facility, after forensically acquiring data, and then analysed using forensic software including X-Ways Forensics, Magnet Axion, Guidance Software EnCase and Cellebrite UFED.</p> <p>Our analysts also are highly skilled in utilising open source software and tools built-in to the operating system such as PowerShell, Windows Management Instrumentation and Linux Bash.</p>
Penetration Testing / Red Teaming	
10.4	<p>Please provide a response demonstrating your experience delivering and evaluating simulated targeted attack exercises, including industrial control systems environments in line with the scope of service requirements within Schedule A.</p>
Response:	<p>PA Consulting has a team specialising in providing cyber security assurance through simulated attack exercises. These range from threat-informed penetration tests to full simulations that test out the people process and response elements of security in addition to the pure technical measures.</p> <p>PA's approach to provide wider assurance is through extending the scope beyond the traditional pen testing to include Black, Grey and White box testing and adopting a "secure by</p>

Section 10	Specific questions developed for the purposes of this procurement
	<p>design" approach throughout the software development lifecycle whether it be delivered in a waterfall or agile model.</p> <p>Red teaming exercises are particularly good in testing the defensive capabilities of the organisation being evaluated. Such exercises provide the teams responsible for protecting the systems in the scope of the test (the Blue Team) with PA consultants having years of real life experience of how adversaries go about performing their attacks.</p> <p>[REDACTED]</p> <p>Also adopting a more proactive approach by educating stakeholders to produce more secure code will reduce the dependency on Pen testing alone. As a complimentary capability PA have been using a demonstration system in a wide variety of briefings to explain the concepts of ICS security, the ability of attackers to compromise the technology and the options for defence and protective monitoring of these systems. The system is built into a flight case making it highly portable and capable of being taken to briefings and roadshow events to help overcome any lack of understanding.</p> <p>[REDACTED]</p>
Cloud Security	
10.5	Please provide a response demonstrating your experience managing cloud cyber security risks, particularly in respect of OFFICIAL SENSITIVE in line with the scope of service requirements within Schedule A.
Response:	<p>PA has a defined and proven methodology for assessing the security of cloud environments. This methodology is based on industry best practices, cloud vendor guidelines and checks defined by PA which cover the following 5 pillars of cloud security:</p> <ul style="list-style-type: none"> • User Access Control • Environment Monitoring • Network Security • Resource Security • Public Facing Footprint <p>PA has assessed cloud environments from all three main three vendors (AWS, Azure and GCP) for storage and processing of data at OFFICIAL SENSITIVE. Our assessment reflects NCSC guidelines for the respective platforms and includes security best practices and configuration weaknesses which could decrease the security posture of a client's cloud environment.</p> <p>For a public agency, we conducted a feasibility study and provided design and implementation assurance throughout a project to migrate a core service platform handling both O-S and GDPR sensitive personal data, to Cloud. We evaluated the potential Cloud platforms, guiding the client to select Azure in preference to a small, local Cloud service, which could not provide such a mature security model. We helped them identify services to meet protective monitoring and incident response capability requirements and to strengthen role based access control on the Azure platform.</p> <p>PA has worked with Google security architects to develop a security implementation framework for GCP, in order to help customers deploy quickly but securely. This shows how</p>

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	<p>GCP controls align to NIST CSF, ISO27001, CSA Cloud Controls Matrix and FCA requirements for financial services. We are now extending to other sectors, including the public sector, by showing alignment to NCSC Cloud security principles and typical accreditation requirements for systems handling data classified at O-S.</p> <p>[REDACTED]</p> <p>For a print and publishing services group, PA defined a set of security architecture patterns and controls (based on NCSC guidelines) for the migration of services handling public data at O-S and payment data (requiring PCI and EMV controls) onto AWS.</p> <p>PA are currently providing cloud cyber security assurance services for ONR assuring the transition to Azure/O365. This environment will deal with OFFICIAL SENSITIVE material. A member of the PA team was involved in the Civil Nuclear Industry Cloud Security Working group to develop the principles for cloud security for the UK Civil Nuclear Industry which were adopted earlier this year.</p>
Threat Intelligence	
10.6	Please provide a response demonstrating your applied understanding of the threat environment faced by the civil nuclear sector in line with the scope of service requirements within Schedule A.
Response:	<p>The cyber threat is increasing for all critical infrastructure sectors and civil nuclear is no exception. Nuclear assets form a prime target for many threat actors and require a heightened level of protection.</p> <p>Adoption of cloud security services is a key trend in the civil nuclear sector. Whilst the civil nuclear sector may be behind other sectors, there is definitely a trend to leverage Cloud services. Obviously this presents challenges with protecting information at Official Sensitive and SNI.</p> <p>ICS security is a key threat area in civil nuclear. Whilst this is not a new topic, recent targeted attacks (e.g. Ukraine, Triton etc.) that have been focused on ICS in other sectors means that this threat is of high priority. Managing these risks in a nuclear context is even more of a challenge as many of the systems are legacy systems that are difficult to patch and the safety accreditation of systems means that changes to existing accredited systems are difficult, time consuming and costly.</p> <p>A particular issue is the cyber risk in the supply chain. Whilst this threat area has generally been considered as protection of SNI information there are wider cyber risks such as the common use of software or equipment and the ownership of entities in the supply chain.</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

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	<p>[REDACTED]</p> <p>For a strategic defence contractor, facing many of the same challenges, PA developed a cyber threat intelligence process and supporting tools. This ensured that intelligence data from multiple sources (commercial, open source and target specific) was captured, appropriately prioritised, and acted on promptly and efficiently. It also provided a basis for keeping detection profiles in the SOC up-to-date with the latest threats.</p>
10.7	Please provide a response demonstrating your experience delivering high quality actionable verbal and written briefings in line with the scope of service requirements within Schedule A.
Response:	<p>As a leading management consultancy, the production of clear, comprehensible and actionable briefings and reports is key to our success. All our consultants are trained in Top-Down Thinking to provide a consistent basis for high quality communications.</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
Sector Specific Requirements	

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10.8	<p>Please provide a response demonstrating your experience Demonstrable experience working with high-hazard regulated industries such as the civil nuclear sector in line with the scope of service requirements within Schedule A.</p>
Response:	<p>PA has over 17 years of addressing cyber security risks in high hazard and safety critical industries. We have been working in oil and gas operational technology since 2002 and our work with BP formed the basis of the ISA-SP99 / IEC 62443 standards initiative. For CPNI we developed the best practice guidance for industrial control systems supporting the UK's CNI.</p> <p>Our work regularly involves assessing and helping clients to improve the security of control systems and safety systems. We regularly SIL2 and SIL4 systems in oil and gas, civil nuclear and rail industries. Our work often includes contributing to security informed safety cases.</p> <p>Recent updates to safety engineering standards (e.g. IEC 61511) now recognise the cyber hazards relating to safety engineering and are driving the cyber protection of safety systems. We are seeing more system vendors and operators seeking assurance of cyber security for these systems.</p> <p>We are familiar with the operational context of information systems and ICS in a high hazard environment. This helps us understand what works and what doesn't work in the operating environments and enables us to develop practical and</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>For a strategic defence contractor, facing many of the same challenges as the civil nuclear sector, PA has acted as a trusted advisor over several years. We initially conducted an end-to-end information security review, covering both IT and OT systems and the interfaces between them; defined an enterprise level information security model, meeting MOD requirements for handling the most sensitive data types; developed a concept and led the development of a state-of-the-art SOC capability and defined a cyber threat intelligence process and supporting tools. This has given us unique insight into the threats faced by this high-hazard operation and the most effective control approaches.</p>
10.9	<p>Please provide a response demonstrating your experience in the security of industrial control system technologies in line with the scope of service requirements within Schedule A.</p>
Response:	<p>PA has been specialising in Industrial Control System security since 2002 and has a specialist team dedicated to this topic. We have helped two new build nuclear power plant operators design and implement their ICS cyber security programmes. We have worked across most sectors where ICS are relied on for safe and reliable operations, these include:</p>

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	<p>Civil Nuclear; Oil and Gas; Electricity generation, transmission and distribution; water; rail transportation; airports and aviation.</p> <p>For the UK Government's CPNI we developed the security for industrial control systems guidance framework which until recently was the definitive guidance for ICS for the UK CNI.</p> <p>[REDACTED]</p> <p>PA is actively involved in research and development in this area. We have a dedicated demonstrator/test platform which is designed to simulate ICS in a nuclear power plant. This platform is used to provide demonstrations of cyber vulnerabilities and exploits and also to research and develop security technologies that can be used to defend against these risks.</p> <p>A recent engagement was for an international oil and gas company which involved conducting cyber security risk assessments for all the company's operational facilities. For each facility we developed a risk reduction plan and designed an implementation programme to improve security involving local and central activities.</p> <p>[REDACTED]</p>
10.10	Please provide a response demonstrating your experience working with the supply chain in line with the scope of service requirements within Schedule A.
Response:	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>

Section 11: ONR Standard Terms and Conditions of Contract

Section 11	ONR Standard Terms and Conditions of contract
	<p>Bidders must complete either Part A or B of this Declaration. Failure to do so may invalidate your tender. Continuation sheets may be used.</p> <p>The ONR terms and conditions of contract for the provision of services, attached to this Invitation to Tender as Schedule D, shall form part of and apply to any Contract which may arise.</p> <p>However, ONR's intention is to reach mutual agreement over terms and conditions of contract before award of contract. Negotiations after award of contract will only take place with the express agreement of ONR.</p> <p>NB: Please note that clauses A1.1 and E4.1 – E4.4 in relation to Publication are non-negotiable.</p>
	<p>A) Declaration of Acceptance</p> <p>I confirm that our organisation has reviewed the ONR Terms and Conditions of Contract for the Provision of Services and hereby agree to be bound by such terms and conditions of contract.</p> <p>Signature</p> <p>Name in Capitals.....</p> <p>Position.....</p> <p>Date.....</p>
	<p>B) Request for Clarification / Amendment / Deletion</p> <p>I confirm that our organisation has studied the ONR Terms and Conditions of Contract for the Provision of Services and we request clarification / amendment / deletion of the clauses listed below.</p> <p>Signature</p> <p>Name in Capitals ██████████</p> <p>Position Member of PA's Management Group</p> <p>Date 28 August 2019</p>
Clause No.	Nature of Enquiry
Schedule 1, Clause 8.	We assume this clause regarding TUPE transfers will be marked as n/a and instead, clause 5.4 of Schedule 4 will govern.
Schedule 3, Clause 2.	Can we agree on the timeframe for ONR reviewing and accepting our invoices. The 30 day timeframe for payment begins from acceptance, so we need a fixed time for ONR to review our invoices. We suggest 5 days.

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Schedule 4, Clause 2.2.	On initiation we will agree with you an appropriate reporting approach.
Schedule 4, Clause 3.3/3.4.	Having regard to the nature of the services, a 30 day warranty period seems more appropriate than 12 months.
Schedule 4, Clause 2.9.1	We assume that ONR will provide sufficient information as part of a briefing on initiation of the assignment and initiation of individual work packages.
Schedule 4, Clause 6.4	Can we add the word “reasonable” prior to “satisfaction” to ensure that our work is assessed on objective standards.
Schedule 4, Clause 9.2	Can we please confirm that the assignment of IPR is subject to our background IP and third party IPR included in the Deliverables. As drafted, all IPR in the Deliverables is assigned which is not possible – especially since the Deliverables will include pre-existing IP (whether owned by PA or third parties).
Schedule 4, Clause 10.2 and 10.3.2	We would like to discuss the inclusion of an aggregate cap of liability for clause 10.2 and 10.3.2 of 150% of fees. It is important that our risk on this project is proportional to the level of fees we are likely to receive.
Schedule 4, Clause 14.5	Can we confirm that the requirement to return or destroy information excludes our back-up media – since it is not technically practical to locate individual files once information enters our back-up network. These records are deleted after 10 years in line with our record retention policy.
Schedule 17, Clause 17.	Please can you advise who you consider to be your competitor for the purposes of the restriction laid out in this clause. Ideally we would like to delete 17.1.2 as we do not think it is appropriate to the type of work we would be doing.

Annex A

Notes for Completion of Sections 1, 2 and 3

- 1 The “authority” means the ONR, or anyone acting on behalf of the ONR, that is seeking to invite suitable candidates to participate in this procurement process.
- 2 “You”/“Your” refers to the potential supplier completing this standard Selection Questionnaire i.e. the legal entity responsible for the information provided. The term “potential supplier” is intended to cover any economic operator as defined by the Public Contracts Regulations 2015 (referred to as the “regulations”) and could be a registered company; the lead contact for a group of economic operators; charitable organisation; Voluntary Community and Social Enterprise (VCSE); Special Purpose Vehicle; or other form of entity.
- 3 Please ensure that all questions are completed in full, and in the format requested. If the question does not apply to you, please state ‘N/A’. Should you need to provide additional information in response to the questions, please submit a clearly identified annex.
- 4 The authority recognises that arrangements set out in section 1.2 of the standard Selection Questionnaire, in relation to a group of economic operators (for example, a consortium) and/or

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use of sub-contractors, may be subject to change and will, therefore, not be finalised until a later date. The lead contact should notify the authority immediately of any change in the proposed arrangements and ensure a completed Part 1 and Part 2 is submitted for any new organisation relied on to meet the selection criteria. The authority will make a revised assessment of the submission based on the updated information.

- 5 For Part 1 and Part 2 every organisation that is being relied on to meet the selection must complete and submit the self-declaration.
- 6 Note for Contracting Authorities: The following paragraph is optional for inclusion if a decision has been made to request a self-declaration of the exclusion grounds from sub-contractors. All sub-contractors are required to complete Part 1 and Part 2⁶.
- 7 For answers to Part 3 - If you are bidding on behalf of a group, for example, a consortium, or you intend to use sub-contractors, you should complete all of the questions on behalf of the consortium and/ or any sub-contractors, providing one composite response and declaration.
- 8 The authority confirms that it will keep confidential and will not disclose to any third parties any information obtained from a named customer contact, other than to the Cabinet Office and/or contracting authorities defined by the regulations, or pursuant to an order of the court or demand made by any competent authority or body where the authority is under a legal or regulatory obligation to make such a disclosure.

⁶ See PCR 2015 regulations 71 (8) – (9)