

RM6187 Framework Schedule 6 (Order Form and Call-Off Schedules)

Order Form

CALL-OFF REFERENCE: RM6187

THE BUYER: Natural England

BUYER ADDRESS Natural England
Foss House,
Kings Pool,
1-2 Peasholme Green,
York, YO1 7PX

THE SUPPLIER: Korn Ferry (UK) Limited

SUPPLIER ADDRESS: Ryder Court,
14 Ryder Street
London
SW1Y 6QB
England

REGISTRATION NUMBER: 8513193

DUNS NUMBER: 21-940-0753

SID4GOV ID: 211578638

Applicable framework contract

This Order Form is for the provision of the Call-Off Deliverables and dated 11/10/2022.
It's issued under the Framework Contract with the reference number RM6187 for the provision of Management Consultancy Framework 3 Services

CALL-OFF LOT(S): 5

Call-off incorporated terms

The following documents are incorporated into this Call-Off Contract.

Where schedules are missing, those schedules are not part of the agreement and cannot be used. If the documents conflict, the following order of precedence applies:

1. This Order Form includes the Call-Off Special Terms and Call-Off Special Schedules.
2. Joint Schedule 1(Definitions and Interpretation) RM6187
3. The following Schedules in equal order of precedence:

Joint Schedules for RM6187 Management Consultancy Framework Three

- Joint Schedule 1 (Definitions) - Mandatory
- Joint Schedule 2 (Variation Form) - Mandatory

- Joint Schedule 3 (Insurance Requirements) - Mandatory
- Joint Schedule 4 (Commercially Sensitive Information) - Mandatory
- Joint Schedule 10 (Rectification Plan) - Mandatory
- Joint Schedule 11 (Processing Data) - Mandatory

Call-Off Schedules

- NA
4. CCS Core Terms
 5. Joint Schedule 5 (Corporate Social Responsibility) - Mandatory
 6. Call-Off Schedule 4 (Call-Off Tender) as long as any parts of the Call-Off Tender that offer a better commercial position for the Buyer (as decided by the Buyer) take precedence over the documents above.

Supplier terms are not part of the Call-Off Contract. That includes any terms written on the back of, added to this Order Form, or presented at the time of delivery.

Call-off special terms

The following Special Terms are incorporated into this Call-Off Contract:

Special Term 1 - The Buyer is only liable to reimburse the Supplier for any expense or any disbursement which is

- (i) specified in this Contract or*
- (ii) which the Buyer has Approved prior to the Supplier incurring that expense or that disbursement. The Supplier may not invoice the Buyer for any other expenses or any other disbursements*

Call-off start date: 1st November 2022

Call-off expiry date: 31st December 2023 (or 31st March 2024 subject to approval at agreed stage gates)

Call-off deliverables:

Natural England wishes to proceed to deploy option A and C in the referenced report (Annex A) to adopt Hay methodology to underpin its pay and grading structure and overarching staff framework. This will include:

1. Deployment of key stages as outlined in the contract schedule (Annex B) aligned to management of key risks through identified contingency highlighted at (Annex D).
2. Delivery of key progress reporting to support stage gates and project review points as agreed to support understanding of progress against Annex B and management of risk Annex D).
3. Subject to progress in the period – delivery of key recommendations to support enhancement of the Pay Flex Case **(Feb and April review points)**
4. Subject to progress in the period recommendations concerning the pay and grading framework

5. Subject to progress in the period recommendations concerning the job families and or professions.

6. Subject to progress in the period recommendations concerning career pathways.

7. Process guidance to support transition to BAU and secure ongoing adoption according to Hay Methodology quality and including quality assurance strategy.

Milestone 1: Option A

| Ref | Output | Cost Break Down (Fees) | Delivery date |
|------|---|------------------------|-------------------|
| A1. | Review a sample of job information for roles currently in level 5 (at least 2-3 per family). This may involve interviews with role holders or Directors if sufficient job information isn't documented. Alternatively, the information could be gathered in a workshop to help understand the work expected at the two levels. | | End December 2022 |
| A2. | . Review information around the target operating model and mission and purpose of the organisation to ensure that the new generic descriptors are fit for purpose and fully tailored to the organisation. | | |
| A3. | Evaluate the existing 5 levels based on the job information obtained in step 1 at as well as the generic descriptors. This will help to determine the job sizes in the framework and more specifically will inform the most appropriate way create a new level based on job evaluation principles. | | |
| A4. | Fully evaluate at least 6 anchor roles (2 in each family) | | |
| A5. | Write new job family descriptors for levels 5 and 6 for each of the three families (6 in total) and tweak the language in any other impacted levels. The generic descriptors could be written as a desk-based exercise following the information gathering phase. Job evaluation principles would be used to describe the level of work that would be expected at each grade. Information gathered in steps 1 and 2 would also help to inform the language and ensure that the descriptors are fully tailored to Natural England. | | |
| A6. | Test the descriptors with the organisation as appropriate and make any tweaks to the language as required. This could be done in a workshop or desk based. | | |
| A7. | Match existing grade five roles into the two new levels by on matching job information to the generic profiles. Korn Ferry can provide a half day training in job matching required. Full job evaluation can be carried out by Korn Ferry if any roles are difficult to match. | | |
| A8. | Develop salary ranges for the two new levels. Salary scales would need developing based on other internal salaries and benchmarking data linked to job size. | | |
| A1.1 | Up front workshop from Option C to determine the job family groupings. 3-hour workshop facilitated by KF to discuss | | October 2022 |

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|------|--|--|----------|
| | the purpose of job families and options for the role groupings and to agree the content and format of the generic profiles | | |
| A1.2 | Present stage review to NEXCO to review job family progress, expected impacts of changes to the job families on the business and process steps ahead of completing Option C. | | Dec 2022 |

Milestone 2: Option C

| Ref | Output | Cost Break Down Inc (Fees) | Delivery Date |
|-----|--|----------------------------|---------------------------------|
| C1. | <p>Define the job family categories to be used, including:</p> <ul style="list-style-type: none"> Study of current structures and jobs to include two meetings of a design or project group. <p>1. Discuss options for job family configuration; 2. Finalize the model, confirm the definitions and agree the process for framework redesign (who should be involved, the content of a generic profile etc.)</p> | | 31 st Dec 2022 |
| C2 | <p>Develop generic profile descriptors within the families, including:</p> <ul style="list-style-type: none"> A group of knowledgeable contributors for each family, again meeting twice but also asked to comment on drafts between meetings. <p>1. Identify the characteristics of roles at each level 2. Critique and confirm a draft.</p> <ul style="list-style-type: none"> Detailed drafting of generic profiles. This could be undertaken by consultants, by in house resource or a mixture of the two Identification and description of a set of anchor roles. The number required will depend on how many job families there are; perhaps around 30. (Ref Option B Annex A) for the suggested process. Final review by the overall project group. | | 31 st May 2023 |
| C3 | <p>Evaluate jobs, including:</p> <ul style="list-style-type: none"> Training in the Korn Ferry Hay job evaluation method Evaluation of the generic profiles in the framework Evaluation of anchor roles | | 31 st July 2023 |
| C4 | <p>Match roles, including:</p> <ul style="list-style-type: none"> Guidance and training on matching | | 30 th September 2023 |

| | | | |
|--------|--|--|--|
| | <ul style="list-style-type: none"> Activity by Natural England to match jobs to the new framework, based on the generic profiles and the anchor roles Meeting to review conclusions, facilitated by Korn Ferry | | |
| C5 | Link to pay - develop pay ranges for the new levels | | 31 st November 2023 |
| C6 | Review and plan: joint assessment of the impact of applying the new framework and the ranges on individuals, on equalities and on costs; and the implications for implementation. | | 31 st November 2023 |
| C3/4.1 | Support to deliver a revised process plan (adoption of the Hay method into NE ongoing practice BAU NE and Defra HR) including identification of roles, responsibilities, accountabilities including applied practice and guidance, training and tools. | | 31 st December 2023 |
| C5/6.1 | Recommendations on pay system design. | | To be agreed and defined subject to review at agreed stage review points |
| C7.1 | Recommendations concerning the application of the framework beyond grading and pay to careers and pathways. | | To be agreed and defined subject to review at agreed stage review points |
| C7.2 | Recommendations concerning the design of generic profiles to introduce criteria for determining pay progression, for example to support capability-based pay. | | To be agreed and defined subject to review at agreed stage review points |

Delivery date:

Option A – Within 10 weeks of Contract Award

Option C – Within 15 months of Contract Award

Scope to extend for additional deliverables (highlighted in Red) up to 31st March 2024 for deliverables X, Y & Z subject to approval

Quantity:

As defined in the contract schedule (Annex B)

Contract Title: 'Staff Framework Review Roadmap Implementation'

Security

Short form security requirements apply

Maximum liability

The limitation of liability for this Call-Off Contract is stated in Clause 11.2 of the Core Terms.

The Estimated Charges used to calculate liability in the first contract year are:

Call-off charges

Option A

The cost for option A [REDACTED]. This includes the work outlined in the draft project plan (attached) including the evaluation of 6 benchmark roles (2 for each family) and the provision of matching training for up to 12 people. The matching training will prepare Natural England to match current grade 5 roles into the two new levels once the descriptors have been written and the benchmark evaluations completed.

The extra possible costs include the requirement for Korn Ferry to evaluate extra anchor [REDACTED]

After the anchor roles have been evaluated, costs are based on the assumption that Natural England will match the remaining roles into the framework. Korn Ferry could support with this at the daily rate [REDACTED] required. The time taken to match roles varies - it is possible to match up to 30 per day but this is dependent upon having good quality job information available, based on our understanding of the information available it is likely to take longer in this case.

Option C

The cost varies depending on how much of the work is carried out in house (for example whether you do any benchmark evaluations in house), as well as the number of families in the new framework and whether Korn Ferry (KF) write all of the families or whether Natural England draft some of them. Costings are based on 5 job families. The costs include:

- stage review meeting with NEXCO to agree the number of job families
- a meeting to provide some advice on pay system design
- a meeting to discuss application of the framework.

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Reimbursable expenses

Recoverable as stated in Framework Schedule 3 (Framework Prices) paragraph 4.

Payment method

Invoice with PO referred to

Buyer's invoice address

Shared Services Connected Limited
Natural England
PO Box 793
Newport
NP10 8FZ

FINANCIAL TRANSPARENCY OBJECTIVES

The Financial Transparency Objectives do apply to this Call-Off Contract if the final value

Buyer's authorised representative

Supplier's authorised representative

Progress report frequency

TBA aligned to agreed deliverables & milestones including stage gates and reviews

Progress meeting frequency

Initiation meeting followed by ongoing weekly project meetings.

Buyer Key staff

Key subcontractor(s)

NA

Commercially sensitive information

There is no commercially sensitive information, but all information should be treated as OFFICIAL SENSITIVE and should not be shared to any third party outside of the contract team.

Service credits

NA

Additional insurances

NA

Guarantee

NA

Buyer's environmental and social value policy

Procurement at Natural England - Natural England - GOV.UK (www.gov.uk)

Social value commitment

The Supplier agrees, in providing the Deliverables and performing its obligations under the Call-Off Contract, that it will comply with the social value commitments in Call-Off Schedule 4 (Call-Off Tender)]

Formation of call off contract

By signing and returning this Call-Off Order Form the Supplier agrees to enter a Call-Off Contract with the Buyer to provide the Services in accordance with the 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.

For and on behalf of the Supplier:

Signature:

Date:

For and on behalf of the Buyer:

Signature:

Role: Project Manager

Date: