

Order Schedule 20 (Order Specification)

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

Attachment 3 – Statement of Requirements

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1. PURPOSE

1.1 The proposed work aims to undertake research to explore the performance and experiences of Fast Stream employees in their early career. With the benefit of an independent supplier, research will identify areas that may be enhanced in the social mobility area, and can be used to formulate a compelling set of findings and recommendations. Alumni perspectives would also be considered.

2. BACKGROUND TO THE CONTRACTING AUTHORITY

2.1 Fast Stream and Emerging Talent (FSET) is part of Civil Service HR (CSHR), and provides recruitment, resourcing and talent management across the Civil Service. FSET is an executive agency attached to the Cabinet Office (the Authority).

2.2 FSET's role includes the management of the Civil Service Fast Stream (FS) recruitment programme. FS is an accelerated development programme at graduate level, offering 15 schemes to deliver future leaders within the Civil Service. The FS, as a whole, presents the Civil Service with a vehicle to:

- a. Attract and assess diverse talent through a comprehensive selection process.**
- b. Develop and retain high calibre and diverse FSers through a competitive learning offer and stretching work which makes a difference.**
- c. Coach new starters to embrace the values and ways of working of the Civil Service so that they understand our business whilst also challenging the status quo.**
- d. Enable new starters to build capability, resilience and confidence to meet and exceed expectations;**

3. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

3.1 A key priority for the Fast Stream programme is social mobility, seeking to shift the horizons of those from less privileged circumstances, facilitating their attraction, recruitment and advancement within the Civil Service. Recognising the need to accelerate change, FSET commissioned a ground breaking research report on social mobility in the Fast Stream in 2016/17. From this, Fast Stream and Emerging Talent's social mobility approach was entirely revamped. Subsequent work in 2020 allowed us to pinpoint target universities in respect to outreach and engagement with lower socio-economic students.

3.2. Our social mobility approach seeks to address a number of areas:

- Enhancing attraction/awareness for lower socio-economic students/in-service staff.
- Selection conversion to permanent roles.
- Maximising inclusion, support and progression for those on scheme.

3.3 Some benefits have arisen from our approach. In particular the success rate for Fast Stream graduate programme lower socio-economic candidates has increased annually since 2017 through to 2023 - quadrupling the success level overall in that period to 15.9% (22.3% with re-categorisation), though against a higher education statistic of 24.7%. We have made progress therefore, but we wish to do more.

3.4 One key element of work is to explore further, through this procurement how FSET can achieve progression of those in post, to truly deliver an organisation that allows staff, from all social backgrounds, to flourish. The original Bridge Group analysis focused above all on recruitment and, to complement this work, we now feel it suitable to look at in-scheme experience and advancement - capturing areas that are working well, may be enhanced, and barriers to success. There has been substantial improvement in respect to recruitment success rates which highlights impact from that Bridge Group activity.

3.5 We will, in particular, examine through this research, the performance and experiences of Fast Stream employees in their early career, along with alumni perspectives. The identified supplier will specify what has been achieved and what areas that may be enhanced in the social mobility area, formulating a clear set of findings and recommendations.

3.6 This work will also complement Navigating the Labyrinth report on social mobility in the Civil Service, building on those outcomes, though with a greater focus on early careers and on Fast Stream more specifically.

3.7 A range of FSET data may be encompassed for this analysis, including interview or focus group analysis with existing staff/stakeholders, as well as performance ratings (recognising some gaps in reporting), progression and retention information and a tracking of the areas in which Fast Stream employees progress.

3.8 The review would also consider existing inclusion activity in terms of its design and efficacy.

4. DEFINITIONS

Expression or acronym	Definition
FSET	Fast Stream and Emerging Talent
FS	The Civil Service Fast Stream
CSHR	Civil Service Human Resources
Cabinet Office	The Authority

5. SCOPE OF REQUIREMENT

5.1 Research exploring the performance and experiences of Fast Stream employees in their early career and resulting findings and recommendations for improvements.

6. THE REQUIREMENT

6.1 The requirement will address:

6.1.1 Reviewing existing data and information in respect to social mobility in terms of representation and inclusion.

6.1.2 Understanding experiences from Fast Streamers, via listening circles/interview/focus groups/survey approaches, working with networks and having cross-departmental engagement to address any areas of concern.

6.1.3 Ensuring our policies are inclusive and meet the needs of Fast Streamers to be able to work effectively.

6.1.4 Reviewing our core curriculum to ensure both staff and Fast Streamers role model inclusive leadership.

6.1.5 Developing, with internal teams, inclusion measures to identify any change/improvements and ensure KPIs drive the right behaviours whilst holding ourselves to account.

7. KEY MILESTONES AND DELIVERABLES

7.1 The following indicative contract milestones/deliverables shall apply to the requirement:

Milestone/Deliverable	Description	Timeframe
Initial planning meeting	Kick-off meeting to agree roles and responsibilities, clarify points etc.	October 2023

Delivery plan	Supplier provides a detailed breakdown of their delivery plan for approval.	October 2023
Initial research activity	Review existing data/information to identify social mobility progress in Fast Stream - successes and gaps.	October 2023
Reviewing Fast Streamer experiences	Understanding experiences from Fast Streamers (and alumni), via listening circles/interviews/focus groups/survey approaches, working with networks and having cross-departmental engagement to address any areas of concern.	November 2023 - January 2024
Reviewing policies	Ensuring our policies are inclusive and meet the needs of Fast Streamers to be able to work effectively.	November 2023 - January 2024
Reviewing core curriculum	Reviewing our core curriculum to ensure both staff and Fast Streamers role model inclusive leadership.	November 2023 - January 2024
Identifying inclusion measures and techniques	Developing, with internal teams, inclusion measures to identify any change/improvements and ensure KPIs drive the right	November 2023 - January 2024

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	behaviours whilst holding ourselves to account.	
Initial reporting	Providing an initial report with the Authority - incorporating findings and recommendations.	January/February 2024
Final reporting	Final reporting signed off by the Authority.	February/March 2024

8. MANAGEMENT INFORMATION/REPORTING

8.1 The Supplier is expected to provide weekly updates on progress against the workplan.

9. VOLUMES

9.1 This section is not used.

10. CONTINUOUS IMPROVEMENT

10.1 The Supplier will be expected to continually improve the way in which the required Services are to be delivered throughout the Contract duration.

10.2 The Supplier should present new ways of working to the Authority during agreed Contract review meetings.

11. SUSTAINABILITY

11.1 There are no sustainability requirements as part of this contract.

12. QUALITY

12.1 Quality acceptance criteria are specified as part of the requirement/deliverables section.

13. PRICE

13.1 The bidder should provide an overall price for all deliverables, including a breakdown showing the separate pricing for the requirements.

13.2 Prices are to be submitted via the e-Sourcing Suite [Attachment 4 – Price Schedule] excluding VAT and including all other expenses relating to Contract delivery.

14. STAFF AND CUSTOMER SERVICE

14.1 The Supplier must demonstrate:

14.1.1 Qualitative and quantitative research skills.

14.1.2 The Supplier shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

15. SERVICE LEVELS AND PERFORMANCE

15.1 The Authority will measure the quality of the Supplier's delivery by the following criteria:

- (a) Clarity and relevance of research design.
- (b) Clarity and relevance of research findings and recommendations.

16. SECURITY AND CONFIDENTIALITY REQUIREMENTS

16.1 The Call-Off terms and conditions shall apply.

17. PAYMENT AND INVOICING

17.1 Payment can only be made following satisfactory delivery of pre-agreed certified products and deliverables.

17.2 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and the associated costs.

17.3 Invoices should be submitted to: REDACTED TEXT under FOIA Section 40, Personal Information

18. CONTRACT MANAGEMENT

18.1 Contract management processes will be undertaken by the Supplier to ensure the following objectives are met:

- **The desired outcomes of the contract are being achieved**
- **Data about service delivery is collected and used to inform service development**
- **Risks are identified and managed effectively**

18.2 The Supplier will work collaboratively with the Authority to establish contract management practises to ensure aims and objectives of the contract are realised.

18.3 Review meetings will be held between the Supplier and The Authority. The Authority will determine the frequency of these meetings. The review meetings will use management information, reports and feedback from stakeholders to ensure delivery is on schedule and to identify and agree any performance improvement objectives for the upcoming period.

18.4 Attendance at review and other meetings shall be at the Supplier's own expense.

18.5 Both parties will actively engage in sharing knowledge.

19. LOCATION

19.1 The location of the Services will be carried out at the Supplier's premises or virtually.

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