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ESPO reference 3S_22 Strategic HR Services

**Framework Period
07 July 2022 – 06 July 2024**

FRAMEWORK SPECIFICATION



REQUIREMENT (including Specification)

INTRODUCTION

This section provides Tenderers with as much detail as possible regarding the requirements and will help Tenderers to compile their tender submission, and provides a specification for the services.

Whilst the Specification set out below is intended to provide Tenderers with a broad indication of the Services required under the Framework, the Specification should be considered as being sufficiently flexible to Customers' needs, provided that such variation does not conflict with the requirements of the Public Contract Regulations 2015. This means that Customer requirements may be more precisely formulated but should not be substantially amended from the terms set out in the Framework Agreement (i.e. in the context of this Specification). It is thus a principle of Frameworks that even allowing such variation, the Specification in respect of any Call-Off Terms must lie broadly within the reasonable bounds of the Service described when the Framework was established and Service Providers were appointed onto it.

OVERVIEW

The principle requirement of this Framework is to provide Customers with access to a range of suitably qualified and experienced Service Providers who are able to offer a variety of strategic and transactional Human Resources and Personnel functions.

These functions are to include; Permanent and Interim recruitment, at all experience levels from Entry Level to Executive, candidate assessment and testing services, outplacement and career transition services, and a suite of HR services which will provide customers with flexible access to a toolkit of HR business processes.

It is the intention that the framework will be able to be used flexibly by Customers, with Service Providers being able to service requirements ranging from one-off 'ad-hoc' arrangements to long term contracts e.g. a certain Customer may require the recruiting of a single member of staff, while others may require a more involved approach to recruiting a sizeable number of vacancies over a period of time.

Whilst the Framework will offer Customers access to a number of comprehensive HR solutions, the Service provision will be split into distinct Lots;

Lot 1 – Executive and Managerial Interim Recruitment

- Lot 1a – Admin, HR & Business Support
- Lot 1b – Blue Light & Emergency Services
- Lot 1c – Commercial (Finance, Procurement & Legal)
- Lot 1d – Education
- Lot 1e – Health & Social Care
- Lot 1f – IT, Digital, Media & Marketing

Lot 2 – Executive and Managerial Permanent Recruitment

- Lot 2a – Admin, HR & Business Support
- Lot 2b – Blue Light & Emergency Services
- Lot 2c – Commercial (Finance, Procurement & Legal)
- Lot 2d – Education
- Lot 2e – Health & Social Care
- Lot 2f – IT, Digital, Media & Marketing

Lot 3 – Temporary Recruitment (sub £45k)

Lot 4 – Permanent Recruitment (sub £45k)

Lot 5 – Assessment & Testing Services

Lot 6 – Outplacement & Career Transition Services

Lot 7 – HR Business Process Outsourcing

- Lot 7a – Recruitment Process Outsourcing
- Lot 7b – Applicant Management
- Lot 7c – Onboarding
- Lot 7d – HR Administration
- Lot 7e – Payroll
- Lot 7f – Background Checks
- Lot 7g – HR Consultancy
- Lot 7h – Statement of Works

Customers will be able to engage Service Providers via either Direct Call-Off or by running a Further Competition process, as described in the ITT Part A document.

Whilst initially for use by local authorities served by ESPO – being a Central Purchasing Body as defined by the Public Contracts Regulations 2015, the framework may also be open for use by any “public body”, defined in the Local Authorities (Goods and Services) Act 1970 that also falls within one of the following classifications of user throughout all administrative regions of the UK:

- Local Authorities, and certain
 - Central Government Agencies and Ministries
 - NHS and Emergency (Blue Light) Services
 - Schools, Academies, Colleges and Universities
 - Registered Charities
 - Registered Social Landlords

Full details of the classification of end user establishments and their geographical areas are available on <http://www.espo.org/FAQs/Legal>. These classifications of user will be referred to as the Customer.

Definitions

A detailed description of the Framework is provided in the following sections of this document and in the accompanying Appendices. Full and formal definitions are provided within the Framework Agreement, and Tenderers are advised to refer to the Framework Agreement to ensure they have a full understanding of the requirement.

For Tenderers’ convenience however, the following key terms, which are used throughout this document, are defined as follows:

Account Manager	means an officer of the Service Provider or nominated representative responsible for managing the Call-Off Contract;
Assignment	means the fixed period of time that a Temporary Worker is placed with the Customer;
Call-Off Terms	means the terms on which the Service Provider shall provide the ordered Services to the Customers as set out in Schedule 3 of the Framework Agreement but subject to any variations agreed by the Customer and the Service Provider and listed in the Master Contract Schedule;
Contract	means a specific Contract for Strategic HR Services for a specific Customer entered into under the Framework;
Contract Manager	means an officer of the Customer or nominated representative responsible for managing the Call-Off Contract;

Customer	or plural, means the particular public body/contracting authority (for example, a Council, a School, etc) which is eligible to access the Services under the Framework and elects to do so;
ESPO	means Leicestershire County Council, trading as ESPO;
Fee	means the fee that Service Providers will be permitted to charge Customers in order to cover the cost of delivering the service, any operating costs, profit and the ESPO Retrospective Rebate;
Framework	means the Framework arrangements established by ESPO for the provision of Strategic HR Services to Customers by Framework Service Providers;
Framework Agreement	means the Clauses of the Framework Agreement together with the Framework Schedules and annexes;
Invitation to Tender or ITT	means the Invitation to Tender issued by ESPO on 23 December 2021;
Lot	means any of the 7 Lots and 20 sub-Lots specified in this document, Requirement;
Management Information	means files, usage records, charging information, and such other management information as the Service Provider is obliged to retain for the information of ESPO or the Customer(s) and the Monitoring and Management Information as per Schedule 7 of the Framework Agreement;
Mark-up	means the additional charge that Service Providers will be permitted to charge Customers to cover the cost of delivering the service, any operating costs, profit and the ESPO Retrospective Rebate;
Month	means calendar month and "monthly" shall be interpreted accordingly;
Non-Temporary Employment	means all forms of employment contract where the Customer is not engaging a Temporary Worker, to include; Fixed Term Contracts (FTC) and Permanent Contracts;
Non-Temporary Worker	means a person engaged by the Customer in any form of Non-Temporary Employment;
Normal Business Hours	means 8.00 am to 5.30 pm local UK time, each Working Day;
Retrospective Rebate	means the sum payable by the Service Provider to ESPO in accordance with the provisions of Clause 16 of the Framework Agreement;

Service Provider(s)	means a Service Provider appointed onto the Framework to provide Strategic HR Services;
Services	means the requirements of ESPO or any Customer (as appropriate) for the Services from time to time as detailed in this document, Requirement;
Specification	means this document which outlines the requirements of the Customer (as appropriate) for the Services required from time to time;
Temporary Worker	means a person engaged by the Service Provider or an Agency and provided on Assignment to the Customer under the supervision, direction and control of the Customer;
Tender	means the Tender submitted by the Service Provider to ESPO or to the Customer (where a further competition has been conducted);
Tenderer	means an organisation that submits a completed Tender in response to this Invitation to Tender document;
Working Days	means any day other than a Saturday, Sunday or public holiday in England and Wales;
Year	means a calendar year.

GENERAL REQUIREMENTS (ALL LOTS)

The following general provisions shall apply to all Customers' Call-Off Terms awarded under the Framework. The only exceptions to this rule will arise in the event that a particular Customer using the Framework expressly specifies that one or more of these provisions does not to apply to their particular Call-Off Terms. Unless such express exclusion is documented, then all the following will prevail.

It is expected that Customers will have varying needs in relation to the extent in which they require the services called for underneath this framework. Service Providers must be flexible to accommodate the differing requirements from a large number of potential Customers.

1. Contract Management

- 1.1. The Service Provider shall ensure that only suitably experienced and qualified staff shall be used to provide the Services.
- 1.2. The Service Provider shall provide a nominated Account Manager and deputy for each Customer who will be available at all reasonable times to answer queries and deal with the account. Any changes to those nominated persons handling the account must be notified to the Customer in advance.
- 1.3. The Service Provider will ensure that there is a suitable structure and level of resource in place to deliver the Services which will be fronted by the nominated Account Manager.
- 1.4. The Service Provider will participate in regular contract review meetings with the Customer. Attendance at regular review meetings is essential and will be at no cost to the Customer.
- 1.5. The Customer reserves the right to request additional meetings where necessary to address any matters arising in between the review meetings. Such requests shall not be made unreasonably and again will be at no cost to the Customer.

2. Implementation

- 2.1. Upon notification of a contract award, the Service Provider shall provide detailed timescales for the implementation of the Service from contract award to the Customer specified go live date. The Service Provider must ensure they have sufficient capacity to enable the implementation timescales to be adhered to when implementing multiple organisations at the same time.

3. Service Delivery

- 3.1. The Service Provider shall be open for business and shall be available for contact with the Customer's representatives from 9am to 5.30pm every working day, as a minimum. At all other times an answering service or electronic means of contact should be made available to enable a 24 hour, 7 days a week point of contact.
- 3.2. The Service Provider will ensure that service delivery is continually reviewed and addressed so that improvements are continuously incorporated into the Customer's Call- Off Terms.

4. Pricing, Fees and Statutory Requirements

- 4.1. The rates tendered by the Service Provider shall be inclusive of all costs, charges and rebates, which include but are not limited to; the Retrospective Rebate, National Insurance contributions, Working Time Directive, Apprenticeship Levy contributions and Pension Auto-Enrolment contributions (where relevant). As such no additional payments will be made to the Service Provider by the Customer, other than those expressly provided for in the Service Provider's Tender, e.g. no commissions, introductions or other fees will be payable.

- 4.2. Where a Non-Temporary Employment position with a Customer is filled by a Temporary Worker on Assignment, Customers shall not be liable to pay any further fee to the Service Provider, however, where a Temporary Worker has completed less than fourteen (14) continuous weeks on Assignment and the Temporary Worker fills a Non-Temporary Employment position, Customers shall be liable to pay a 'temp-to-perm' fee to the Service Provider.
- 4.3. Where a Temporary Worker is engaged on a Non-Temporary position and has completed less than fourteen (14) continuous weeks then a 'temp-to-perm' fee shall be due and such fees shall be in accordance with those set out by the Service Provider and as detailed within Annex to Framework Schedule 2 – Framework Prices.
- 4.3.1. Where a 'temp-to-perm' fee is due as set out in 4.3 the Customer may elect, upon giving written notice to the Service Provider, to extend the hire of the Temporary Worker for the remainder of the period where a 'temp-to-perm' fee is due as set out in 4.3 during which the Service Provider shall be entitled to the current agreed fee in respect of the Temporary Worker for each hour or day that the Temporary Worker is engaged.
- 4.3.2. No 'temp-to-perm' fee shall be due outside the "Relevant Period" as defined in the Conduct of Employment Agencies and Employment Business Regulations 2003 as the later of:
- 4.3.2.1. The period of 8 weeks commencing on the day after the day on which the work-seeker last worked for the hirer pursuant to being supplied by the employment business; or
- 4.3.2.2. the period of 14 weeks commencing on the first day on which the work-seeker worked for the hirer pursuant to the supply of that work-seeker to that hirer by the employment business
- 4.3.3. Where the Temporary Worker has provided a valid opt-out pursuant to Regulation 32 of the Conduct of Employment Business Regulations 2003, clause 4.2 and 4.3 will still apply.
- 4.4. The Service Provider will ensure that a Customer has the right to continuously engage any Temporary Worker who transfers from one Service Provider to another, 'temp-to-temp', 'temp-to-third party', 'temp-to-fixed-term', without being liable to pay any fee to the Service Provider by way of a referral fee.
- 4.5. The Service Provider will ensure via the undertaking of regular audits that the National Minimum Wage is applied and that pay rates are kept in line with any locally agreed protocols as specified by the Customer.
- 4.6. In respect of the Off-Payroll Working Rules for public authorities (known as "IR35"), the Customer shall decide if the IR35 rules apply in respect of Workers engaged via this Framework, and then advise the Worker and the Service Provider accordingly of the decision.
- 4.7. The Service Provider will ensure that the correct amount of tax and National Insurance contributions are paid and/or deducted in respect of Workers engaged via this Framework (except to the extent that a third party is statutorily responsible for such contributions or taxation obligations) and will comply with all applicable requirements relating to tax and National Insurance. Both the Customer and the Service Provider will comply with, including without limitation, the Off payroll working rules (IR35), the Agency Legislation and any other legislation in force from time to time relating to any payments made to Workers.

- 4.8. The Service Provider shall comply with all statutory and all other provisions to be observed and performed in connection with the Service provided under this Framework including without limitation the EU Agency Worker Directive, The Agency Workers Regulations 2010, the Employment Agencies Act 1973, the Criminal Financial Act 2017, the Conduct of Employment Agencies and Employment Business Regulations 2003 and any other relevant legislation.
- 4.9. The Customer will comply with its obligations under the Agency Worker Regulations 2010 ("AWR") and is responsible for providing the Service Provider with all information reasonably necessary to enable the Service Provider to comply with its obligations under AWR.
- 4.10. The Customer acknowledges that neither the Service Provider nor any Agency has the obligation (or the opportunity) to supervise, direct or control the manner, time or place of any Temporary Worker's work. The Customer shall provide sufficient supervision, direction and control over the Temporary Worker throughout the Assignment. For the avoidance of doubt the Service Provider will not be responsible for the acts and omissions of Temporary Workers under the direction, supervision and control of the Customer.

5. Ordering, Invoicing and Payment

- 5.1. The Service Provider will offer and maintain suitable administrative and ordering systems with respect to ordering, invoicing and payments.
- 5.2. The structure of any system or processes implemented by the Service Provider in order to deliver the Services must be flexible, Customer-driven and easy to adopt in a public sector environment.
- 5.3. The Service Provider will offer the Customer a range of facilities to procure Services, such as (but not limited to):
 - 5.3.1. Email
 - 5.3.2. Post
 - 5.3.3. Telephone
 - 5.3.4. Internet (i.e. booking system)
- 5.4. The Customer shall define their preferred method(s) ordering prior to the commencement of their Call- Off Terms. Where telephone is required as an ordering method, the Service Provider shall provide a dedicated, non-premium rate telephone line which should be charged at a local rate or lower.
- 5.5. The Service Provider will provide information and advice to the Customer's Staff on how Services may be ordered and will ensure arrangements are in place to support the Customer's Staff in the ordered process.
- 5.6. It is anticipated that Customers will generally pay for Services upon completion. However, alternative payment structures such as phased or upfront payments may be agreed with the Service Provider prior to the commencement of Service delivery.
- 5.7. The Service Provider will send out invoices each month for the Services provided in that particular month and any outstanding from previous months.
- 5.8. The Customer may require a single consolidated invoice, although where specified, the Customer may require a small number of departmental invoices.
- 5.9. The Customer will pay all invoices that are not in dispute within 30 days of receipt.
- 5.10. The Service Provider will provide the Customer with a range of methods in which invoices can be raised and paid. Such payment methods and options will be agreed with the Customer prior to the commencement of Service delivery.

- 5.11. Should there be a dispute regarding an invoice, the Customer will reserve the right to withhold payment of the sum in dispute until such time as the matter can be resolved. The Service Provider will ensure that any consolidated invoices do not include such amounts so as not to delay payment of the remaining authorised sums.
- 5.12. Invoices shall be supported by detailed electronic information in a format as agreed with the Customer to enable internal charging to relevant budget holders.

6. Management Information

- 6.1. The Service Provider must be able to provide configurable and comprehensive management information on an ongoing basis relative to all activity under this contract at no cost to the Customer.
- 6.2. The Service Provider will provide management reports in a suitable electronic format on a basis determined by the Customer. Reports and data should be presented in a format which can be exported into MS Office Applications, or other similar packages used by the Customer that can be used to manipulate data.
- 6.3. The type and level of detail of the reports will be decided at the implementation of the contract so that they are tailored to each individual Customer. This does not preclude changes being made during the life of the contract should the Customer require it. This information should be provided in a clear format which is both easy to understand and easy to interpret.
- 6.4. Service Providers are required to provide details of the suite of reports and data that they are able to provide, and its typical use by the Customer.

7. Performance Standards

- 7.1. The Service Provider will internally monitor the quality and performance of the service delivery.
- 7.2. The Service Provider will be required to provide evidence of effective contract management performance by agreeing objectives, key performance indicators and service levels with the Customer prior to the start of their Call- Off Terms, and shall provide regular performance monitoring and management information to the Customer in relation to such objectives, key performance indicators and service levels.
- 7.3. The Service Provider will be required to provide such evidence of effective contract management to ESPO, to form part of the regular review meetings to be undertaken.

8. Legal Requirements and Industry Standards

- 8.1. The Service Provider will be expected to demonstrate a sound knowledge of the public sector marketplace, together with current issues facing local government in regard to recruitment, Human Resources and all related activity.
- 8.2. The Service Provider must be aware of and maintain knowledge of any relevant legislation.
- 8.3. The Service Provider should abide by standards laid down by such organisations and within the recruitment and Human Resources industry in general.

9. Additional Customer Specific Requirements

- 9.1. The Customer will specify prior to entering into a formal Call- Off Terms with the Service Provider any additional requirements they require the Service Provider to meet and/or provide, in order to provide the Customer with added flexibility.
- 9.2. The Service Provider may be expected to provide services on an international basis e.g. conducting an international candidate search in such sectors where roles can be hard to fill domestically or a wider search is required to find an appropriately skilled candidate.

- 9.3. The Service Provider may be expected to provide its services to support specialist or sensitive recruitment processes e.g. large scale modernisation programmes, or long term strategic recruitment partnerships where the Service Provider becomes the recruitment arm of the Customer.

Lot 1 – Executive and Managerial Interim Recruitment (and Sub-Lots)

10. Overview

- 10.1. The main aim of this Lot of the framework is to allow Customers access to a quality assured resource of senior, managerial and experienced Workers on a temporary basis, to help deliver business or service delivery continuity to a function affected by either temporary or permanent job vacancies, or the emergence of a strategic project, as an alternative to using a consultant.
- 10.2. It is anticipated that Customers will communicate the need for an executive and managerial interim much in the same way as with other requirements, perhaps alongside identified recruitment or executive search and selection exercises.
- 10.3. It is intended that providers will be able to offer a range of advice and specialism, particularly in regard to roles that are can be regarded as difficult to fill e.g. education, social care and health care.
- 10.4. The specification for this Lot is kept intentionally high-level, and is intended to be regarded as the 'default' specification which will apply in the event that further or varying requirements are not agreed with the individual Customer when a need arises.
- 10.5. The specific Services required by any Customer in respect of any particular post will be agreed with the Service Provider; some posts may require all of the following activities, others may call for just some combination of them and some may entail further actions which are not currently set out within this specification, as is deemed appropriate. As this is not an exhaustive list of Services, it is anticipated that Service Providers will work flexibly with Customers in order to achieve specified recruitment outcomes.

11. Initial Implementation

- 11.1. The Service Provider will attend briefing meetings with the Customer in order to gain a comprehensive understanding of the candidate requirement and of all key factors pertaining to the appointment the Customer wishes to make.
- 11.2. The Service Provider will provide appropriate advice on the most suitable methodology to the search, sourcing and selection of suitable candidates, including the approach to advertising the post, establishing appropriate remuneration levels and outline timescales.
- 11.3. The Service Provider will draft and produce all recruitment materials (in all appropriate formats, to include, but not be limited to, paper and electronic), including job descriptions, person specifications, advertising material, internet publicity, etc.
- 11.4. The Service Provider will plan and agree the recruitment exercise in conjunction with the Customer.
- 11.5. The Customer will approve the Service Providers proposed recruitment exercise prior to any exercise commencing.

12. Candidate Search

- 12.1. The Service Provider will conduct a targeted search, using appropriate contacts, databases and methodologies in order to stimulate response from suitable prospective candidates
- 12.2. The Service Provider will place and manage all related job advertising and publicity in all relevant and agreed media.
- 12.3. The Service Provider will issue documentation to prospective candidates, and receive all completed applications (in accordance with locally agreed performance indicators relating to speed of response).

- 12.4. The Service Provider will report to the Customer on any issues arising from the candidate search process, including highlighting any shortcomings in the approach adopted and suggesting suitable remedies, when required.
- 12.5. The Service Provider will comply fully with the Information Commissioners' 'employment practices code' guidance on recruitment and selection, with the Business Disability Forum's recruitment guidance, and, where applicants with a disability meet minimum criteria for the job, the Service Provider will comply with the 'disability confident' scheme, and with general legislation in order to make reasonable adjustments for applicants with a disability.
- 12.6. Service Providers will respond positively to requests for applications in different formats, for example:
 - 12.6.1. In Braille
 - 12.6.2. In large print
 - 12.6.3. By minicom
 - 12.6.4. Application forms on audio tape / cd
 - 12.6.5. Application forms on different coloured paper.
- 12.7. The Service Provider will provide management information to the Customer upon request regarding the candidate search process, to include, but not be limited to such elements as traffic rate, click through volume, hit rate, social media conversions, source of applications etc.

13. Response Management and Long List Development

- 13.1. The Service Provider will manage all responses received, including logging of candidate information, and acknowledging receipt of responses.
- 13.2. The Service Provider will assess all applications against the set criteria, in accordance with the agreed job description and person specification.
- 13.3. The Service Provider will, where required by the Customer, assess key metrics of the candidate e.g. qualifications, experience, referencing, key competencies and the 'cultural fit' with the Customer.
- 13.4. The Service Provider will report to the Customer on the response achieved, and will recommend a 'long list' of candidates who meet or exceed the agreed requirements for the post, along with supporting rationale for inclusion and exclusion where required.
- 13.5. The Service Provider will advise all candidates of their inclusion in the 'long list' or their rejection from the process, using letters drafted by the Service Provider and agreed by the Customer.
- 13.6. The Service Provider will, upon request, provide feedback to unsuccessful candidates on their performance.

14. Development of Shortlist

- 14.1. The Service Provider will interview (or provide assistance to the Customer with interviewing) of long listed candidates, including (as required) development of interview questions, conducting interviews, or assisting officers of the Customer or elected members with interviews.
- 14.2. If required by the Customer, the Service Provider will conduct assessment centres to include technical or psychometric tests.

- 14.3. The Service Provider will secure references, conduct statutory employment checks e.g. obtaining copies of relevant qualifications or authorisations, and take all other reasonably practicable steps to ensure that shortlisted candidates are suitable for the requirement of the Customer.
- 14.4. The Service Provider will secure statutory disclosure checks (DBS) of successful candidates to the requirement of the role.
- 14.5. The Service Provider will present the initial draft shortlist to the agreed shortlisting panel (to comprise of Customer officers) and advise the panel accordingly.
- 14.6. The Service Provider will advise all candidates of their inclusion in the short list or their rejection from the process, using letters drafted by the Service Provider and agreed by the Customer.
- 14.7. The Service Provider will, upon request, provide feedback to unsuccessful candidates on their performance.

15. Final Interview and Appointment

- 15.1. The Service Provider will draft suitable interview questions, and (if required) prepare a brief for candidates that they will present.
- 15.2. The Service Provider shall commit to attending interviews and selection meetings.
- 15.3. The Service Provider will, upon request, provide feedback to unsuccessful candidates on their performance.
- 15.4. In the event that an appointment decision is challenged, the Service Provider will provide their full co-operation and assistance to the Customer.

16. Onboarding and Post Recruitment Training

- 16.1. The Service Provider shall ensure that all successful candidates are given clear instructions in advance of their Assignment in relation to the following;
 - 16.1.1. Geographical location of the place of Assignment
 - 16.1.2. Customer department location
 - 16.1.3. When to report
 - 16.1.4. Who to report to
 - 16.1.5. The nature of the Assignment
 - 16.1.6. Working hours (including provision for breaks) and potential duration of the assignment
 - 16.1.7. Dress Code and any uniforms including Personal Protective Equipment (PPE) required
 - 16.1.8. Any additional matters e.g. provision for parking, reimbursement of expenses
 - 16.1.9. Any Customer specific policies in place that are relevant to the role
 - 16.1.10. How to submit timesheets
 - 16.1.11. Code of conduct
 - 16.1.12. Confidentiality
 - 16.1.13. Access to work adjustments
 - 16.1.14. Data protection
 - 16.1.15. Health and Safety
 - 16.1.16. Any documents to be provided to the Hiring Manager on commencement of the Assignment

16.1.17. Any other details that have been specified by the Customer

- 16.2. The Service Provider will ensure that customer requirements are met, in respect of legally required vetting and compliance checks being carried out prior to the commencement of the Assignment of a Temporary Worker.
- 16.3. Where identified as part of a particular recruitment campaign or vacancy, post recruitment training may be required by a Customer, and the Service Provider will either provide this or source a suitable training provider that can offer this service.

17. Standard Working Day for Temporary Workers

- 17.1. The standard working day that the Temporary Worker is contracted to work shall be agreed between the Service Provider and the Customer; however, in any event, the minimum number of hours within a standard working day shall be eight (8) hours (exclusive of breaks). No overtime or other enhancement to the Maximum Day Rates shall be paid by the Customer to the Service Provider, regardless of how many hours are worked during the day.

18. Performance Management and Feedback

- 18.1. The Service Provider will monitor the performance of Temporary Workers on Assignment in respect of their ability, suitability and general feedback, soliciting comment from the Customer where necessary.
- 18.2. Where Temporary Worker performance on Assignment is found to be unsatisfactory, the Service Provider will work together with the Customer in order to remedy the issue, e.g. offering the Customer the option of a suitable replacement Temporary Worker.

19. General Requirements

- 19.1. The Service Provider will provide general ongoing advice to the Customer on matters relating to the recruitment of senior staff and managers, including offering market knowledge in the relevant sectors, and general guidance on relevant legislative matters.
- 19.2. It is anticipated that the scale and complexity of projects will vary dependent on Customer requirements e.g. Customers may require several managerial level roles as part of a restructure, or Customers may require a single very senior member of staff. Service Providers are expected to be able to flex their approach dependent on the scale and complexity of the requirement.
- 19.3. Service Providers are expected to provide any other related recruitment activity as may be reasonably required by the Customer.

20. Expenses

- 20.1. Where the Service Provider is required to deliver Services beyond their base location, the Service Provider may charge the Customer for any reasonable expenses incurred. All expenses charged shall be in accordance with, and shall not exceed the Customer's travel and subsistence policy.
- 20.2. It will be the Service Provider's responsibility to make themselves aware of the Customer's travel and subsistence policy prior to incurring travel and subsistence costs.
- 20.3. Where a travel and subsistence policy does not exist, the Service Provider and the Customer shall agree a mechanism as to how expenses will be reasonably charged.
- 20.4. Claims for payment are to be accompanied by VAT receipts.
- 20.5. For the avoidance of doubt, no expenses shall be paid by the Customer to the Service Provider in relation to the cost of providing resources to work at their base location.

21. Management Information

- 21.1. The Service Provider will provide regular management information to the Customer., with the exact format and information contained within to be determined by the Customer. Such management information may include reports relating to individual campaigns or scheduled periodic reports including (but not limited to) some of the following:
- 21.1.1. On demand statistics on the number of enquiries, completed or part completed applications made.
 - 21.1.2. 'Gap' analysis on hard to fill posts, the statistical difference between enquiries received and applications made.
 - 21.1.3. Number of enquiries and applications made both by post and through online systems.
 - 21.1.4. Equalities monitoring such as:
 - 21.1.5. Analysis by gender
 - 21.1.6. Analysis by ethnicity
 - 21.1.7. Analysis by age
 - 21.1.8. Analysis by disability
 - 21.1.9. Analysis by sexuality
 - 21.1.10. Analysis by religion
 - 21.1.11. Analysis by marital status
 - 21.1.12. Analysis by criminal record status
 - 21.1.13. Analysis on applicants as county residents / out of county residents.
 - 21.1.14. Analysis on applicants as internal / external candidates.
 - 21.1.15. Number of withdrawn applications.
 - 21.1.16. Cost per campaign, broken down by cost per applicant, cost per response and overall costs.
 - 21.1.17. Where adverts were placed and which applicant came from which source.
 - 21.1.18. Applicants for a specific recruitment exercise.
 - 21.1.19. Average time taken from approving a vacancy to advert appearing.
 - 21.1.20. Average time taken from approving a vacancy to an offer being made.
 - 21.1.21. Analysis of Service Provider response times.
 - 21.1.22. Analysis of time taken to fill posts.
 - 21.1.23. Analysis of failed campaigns.
 - 21.1.24. Other reports as determined by the Customer, upon reasonable request.

Lot 2 – Executive and Managerial Permanent Recruitment

23. Overview

- 23.1. The main aim of the this Lot is to allow Customers access to a quality assured resource of senior, managerial and experienced level staff on a permanent basis, as an alternative to using an interim or consultant under the scope of Lot 1.
- 23.2. It is anticipated that Customers will communicate the need for a permanent recruitment process much in the same way as with other requirements, and Customers may choose to recruit alongside other exercises.
- 23.3. It is intended that providers will be able to offer a range of advice and specialism, particularly in regard to roles that are can be regarded as difficult to fill e.g. education, social care and health care.
- 23.4. The specification for this Lot is kept intentionally high-level, and is intended to be regarded as the 'default' specification which will apply in the event that further or varying requirements are not agreed with the individual Customer when a need arises.
- 23.5. The specific Services required by any Customer in respect of any particular post will be agreed with the Service Provider; some posts may require all of the following activities, others may call for just some combination of them and some may entail further actions which are not currently set out within this specification, as is deemed appropriate. As this is not an exhaustive list of Services, it is anticipated that Service Providers will work flexibly with Customers in order to achieve specified recruitment outcomes.

24. Initial Implementation

- 24.1. The Service Provider will attend briefing meetings with the Customer in order to gain a comprehensive understanding of the candidate requirement and of all key factors pertaining to the appointment the Customer wishes to make.
- 24.2. The Service Provider will provide appropriate advice on the most suitable methodology to the search, sourcing and selection of suitable candidates, including the approach to advertising the post, establishing appropriate remuneration levels and outline timescales.
- 24.3. The Service Provider will draft and produce all recruitment materials (in all appropriate formats, to include, but not be limited to, paper and electronic), including job descriptions, person specifications, advertising material, internet publicity, etc.
- 24.4. The Service Provider will plan and agree the recruitment exercise in conjunction with the Customer.
- 24.5. The Customer will approve the Service Providers proposed recruitment exercise prior to any exercise commencing.

25. Candidate Search

- 25.1. The Service Provider will conduct a targeted search, using appropriate contacts, databases and methodologies in order to stimulate response from suitable prospective candidates.
- 25.2. It is expected that Service Providers will adopt a flexible yet thorough and wide ranging approach to candidate search. Service Providers will utilise a range of candidate search methods, to include but not be limited to; LinkedIn (or equivalent social media), headhunting, database searches, international searches etc. It is anticipated that Customers will also have their own specific requirements in respect of search locations, and Customers will advise Service Providers accordingly.
- 25.3. The Service Provider will place and manage all related job advertising and publicity in all relevant and agreed media.

- 25.4. The Service Provider will issue documentation to prospective candidates, and receive all completed applications (in accordance with locally agreed performance indicators relating to speed of response).
- 25.5. The Service Provider will report to the Customer on any issues arising from the candidate search process, including highlighting any shortcomings in the approach adopted and suggesting suitable remedies, when required.
- 25.6. The Service Provider will comply fully with the Information Commissioners' 'employment practices code' guidance on recruitment and selection, with the Business Disability Forum's recruitment guidance, and, where applicants with a disability meet minimum criteria for the job, the Service Provider will comply with the 'disability confident' scheme, and with general legislation in order to make reasonable adjustments for applicants with a disability.
- 25.7. Service Providers will respond positively to requests for applications in different formats, for example:
 - 25.7.1. In Braille
 - 25.7.2. In large print
 - 25.7.3. By minicom
 - 25.7.4. Application forms on audio tape / cd
 - 25.7.5. Application forms on different coloured paper.
- 25.8. The Service Provider will provide management information to the Customer upon request regarding the candidate search process, to include, but not be limited to such elements as traffic rate, click through volume, hit rate, social media conversions, source of applications etc.

26. Response Management and Long List Development

- 26.1. The Service Provider will manage all responses received, including logging of candidate information, and acknowledging receipt of responses.
- 26.2. The Service Provider will assess all applications against the set criteria, in accordance with the agreed job description and person specification.
- 26.3. The Service Provider will, where required by the Customer, assess key metrics of the candidate e.g. qualifications, experience, referencing, key competencies and the 'cultural fit' with the Customer.
- 26.4. The Service Provider will report to the Customer on the response achieved, and will recommend a 'long list' of candidates who meet or exceed the agreed requirements for the post.
- 26.5. The Service Provider will advise all candidates of their inclusion in the 'long list' or their rejection from the process, using letters drafted by the Service Provider and agreed by the Customer.
- 26.6. The Service Provider will, upon request, provide feedback to unsuccessful candidates on their performance.

27. Development of Shortlist

- 27.1. The Service Provider will interview (or provide assistance to the Customer with interviewing) of long listed candidates, including (as required) development of interview questions, conducting interviews, or assisting officers of the Customer or elected members with interviews.
- 27.2. If required by the Customer, the Service Provider will conduct assessment centres to include technical or psychometric tests.

- 27.3. The Service Provider will secure references, conduct statutory employment checks e.g. obtaining copies of relevant qualifications or authorisations, and take all other reasonably practicable steps to ensure that shortlisted candidates are suitable for the requirement of the Customer.
- 27.4. The Service Provider will secure statutory clearance checks (e.g. DBS) of successful candidates to the requirement of the Customer.
- 27.5. The Service Provider will present the initial draft shortlist to the agreed shortlisting panel (to comprise of Customer officers) and advise the panel accordingly.
- 27.6. The Service Provider will advise all candidates of their inclusion in the short list or their rejection from the process, using letters drafted by the Service Provider and agreed by the Customer.
- 27.7. The Service Provider will, upon request, provide feedback to unsuccessful candidates on their performance.

28. Final Interview and Appointment

- 28.1. The Service Provider will draft suitable interview questions, and (if required) prepare a brief for candidates that they will present.
- 28.2. The Service Provider shall commit to attending interviews and selection meetings.
- 28.3. The Service Provider will, upon request, provide feedback to unsuccessful candidates on their performance.
- 28.4. In the event that an appointment decision is challenged, the Service Provider will provide their full co-operation and assistance to the Customer.

29. Onboarding and Post Recruitment Training

- 29.1. The Service Provider shall ensure that all successful Non-Temporary Workers are given clear instructions in advance of their employment in relation to the following;
 - 29.1.1. Geographical location of the place of employment
 - 29.1.2. Customer department location
 - 29.1.3. When to report
 - 29.1.4. Who to report to
 - 29.1.5. The nature of the Assignment
 - 29.1.6. Working hours (including provision for breaks) and potential duration of the assignment
 - 29.1.7. Dress Code and any uniforms including Personal Protective Equipment (PPE) required
 - 29.1.8. Any additional matters e.g. provision for parking, reimbursement of expenses
 - 29.1.9. Any Customer specific policies in place that are relevant to the role
 - 29.1.10. How to submit timesheets
 - 29.1.11. Code of conduct
 - 29.1.12. Confidentiality
 - 29.1.13. Access to work adjustments
 - 29.1.14. Data protection
 - 29.1.15. Health and Safety
 - 29.1.16. Any documents to be provided to the hiring manager on commencement of employment

29.1.17. Any other details that have been specified by the Customer

- 29.2. The Service Provider will ensure that customer requirements are met, in respect of legally required vetting and compliance checks being carried out prior to the commencement of the Assignment of a Non-Temporary Worker.
- 29.3. Where identified as part of a particular recruitment campaign or vacancy, post recruitment training may be required by a Customer, and the Service Provider will either provide this or source a suitable training provider that can offer this service.

30. General Requirements

- 30.1. The Service Provider will provide general ongoing advice to the Customer on matters relating to the recruitment of senior staff and managers, including offering market knowledge in the relevant sectors, and general guidance on relevant legislative matters.
- 30.2. It is anticipated that the scale and complexity of projects will vary dependent on Customer requirements e.g. Customers may require several managerial level roles as part of a restructure, or Customers may require a single very senior member of staff. Service Providers are expected to be able to flex their approach dependent on the scale and complexity of the requirement.
- 30.3. Service Providers are expected to provide any other related recruitment activity as may be reasonably required by the Customer.

31. Expenses

- 31.1. Where the Service Provider is required to deliver Services beyond their base location, the Service Provider may charge the Customer for any reasonable expenses incurred. All expenses charged shall be in accordance with, and shall not exceed the Customer's travel and subsistence policy.
- 31.2. It will be the Service Provider's responsibility to make themselves aware of the Customer's travel and subsistence policy prior to incurring travel and subsistence costs.
- 31.3. Where a travel and subsistence policy does not exist, the Service Provider and the Customer shall agree a mechanism as to how expenses will be reasonably charged.
- 31.4. Claims for payment are to be accompanied by VAT receipts.
- 31.5. For the avoidance of doubt, no expenses shall be paid by the Customer to the Service Provider in relation to the cost of providing resources to work at their base location.

32. Management Information

- 32.1. The Service Provider will provide regular management information to the Customer., with the exact format and information contained within to be determined by the Customer. Such management information may include reports relating to individual campaigns or scheduled periodic reports including (but not limited to) some of the following:
- 32.1.1. On demand statistics on the number of enquiries, completed or part completed applications made.
 - 32.1.2. 'Gap' analysis on hard to fill posts, the statistical difference between enquiries received and applications made.
 - 32.1.3. Number of enquiries and applications made both by post and through online systems.
 - 32.1.4. Equalities monitoring such as:
 - 32.1.5. Analysis by gender
 - 32.1.6. Analysis by ethnicity

- 32.1.7. Analysis by age
- 32.1.8. Analysis by disability
- 32.1.9. Analysis by sexuality
- 32.1.10. Analysis by religion
- 32.1.11. Analysis by marital status
- 32.1.12. Analysis by criminal record
- 32.1.13. Analysis on applicants as county residents / non county residents.
- 32.1.14. Analysis on applicants as internal / external candidates.
- 32.1.15. Number of withdrawn applications.
- 32.1.16. Cost per campaign, broken down by cost per applicant, cost per response and overall costs.
- 32.1.17. Where adverts were placed and which applicant came from which source.
- 32.1.18. Applicants for a specific recruitment exercise.
- 32.1.19. Average time taken from approving a vacancy to advert appearing.
- 32.1.20. Average time taken from approving a vacancy to an offer being made.
- 32.1.21. Analysis of Service Provider response times.
- 32.1.22. Analysis of time taken to fill posts.
- 32.1.23. Analysis of failed campaigns.
- 32.1.24. Other reports as determined by the Customer, upon reasonable request.

Lot 3 – Temporary Recruitment (sub £45k)

33. Overview

- 33.1. The main aim of this Lot of the framework is to allow Customers access to a quality assured resource of generalist staff on a temporary basis across a number of types of role.
- 33.2. While it is intended that the Lot will be mainly used for the ad-hoc recruitment of temporary Workers in order to fulfil a specific requirement, we envisage that Customers may wish to put longer term relationships in place with Service Providers in order to meet such requirements over the medium to long term, e.g. to recruit Workers accordingly in order to meet specific project deadlines.
- 33.3. It is intended that providers will be able to offer a range of advice and specialism, particularly in regard to roles that are can be regarded as difficult to fill e.g. education, social care and health care.
- 33.4. The specification for this Lot is kept intentionally high-level, and is intended to be regarded as the 'default' specification which will apply in the event that further or varying requirements are not agreed with the individual Customer when a need arises.
- 33.5. The specific Services required by any Customer in respect of any particular post will be agreed with the Service Provider; some posts may require all of the following activities, others may call for just some combination of them and some may entail further actions which are not currently set out within this specification, as is deemed appropriate. As this is not an exhaustive list of Services, it is anticipated that Service Providers will work flexibly with Customers in order to achieve specified recruitment outcomes.

34. Initial Implementation

- 34.1. The Service Provider will attend briefing meetings with the Customer in order to gain a comprehensive understanding of the candidate requirement and of all key factors pertaining to the appointment the Customer wishes to make.
- 34.2. The Service Provider will provide appropriate advice on the most suitable methodology to the search, sourcing and selection of suitable candidates, including the approach to advertising the post, establishing appropriate remuneration levels and outline timescales.
- 34.3. It is expected that Service Providers will adopt a flexible yet thorough and wide ranging approach to candidate search. Service Providers will utilise a range of candidate search methods, to include but not be limited to; LinkedIn (or equivalent social media), headhunting, database searches, talent pools, international searches etc. It is anticipated that Customers will also have their own specific requirements in respect of search locations, and Customers will advise Service Providers accordingly.
- 34.4. The Service Provider will draft and produce all recruitment materials (in all appropriate formats, to include, but not be limited to, paper and electronic), including job descriptions, person specifications, advertising material, internet publicity, etc.
- 34.5. The Service Provider will plan and agree the recruitment exercise in conjunction with the Customer.
- 34.6. The Customer will approve the Service Providers proposed recruitment exercise prior to any exercise commencing.

35. Candidate Search

- 35.1. The Service Provider will conduct a targeted search, using appropriate contacts, databases and methodologies in order to stimulate response from suitable prospective candidates

- 35.2. The Service Provider will place and manage all related job advertising and publicity in all relevant and agreed media.
- 35.3. The Service Provider will issue documentation to prospective candidates, and receive all completed applications (in accordance with locally agreed performance indicators relating to speed of response).
- 35.4. The Service Provider will report to the Customer on any issues arising from the candidate search process, including highlighting any shortcomings in the approach adopted and suggesting suitable remedies, when required.
- 35.5. The Service Provider will comply fully with the Information Commissioners' 'employment practices code' guidance on recruitment and selection, with the Business Disability Forum's recruitment guidance, and, where applicants with a disability meet minimum criteria for the job, the Service Provider will comply with the 'disability confident' scheme, and with general legislation in order to make reasonable adjustments for applicants with a disability.
- 35.6. Service Providers will respond positively to requests for applications in different formats, for example:
 - 35.6.1. In Braille
 - 35.6.2. In large print
 - 35.6.3. By minicom
 - 35.6.4. Application forms on audio tape / cd
 - 35.6.5. Application forms on different coloured paper.
- 35.7. The Service Provider will provide management information to the Customer upon request regarding the candidate search process, to include, but not be limited to such elements as traffic rate, click through volume, hit rate, social media conversions, source of applications etc.

36. Response Management and Long List Development

- 36.1. The Service Provider will manage all responses received, including logging of candidate information, and acknowledging receipt of responses.
- 36.2. The Service Provider will assess all applications against the set criteria, in accordance with the agreed job description and person specification.
- 36.3. The Service Provider will, where required by the Customer, assess key metrics of the candidate e.g. qualifications, experience, referencing, key competencies and the 'cultural fit' with the Customer.
- 36.4. The Service Provider will report to the Customer on the response achieved, and will recommend a 'long list' of candidates who meet or exceed the agreed requirements for the post.
- 36.5. The Service Provider will advise all candidates of their inclusion in the 'long list' or their rejection from the process, using letters drafted by the Service Provider and agreed by the Customer.
- 36.6. The Service Provider will, upon request, provide feedback to unsuccessful candidates on their performance.

37. Development of Shortlist

- 37.1. The Service Provider will interview (or provide assistance to the Customer with interviewing) of long listed candidates, including (as required) development of interview questions, conducting interviews, or assisting officers of the Customer or elected members with interviews.

- 37.2. If required by the Customer, the Service Provider will conduct assessment centres to include technical or psychometric tests.
- 37.3. The Service Provider will secure references, conduct statutory employment checks e.g. obtaining copies of relevant qualifications or authorisations, and take all other reasonably practicable steps to ensure that shortlisted candidates are suitable for the requirement of the Customer.
- 37.4. The Service Provider will secure statutory clearance checks (e.g. DBS) of successful candidates to the requirement of the Customer.
- 37.5. The Service Provider will present the initial draft shortlist to the agreed shortlisting panel (to comprise of Customer officers) and advise the panel accordingly.
- 37.6. The Service Provider will advise all candidates of their inclusion in the short list or their rejection from the process, using letters drafted by the Service Provider and agreed by the Customer.
- 37.7. The Service Provider will, upon request, provide feedback to unsuccessful candidates on their performance.

38. Final Interview and Appointment

- 38.1. The Service Provider will draft suitable interview questions, and (if required) prepare a brief for candidates that they will present.
- 38.2. The Service Provider shall commit to attending interviews and selection meetings.
- 38.3. The Service Provider will, upon request, provide feedback to unsuccessful candidates on their performance.
- 38.4. In the event that an appointment decision is challenged, the Service Provider will provide their full co-operation and assistance to the Customer.

39. Onboarding and Post Recruitment Training

- 39.1. The Service Provider shall ensure that all successful candidates are given clear instructions in advance of their Assignment in relation to the following;
 - 39.1.1. Geographical location of the place of Assignment
 - 39.1.2. Customer department location
 - 39.1.3. When to report
 - 39.1.4. Who to report to
 - 39.1.5. The nature of the Assignment
 - 39.1.6. Working hours (including provision for breaks) and potential duration of the assignment
 - 39.1.7. Dress Code and any uniforms including Personal Protective Equipment (PPE) required
 - 39.1.8. Any additional matters e.g. provision for parking, reimbursement of expenses
 - 39.1.9. Any Customer specific policies in place that are relevant to the role
 - 39.1.10. How to submit timesheets
 - 39.1.11. Code of conduct
 - 39.1.12. Confidentiality
 - 39.1.13. Access to work adjustments
 - 39.1.14. Data protection
 - 39.1.15. Health and Safety

39.1.16. Any documents to be provided to the Hiring Manager on commencement of the Assignment

39.1.17. Any other details that have been specified by the Customer

39.2. The Service Provider will ensure that customer requirements are met, in respect of legally required vetting and compliance checks being carried out prior to the commencement of the Assignment of a Temporary Worker.

39.3. Where identified as part of a particular recruitment campaign or vacancy, post recruitment training may be required by a Customer, and the Service Provider will either provide this or source a suitable training provider that can offer this service.

40. Standard Working Day for Temporary Workers

40.1. The standard working day that the Temporary Worker is contracted to work shall be agreed between the Service Provider and the Customer; however, in any event, the minimum number of hours within a standard working day shall be eight (8) hours (exclusive of breaks). No overtime or other enhancement to the Maximum Day Rates shall be paid by the Customer to the Service Provider, regardless of how many hours are worked during the day.

41. Performance Management and Feedback

41.1. The Service Provider will monitor the performance of Temporary Workers on Assignment in respect of their ability, suitability and general feedback, soliciting comment from the Customer where necessary.

41.2. Where Temporary Worker performance on Assignment is found to be unsatisfactory, the Service Provider will work together with the Customer in order to remedy the issue, e.g. offering the Customer the option of a suitable replacement Temporary Worker.

42. General Requirements

42.1. The Service Provider will provide general ongoing advice to the Customer on matters relating to the recruitment of Workers, including offering market knowledge in the relevant sectors, and general guidance on relevant legislative matters.

42.2. The Customer shall have the facility to request a Worker from the Service Provider via a variety of channels (i.e. via email, telephone, or through an electronic booking system) and in a manner which is instantaneous. The Customer shall define the preferred method(s) of format(s) prior to the commencement of the Contract.

42.3. It is anticipated that the scale and complexity of projects will vary dependent on Customer requirements e.g. Customers may require multiple roles filling as part of a restructure, or Customers may require a single member of staff. Service Providers are expected to be able to flex their approach dependent on the scale and complexity of the requirement.

42.4. Service Providers are expected to provide any other related recruitment activity as may be reasonably required by the Customer.

43. Expenses

43.1. Where the Service Provider is required to deliver Services beyond their base location, the Service Provider may charge the Customer for any reasonable expenses incurred. All expenses charged shall be in accordance with, and shall not exceed the Customer's travel and subsistence policy.

43.2. It will be the Service Provider's responsibility to make themselves aware of the Customer's travel and subsistence policy prior to incurring travel and subsistence costs.

- 43.3. Where a travel and subsistence policy does not exist, the Service Provider and the Customer shall agree a mechanism as to how expenses will be reasonably charged.
- 43.4. Claims for payment are to be accompanied by VAT receipts.
- 43.5. For the avoidance of doubt, no expenses shall be paid by the Customer to the Service Provider in relation to the cost of providing resources to work at their base location.

44. Management Information

- 44.1. The Service Provider will provide regular management information to the Customer., with the exact format and information contained within to be determined by the Customer. Such management information may include reports relating to individual campaigns or scheduled periodic reports including (but not limited to) some of the following:
 - 44.1.1. On demand statistics on the number of enquiries, completed or part completed applications made.
 - 44.1.2. 'Gap' analysis on hard to fill posts, the statistical difference between enquiries received and applications made.
 - 44.1.3. Number of enquiries and applications made both by post and through online systems.
 - 44.1.4. Equalities monitoring such as:
 - 44.1.5. Analysis by gender
 - 44.1.6. Analysis by ethnicity
 - 44.1.7. Analysis by age
 - 44.1.8. Analysis by disability
 - 44.1.9. Analysis by sexuality
 - 44.1.10. Analysis by religion
 - 44.1.11. Analysis by marital status
 - 44.1.12. Analysis by criminal record
 - 44.1.13. Analysis on applicants as county residents / non county residents.
 - 44.1.14. Analysis on applicants as internal / external candidates.
 - 44.1.15. Number of withdrawn applications.
 - 44.1.16. Cost per campaign, broken down by cost per applicant, cost per response and overall costs.
 - 44.1.17. Where adverts were placed and which applicant came from which source.
 - 44.1.18. Applicants for a specific recruitment exercise.
 - 44.1.19. Average time taken from approving a vacancy to advert appearing.
 - 44.1.20. Average time taken from approving a vacancy to an offer being made.
 - 44.1.21. Analysis of Service Provider response times.
 - 44.1.22. Analysis of time taken to fill posts.
 - 44.1.23. Analysis of failed campaigns.
 - 44.1.24. Other reports as determined by the Customer, upon reasonable request.

Lot 4 – Permanent Recruitment (sub £45k)

45. Overview

- 45.1. The main aim of this Lot is to allow Customers access to a quality assured resource of generalist staff on a permanent basis across a number of types of role, as an alternative to using a Temporary Worker under the scope of Lot 3.
- 45.2. It is anticipated that Customers will communicate the need for a permanent recruitment process much in the same way as with other requirements, and Customers may choose to recruit alongside other exercises.
- 45.3. It is intended that providers will be able to offer a range of advice and specialism, particularly in regard to roles that are can be regarded as difficult to fill e.g. education, social care and health care.
- 45.4. The specification for this Lot is kept intentionally high-level, and is intended to be regarded as the 'default' specification which will apply in the event that further or varying requirements are not agreed with the individual Customer when a need arises.
- 45.5. The specific Services required by any Customer in respect of any particular post will be agreed with the Service Provider; some posts may require all of the following activities, others may call for just some combination of them and some may entail further actions which are not currently set out within this specification, as is deemed appropriate. As this is not an exhaustive list of Services, it is anticipated that Service Providers will work flexibly with Customers in order to achieve specified recruitment outcomes.

46. Initial Implementation

- 46.1. The Service Provider will attend briefing meetings with the Customer in order to gain a comprehensive understanding of the candidate requirement and of all key factors pertaining to the appointment the Customer wishes to make.
- 46.2. The Service Provider will provide appropriate advice on the most suitable methodology to the search, sourcing and selection of suitable candidates, including the approach to advertising the post, establishing appropriate remuneration levels and outline timescales.
- 46.3. The Service Provider will draft and produce all recruitment materials (in all appropriate formats, to include, but not be limited to, paper and electronic), including job descriptions, person specifications, advertising material, internet publicity, etc.
- 46.4. The Service Provider will plan and agree the recruitment exercise in conjunction with the Customer.
- 46.5. The Customer will approve the Service Providers proposed recruitment exercise prior to any exercise commencing.

47. Candidate Search

- 47.1. The Service Provider will conduct a targeted search, using appropriate contacts, databases and methodologies in order to stimulate response from suitable prospective candidates.
- 47.2. It is expected that Service Providers will adopt a flexible yet thorough and wide ranging approach to candidate search. Service Providers will utilise a range of candidate search methods, to include but not be limited to; LinkedIn (or equivalent social media), headhunting, database searches, international searches etc. It is anticipated that Customers will also have their own specific requirements in respect of search locations, and Customers will advise Service Providers accordingly.
- 47.3. The Service Provider will place and manage all related job advertising and publicity in all relevant and agreed media.

- 47.4. The Service Provider will issue documentation to prospective candidates, and receive all completed applications (in accordance with locally agreed performance indicators relating to speed of response).
- 47.5. The Service Provider will report to the Customer on any issues arising from the candidate search process, including highlighting any shortcomings in the approach adopted and suggesting suitable remedies, when required.
- 47.6. The Service Provider will comply fully with the Information Commissioners' 'employment practices code' guidance on recruitment and selection, with the Business Disability Forum's recruitment guidance, and, where applicants with a disability meet minimum criteria for the job, the Service Provider will comply with the 'disability confident' scheme, and with general legislation in order to make reasonable adjustments for applicants with a disability.
- 47.7. Service Providers will respond positively to requests for applications in different formats, for example:
 - 47.7.1. In Braille
 - 47.7.2. In large print
 - 47.7.3. By minicom
 - 47.7.4. Application forms on audio tape / cd
 - 47.7.5. Application forms on different coloured paper.
- 47.8. The Service Provider will provide management information to the Customer upon request regarding the candidate search process, to include, but not be limited to such elements as traffic rate, click through volume, hit rate, social media conversions, source of applications etc.

48. Response Management and Long List Development

- 48.1. The Service Provider will manage all responses received, including logging of candidate information, and acknowledging receipt of responses.
- 48.2. The Service Provider will assess all applications against the set criteria, in accordance with the agreed job description and person specification.
- 48.3. The Service Provider will, where required by the Customer, assess key metrics of the candidate e.g. qualifications, experience, referencing, key competencies and the 'cultural fit' with the Customer.
- 48.4. The Service Provider will report to the Customer on the response achieved, and will recommend a 'long list' of candidates who meet or exceed the agreed requirements for the post.
- 48.5. The Service Provider will advise all candidates of their inclusion in the 'long list' or their rejection from the process, using letters drafted by the Service Provider and agreed by the Customer.
- 48.6. The Service Provider will, upon request, provide feedback to unsuccessful candidates on their performance.

49. Development of Shortlist

- 49.1. The Service Provider will interview (or provide assistance to the Customer with interviewing) of long listed candidates, including (as required) development of interview questions, conducting interviews, or assisting officers of the Customer or elected members with interviews.
- 49.2. If required by the Customer, the Service Provider will conduct assessment centres to include technical or psychometric tests.

- 49.3. The Service Provider will secure references, conduct statutory employment checks e.g. obtaining copies of relevant qualifications or authorisations, and take all other reasonably practicable steps to ensure that shortlisted candidates are suitable for the requirement of the Customer.
- 49.4. The Service Provider will secure statutory clearance checks (e.g. DBS) of successful candidates to the requirement of the Customer.
- 49.5. The Service Provider will present the initial draft shortlist to the agreed shortlisting panel (to comprise of Customer officers) and advise the panel accordingly.
- 49.6. The Service Provider will advise all candidates of their inclusion in the short list or their rejection from the process, using letters drafted by the Service Provider and agreed by the Customer.
- 49.7. The Service Provider will, upon request, provide feedback to unsuccessful candidates on their performance.

50. Final Interview and Appointment

- 50.1. The Service Provider will draft suitable interview questions, and (if required) prepare a brief for candidates that they will present.
- 50.2. The Service Provider shall commit to attending interviews and selection meetings.
- 50.3. The Service Provider will, upon request, provide feedback to unsuccessful candidates on their performance.
- 50.4. In the event that an appointment decision is challenged, the Service Provider will provide their full co-operation and assistance to the Customer.

51. Onboarding and Post Recruitment Training

- 51.1. The Service Provider shall ensure that all successful Non-Temporary Workers are given clear instructions in advance of their employment in relation to the following;
 - 51.1.1. Geographical location of the place of employment
 - 51.1.2. Customer department location
 - 51.1.3. When to report
 - 51.1.4. Who to report to
 - 51.1.5. The nature of the Assignment
 - 51.1.6. Working hours (including provision for breaks) and potential duration of the assignment
 - 51.1.7. Dress Code and any uniforms including Personal Protective Equipment (PPE) required
 - 51.1.8. Any additional matters e.g. provision for parking, reimbursement of expenses
 - 51.1.9. Any Customer specific policies in place that are relevant to the role
 - 51.1.10. How to submit timesheets
 - 51.1.11. Code of conduct
 - 51.1.12. Confidentiality
 - 51.1.13. Access to work adjustments
 - 51.1.14. Data protection
 - 51.1.15. Health and Safety
 - 51.1.16. Any documents to be provided to the hiring manager on commencement of employment

51.1.17. Any other details that have been specified by the Customer

- 51.2. The Service Provider will ensure that customer requirements are met, in respect of legally required vetting and compliance checks being carried out prior to the commencement of the Assignment of a Non-Temporary Worker.
- 51.3. Where identified as part of a particular recruitment campaign or vacancy, post recruitment training may be required by a Customer, and the Service Provider will either provide this or source a suitable training provider that can offer this service.

52. General Requirements

- 52.1. The Service Provider will provide general ongoing advice to the Customer on matters relating to the recruitment of senior staff and managers, including offering market knowledge in the relevant sectors, and general guidance on relevant legislative matters.
- 52.2. Service Providers are expected to provide any other related recruitment activity as may be reasonably required by the Customer.

53. Expenses

- 53.1. Where the Service Provider is required to deliver Services beyond their base location, the Service Provider may charge the Customer for any reasonable expenses incurred. All expenses charged shall be in accordance with, and shall not exceed the Customer's travel and subsistence policy.
- 53.2. It will be the Service Provider's responsibility to make themselves aware of the Customer's travel and subsistence policy prior to incurring travel and subsistence costs.
- 53.3. Where a travel and subsistence policy does not exist, the Service Provider and the Customer shall agree a mechanism as to how expenses will be reasonably charged.
- 53.4. Claims for payment are to be accompanied by VAT receipts.
- 53.5. For the avoidance of doubt, no expenses shall be paid by the Customer to the Service Provider in relation to the cost of providing resources to work at their base location.

54. Management Information

- 54.1. The Service Provider will provide regular management information to the Customer., with the exact format and information contained within to be determined by the Customer. Such management information may include reports relating to individual campaigns or scheduled periodic reports including (but not limited to) some of the following:
 - 54.1.1. On demand statistics on the number of enquiries, completed or part completed applications made.
 - 54.1.2. 'Gap' analysis on hard to fill posts, the statistical difference between enquiries received and applications made.
 - 54.1.3. Number of enquiries and applications made both by post and through online systems.
 - 54.1.4. Equalities monitoring such as:
 - 54.1.5. Analysis by gender
 - 54.1.6. Analysis by ethnicity
 - 54.1.7. Analysis by age
 - 54.1.8. Analysis by disability
 - 54.1.9. Analysis by sexuality
 - 54.1.10. Analysis by religion

- 54.1.11. Analysis by marital status
- 54.1.12. Analysis by criminal record
- 54.1.13. Analysis on applicants as county residents / non county residents.
- 54.1.14. Analysis on applicants as internal / external candidates.
- 54.1.15. Number of withdrawn applications.
- 54.1.16. Cost per campaign, broken down by cost per applicant, cost per response and overall costs.
- 54.1.17. Where adverts were placed and which applicant came from which source.
- 54.1.18. Applicants for a specific recruitment exercise.
- 54.1.19. Average time taken from approving a vacancy to advert appearing.
- 54.1.20. Average time taken from approving a vacancy to an offer being made.
- 54.1.21. Analysis of Service Provider response times.
- 54.1.22. Analysis of time taken to fill posts.
- 54.1.23. Analysis of failed campaigns.
- 54.1.24. Other reports as determined by the Customer, upon reasonable request.

Lot 5 – Assessment and Testing Services

55. Overview

- 55.1. The intention of including Assessment & Testing services on the framework is to allow Customers access to a choice of quality assured external specialists to assist them in identifying appropriate talent and taking forward deployment and development initiatives within their own organisations.
- 55.2. It is anticipated that Customers will be able to acquire such services on the framework in a number of ways; either on a consultancy basis, as a managed service, as a series of online and/or paper-based tools or as a flexible service combining multiple elements.
- 55.3. It is anticipated that appointed Service Providers will be able to support assessment and testing for a wide range of positions and/ or recruitment exercises, for example; from bulk processes for lower graded jobs, through to specialist low volume exercises for executive level recruitments or similar.
- 55.4. The specification for this Lot is kept intentionally high-level, and is intended to be regarded as the 'default' specification which will apply in the event that further or varying requirements are not agreed with the individual Customer when a need arises.
- 55.5. The specific Services required by any Customer in respect of any particular post will be agreed with the Service Provider; some posts may require all of the following activities, others may call for just some combination of them and some may entail further actions which are not currently set out within this specification, as is deemed appropriate. As this is not an exhaustive list of Services, it is anticipated that Service Providers will work flexibly with Customers in order to achieve specified recruitment outcomes.

56. Scope

- 56.1. The types of services likely to be required include (but are not limited to) Assessment centring, which could include such things as;
 - 56.1.1. Delivering and managing the assessment centre on behalf of Customers
 - 56.1.2. facilitating exercises (for example, psychometric tests including aptitude/ability tests, verbal tests, analysis and word sort, numerical tests, diagrammatic and spatial reasoning, emotional intelligence, case study tests, in-tray/e-tray exercises, all completed online or via printed answer sheets);
 - 56.1.3. competency based interviews
 - 56.1.4. situational judgement tests
 - 56.1.5. running social/informal events,
 - 56.1.6. work samples (e.g. completing aspects of work under standard conditions)
 - 56.1.7. holding recruiter/ candidate information sessions
 - 56.1.8. running group activities & exercises , (for example, practical tasks, discussions and role plays)
 - 56.1.9. facilitating candidate presentations, etc.
 - 56.1.10. producing feedback reports for all assessment centre candidates and the client and/ or feedback over the telephone for unsuccessful candidates.
 - 56.1.11. Provision of on-line/ paper materials and potentially ad-hoc support on a consultancy basis, to enable 'in house' testing to take place.

- 56.1.12. Fully managed assessment services; for example the transfer of aspects of, or indeed the full activity of an in-house assessment service.
- 56.1.13. Service Providers will also respond positively and in any case to meet the requirements of the Equality Act 2010, to requests from candidates for 'Reasonable Adjustments' and/or 'Accommodations'.
- 56.2. Service Providers are expected to provide any other related assessment and testing services as may be reasonably required by the Customer.
- 56.3. Service Providers should also respond positively to requests for assessments in different formats, which could include, but are not limited to;
 - 56.3.1. In Braille
 - 56.3.2. In large print
 - 56.3.3. By minicom
 - 56.3.4. Application form on audio tape / cd
 - 56.3.5. Application form on different coloured paper.

Lot 6 – Outplacement and Career Transition Services

57. Scope

- 57.1. This Lot will be established to provide outplacement and career transition services to Customers that may be in the process of re-deploying or making staff redundant. The purpose of the service will be to assist with the transition from an individual's existing post to an alternative position or career, either with that same Customer or elsewhere – 'Career Transition'.
- 57.2. Customers may use the Framework to procure just some, or all of the services that they may require to support the above process. This could mean that a Customer uses internal resources to deliver part of the services, but elects to buy in the remaining part of the services from a Service Provider under the framework. On this basis, Service Providers may be required to work alongside Customer staff to deliver the specified services.
- 57.3. From time to time there may also be a requirement to train in-house staff to deliver redeployment and/ or redundancy services directly (i.e. requests for 'train the trainer' sessions).
- 57.4. By procuring services under the Lot, Customers will be looking to minimise the effects (including cost) of redundancy, whilst maximising the opportunities for those affected, whether that be through exploring re-deployment options, alternative employment options or simply developing the requisite skills and confidence to successfully pursue gainful employment at a later stage.
- 57.5. Services may be delivered by a variety of means, including, but not limited to the following:
 - 57.5.1. Training and/ or workshop based sessions
 - 57.5.2. Internet based e-learning/ or other e-solutions and/ or paper based distance learning methods
 - 57.5.3. One –to – one (tailored) sessions, including coaching and individual consultancy
 - 57.5.4. Ad-hoc advice/ support, either by telephone, email, on-line etc.
 - 57.5.5. Provision of materials (handbooks, sample documentation etc.)
- 57.6. Service Providers must be able to deliver services to a wide range of individuals. For example, all grades of staff could potentially require the services, from unskilled Workers through to Local Authority Chief Executives. On this basis, the services will generally need to be accessed by a menu or 'pick and mix' approach to enable the services to be tailored to individual requirements and budgets.
- 57.7. Service provision may reasonably include (but not be limited to) the following outplacement/ career transition support areas:
 - 57.7.1. Understanding and managing change
 - 57.7.2. Career review and options appraisal
 - 57.7.3. Skills audit & competency assessment
 - 57.7.4. CV, covering letter and application form appraisal, advice and preparation
 - 57.7.5. Organising the job search
 - 57.7.6. Locating jobs
 - 57.7.7. Making the most of on-line resources (e.g. use of Job Boards, Business related social media etc.)
 - 57.7.8. Networking

- 57.7.9. Making job applications
- 57.7.10. Salary negotiation
- 57.7.11. Using recruitment firms, and managing relationships with them
- 57.7.12. Confidence building and self-marketing
- 57.7.13. Interview skills and practice (including mock interviews)
- 57.7.14. Assessment centre exercises – preparation, practice, etc.
- 57.7.15. Psychometric testing, profiling and reporting
- 57.7.16. Salary negotiation and advice, related financial advice
- 57.7.17. Provision of advice on alternative employment e.g. Self-employment, sole trading, becoming an interim/consultant, volunteering, retirement, career breaks, moving sector (e.g. from Public to Private).

58. General

- 58.1. Whilst it is difficult to predict the value, frequency, and timing of required services under the contract, Service Providers should bear in mind that due to the nature of the services, Service Providers may be required to commence the delivery of services at very short notice. It is anticipated that the outplacement services will need to be delivered within an individual's redundancy notice period (typically 1-3 months). Service Providers should also note that there may be instances where services are required to be delivered out of standard office hours.
- 58.2. Face to face sessions (including workshops and on-to-one consultations) should take place at a location convenient for the individuals concerned.
- 58.3. Service Providers must ensure equality of opportunity and make reasonable adjustments to ensure equality of access to their service(s).
- 58.4. Whilst it is anticipated that those individuals referred to the service will have access to IT facilities, Service Providers must be aware that should this not be the case they will be required to find alternative means of providing equivalent levels of support to those individuals concerned.
- 58.5. Any e- services tendered as part of the service delivery methodology should be internet (web) based and should be compatible with the widest possible range of IT systems e.g. smartphones, tablets and alternative browsers such as Google Chrome and Mozilla Firefox.
- 58.6. Customers will be responsible for specifying both their own KPIs for measuring service delivery and desired outcomes for those individuals exiting the service(s). Notwithstanding this, Service Providers will be required to:
 - 58.6.1. Provide periodic (weekly/ monthly/ quarterly) reports to the Customer upon demand to detail take up of the services, monitor outcomes, budgets for the services etc.,
 - 58.6.2. Provide service user feedback to the Customer for each individual exiting the service,
 - 58.6.3. Attend periodic (weekly/ monthly/ quarterly) service reviews with Customer representatives to monitor the overall level of quality of the services delivered.
 - 58.6.4. Continually monitor the quality of materials used and assessment products used and report to the Customer on findings.

59. Expenses

- 59.1. Where the Service Provider is required to deliver Services beyond their base location, the Service Provider may charge the Customer for any reasonable expenses incurred. All expenses charged shall be in accordance with, and shall not exceed the Customer's travel and subsistence policy.
- 59.2. It will be the Service Provider's responsibility to make themselves aware of the Customer's travel and subsistence policy prior to incurring travel and subsistence costs.
- 59.3. Where a travel and subsistence policy does not exist, the Service Provider and the Customer shall agree a mechanism as to how expenses will be reasonably charged.
- 59.4. Claims for payment are to be accompanied by VAT receipts.
- 59.5. For the avoidance of doubt, no expenses shall be paid by the Customer to the Service Provider in relation to the cost of providing resources to work at their base location.

Lot 7 – HR Business Process Outsourcing (and Sub-Lots)

60. Scope

- 60.1. The main aim of this Lot of the framework will be to appoint suitable Service Providers who are able to deliver the below called for range of HR services on a high quality, cost effective and flexible basis to Customers.
- 60.2. It is anticipated that the volume of business through the framework will be received from Customers that wish to access this suite of services on an ad-hoc or ongoing basis in order to complement their existing HR function, or to add HR expertise to a one-off complex process.
- 60.3. While these services could be regarded as more ad-hoc, transactional requirements, it is the intention that Service Providers will work closely with Customers in order to fully understand their individual requirements in each aspect.
- 60.4. However, we recognise that Customers may wish to work in close partnership with Service Providers, for instance in examples where elements of HR Business Process are permanently outsourced to an external provider. In order to cover this requirement, Customers will be able to conduct further competitions between the awarded Service Providers across sub-Lots.
- 60.5. The specification for this Lot is kept intentionally high-level, and is intended to be regarded as the 'default' specification which will apply in the event that further or varying requirements are not agreed with the individual Customer when a need arises.
- 60.6. The specific Services required by any Customer in respect of any particular post will be agreed with the Service Provider; some posts may require all of the following activities, others may call for just some combination of them and some may entail further actions which are not currently set out within this specification, as is deemed appropriate.
- 60.7. As the list of services called for underneath each sub-Lot is not an exhaustive list, it is anticipated that Service Providers will work flexibly with Customers in order to achieve specified HR outcomes. Service Providers are able to provide additional related tasks as they deem necessary to meet customer requirements, providing always that the customer's overall requirement is relevant to the heading of the Lot.
- 60.8. Service Providers are expected at all times to ensure their compliance with all relevant HR, labour rights, data protection legislation and best practice e.g. GDPR 2018, gender pay gap reporting, minimum/living wage compliance, working time regulations, pensions (including auto-enrolment) and the DBS code of practice etc.

61. Lot 7a – Recruitment Process Outsourcing

- 61.1. This Lot is for Customers seeking a range of advice, support and provision of service in relation to recruitment process outsourcing.
- 61.2. The level of outsourcing required will have a wide range depending on individual customer requirements. Services required may be particular individual campaigns requiring one or two elements from this lot, ranging up to full recruitment process outsourcing where all elements of recruitment are conducted by the Service Provider.
- 61.3. Service Providers included within this Lot will be required to provide general advice, support and the provision of service in the following areas;
 - 61.3.1. Vacancy notification
 - 61.3.2. Vacancy creation
 - 61.3.3. Advertising vacancies
 - 61.3.4. Application enquiry support

- 61.3.5. Application pack dispatch
- 61.3.6. Applicant management
- 61.3.7. 'long list' development
- 61.3.8. 'short list' development
- 61.3.9. Final interviews
- 61.3.10. Post recruitment training
- 61.3.11. Appointment
- 61.3.12. Provision of Recruitment Management Information
- 61.3.13. Customers may choose to access some or all of the above services as per their prevailing requirement.

62. Lot 7b – Applicant Management

- 62.1. This Lot is for Customers seeking a range of advice, support and provision of service in relation to applicant management.
- 62.2. Service Providers included within this Lot will be required to provide general advice, support and the provision of service in the following areas;
 - 62.2.1. Application responses
 - 62.2.2. 'long list' development
 - 62.2.3. 'short list' development
 - 62.2.4. Preparing for interviews
 - 62.2.5. Attending interviews
 - 62.2.6. Providing feedback to candidates

63. Lot 7c – Onboarding of Candidates

- 63.1. This Lot is for Customers seeking a range of advice, support and provision of service in relation to successful candidates joining the Customer's organisation in advance of their assignment, and any post recruitment training required.
- 63.2. Service Providers included within this Lot will be required to provide general advice, support and the provision of service in the following areas;
 - 63.2.1. Appointment
 - 63.2.2. Post recruitment training
 - 63.2.3. Induction days and organisational education/enrolment
 - 63.2.4. Provision of Recruitment Management Information

64. Lot 7d – HR Administration

- 64.1. This Lot is for Customers seeking a range of advice, support and provision of service in relation the performance and management of HR operations such as but not limited to; absence management, issuance and variation of employment contracts and, processing of new starters and departing employees.
- 64.2. **Absence Management**
- 64.3. Service Providers included within Lot 7d will be required to provide advice, support, and the provision of service in the following absence management areas, and types of leave;
 - 64.3.1. Leave administration software
 - 64.3.2. Leave booking

- 64.3.3. Leave management
- 64.3.4. Processing of leave requests
- 64.3.5. Adoption leave
- 64.3.6. Annual leave
- 64.3.7. Bank holiday leave
- 64.3.8. Leave in line with Customer policy
- 64.3.9. Maternity leave
- 64.3.10. Paternity leave
- 64.3.11. Statutory leave
- 64.3.12. Sickness Absence, short term and long term
- 64.3.13. Early intervention absence management 'Day one solution'
- 64.3.14. Absence reporting telephone lines
- 64.3.15. Referral to occupational health advisors

64.4. Administration of Employment Contracts

64.5. Service Providers included within Lot 7d will be required to provide advice, support and the provision of services in the following areas;

- 64.5.1. Issuance of initial contracts to suit customer template or bespoke requirements.
- 64.5.2. Processing of variations to employee contracts e.g.
- 64.5.3. Amends to working hours, changes in amount of working hours, contract period extensions, pay and allowance changes, job regrading, pay awards etc.

64.6. Administration of New Starters and Leavers

64.7. Service Providers included within this Lot 7d be required to provide advice, support and the provision of services in the following areas;

- 64.7.1. Initial set up of employee records/personnel files.
- 64.7.2. Ongoing maintenance of employee records/personnel files in line with the GDPR 2018
- 64.7.3. Induction and probation period support e.g. provision of policy, attendance at review meetings.
- 64.7.4. Production of relevant documentation for departing employees e.g. references, confirmation of length of service, confirmation of absence records.
- 64.7.5. Closure of employee records in line with the GDPR 2018 and customer record retention policy.
- 64.7.6. Conducting or providing materials to support exit interviews.

65. Lot 7e – Payroll Management

65.1. This Lot is for Customers seeking a range of advice, support and provision of service in relation to all types of payroll management.

65.2. Service Providers included within this Lot will be required to have suitable systems in place in order to provide advice, support and the provision of service in the following areas, but not limited to;

- 65.2.1. Balancing of payroll

- 65.2.2. Implementation of salary reviews, amendments, bonuses, honorariums etc.
- 65.2.3. Management of payroll deductions, e.g. salary sacrifice, student loans, pension schemes etc.
- 65.2.4. Operation and management of a payroll system
- 65.2.5. Performing all actions in relation to PAYE, in full compliance with applicable law and HMRC guidance
- 65.2.6. Processing and payment of applicable expenses
- 65.2.7. Production of payslips
- 65.2.8. Production of statutory employment paperwork such as P11D, P45, P60 etc.
- 65.2.9. Reconciliation and payment of monies to third parties
- 65.2.10. Receiving payroll data from the Customer, and processing this in line with the GDPR 2018

66. Lot 7f – Background Checks

- 66.1. This Lot is for Customers seeking a range of advice, support and provision of service in relation to all types of background and pre-employment checks.
- 66.2. Service Providers included within this Lot will be required to provide advice, support and the provision of services in respect of background and pre-employment checks, in particular checks of the Disclosure and Barring Service list and performing Right to Work checks.
- 66.3. Service Providers will also be required to offer Customers a range of other background checks as may be reasonably be required by the Customer.
- 66.4. When conducting checks of the Disclosure and Barring Service list on behalf of Customers, Service Providers are required to ensure compliance with the DBS Code of Practice. <https://www.gov.uk/government/publications/dbs-code-of-practice>

67. Lot 7g – HR Consultancy

- 67.1. This Lot is for Customers seeking a range of advice, support and provision of service in relation to HR consultancy.
- 67.2. This Lot is intended to provide customers with access to expert advice, support, consultancy and the provision of relevant services in relation to a range of HR related subjects, to include but not be limited to; organisational change, benchmarking, diversity & inclusion, IR35, research, design, development, restructuring, succession planning, talent strategy, reward & benefits, HR diagnostics, discipline and grievance, and research projects.

68. Lot 7h – Statement of Works

- 68.1. The main aim of this lot is to allow Customers to access a quality assured resource for a range of advice, support and provision of services in relation to the management and delivery of various projects.
- 68.2. Service Providers included within this Lot will be required to manage and deliver, and assume responsibility for the outcome of projects required by the Customer.
- 68.3. Customers may require these Services on either an ad-hoc basis (individual project) or by appointing a Service Provider to manage their Statement of Works (SoW) requirements for various projects (i.e. can be unrelated) over a contract period across their organisation. The requirements detailed throughout this specification are for the delivery of both types of Service.
- 68.4. The Service Provider will act on behalf of the Customer. This includes providing advice, support and guidance in the area of requirement.
- 68.5. The Service Provider must be able to advise the Customer on the most appropriate route to market. It may be the case that alternative solutions (e.g. temp or permanent recruitment) may be more suitable for the outcomes required by the Customer.
- 68.6. The Service Provider must have an account manager that can advise and support the Customer in achieving their outcomes and have access to utilise a suitably knowledgeable team.
- 68.7. The Service Provider will manage a supply chain of SoW Service Providers to deliver projects required by the Customer.
- 68.8. There is no set delivery model. Service Providers can populate their supply chain with any person and or agency/organisation/PSC/business deemed suitable, via onboarding, to deliver the statement of work project. This includes utilising supply within their own organisation.
- 68.9. The service will be supported by an electronic system to maintain the relevant information for both Customers and SoW Service Providers.
- 68.10. The Service Provider must have available a supply chain across all categories and ensure they are suitably qualified and experienced. Where the Customer has requirements in an area not presently covered by the supply chain, the Service Provider must be able to source, and if required develop and maintain, a suitable SoW Service Provider/supply chain to deliver the services.
- 68.11. The Service Provider must have processes in place to ensure there is equal treatment throughout the supply chain and they are all engaged and managed fairly.
- 68.12. The Service Provider will be the point of contact for both the Customer and the supply chain.
- 68.13. The Service Provider should manage the project delivery to track progress against desired outcomes with key milestones. It is the responsibility of the Service Provider to ensure the outcomes are achieved and should be monitored throughout the project.
- 68.14. **Onboarding of SoW Service Providers**

68.14.1. The Service Provider shall be responsible for ensuring all SoW Service Providers undergo an onboarding process to become part of the Service Provider's supply chain. SoW Service Providers will have to meet the required standards of the customer agreed at the scoping of the project stage, however, as a minimum Service Providers must ensure the following areas are reviewed for potential SoW Service Providers;

68.14.1.1. Companies House Registration Information (including certificate of incorporation, latest filed accounts, latest annual return and any changes thereto)

68.14.1.2. Copies of insurance certificates and ensure they are at appropriate levels

68.14.1.3. Compliance

68.14.1.4. Safeguarding

68.14.1.5. Payment terms/processes

68.14.1.6. Appropriate evidence of relevant work and referrals/references to identify skills and areas of expertise

68.15. Selection of SoW Service Providers

68.15.1. Customers may already know the SoW Service Provider they want to utilise and wish to refer these to the Service Provider. It will be the Service Providers role to ensure that any referred SoW Service Provider is onboarded appropriately in line with process outlined within this specification.

68.15.2. When a Customer has a requirement for SoW services the Service Provider will;

68.15.2.1. Provide initial guidance and advice to support the Customer in deciding the best route to market

68.15.2.2. Work with the Customer and assist where necessary with developing the scope of the requirement to determine an appropriate SoW project. The Customer will generally either need assistance in developing the outcomes to the project or the service specification

68.15.2.3. Ensure all relevant SoW project documentation is able to be provided within the Service Provider's system in order for this to be issued to the supply chain

68.15.2.4. Evaluate the bids from the supply chain and select a SoW Service Provider to award. If requested by the Customer, the Service Provider must present the outcomes of the evaluation and the proposed award before any award takes place

68.15.3. If the Customer wishes to see all proposals, the Service Provider must be able to provide a detailed and transparent breakdown of the proposals submitted from the SoW Service Providers who are able to deliver the project, this should be include as a minimum;

68.15.4. The details of the requirement and how the Service Provider in conjunction with the SoW Service Provider can deliver the outcomes effectively within the budget set by the Customer

68.15.5. The costs in accordance with the project milestones and deliverables

- 68.15.6. It is the decision of the Customer to accept the award put forward by the Service Provider to deliver the project.
- 68.15.7. Once an award is made, the Service is finalised with the milestones and deliverables as set out within the SoW project documentation.

68.16. Service Provider System

- 68.16.1. The Service Provider must have an IT system in place to support the SoW process. The system should support the delivery of the Service at multiple stages however the system should not be used as a replacement for either communication or management to the Customer.
- 68.16.2. As this is to be a fully managed service, the Customer will require limited access to the system to review any proposals and access project information (milestones/current status etc.). This information should also be supplied regularly by the Service Provider during the course of the SoW service.
- 68.16.3. The Service Provider is responsible for maintaining all data on the system and will provide access to such data throughout the term of the contract and shall provide the data to the Customer on expiry or termination of the contract however caused in such format as may be requested by the Customer at no cost to the Customer.
- 68.16.4. The system needs to be able to manage a supply chain and enable project documentation to be sent securely to SoW Service Providers and receive back any proposals which should remain sealed until the closing date has passed. This will ensure equal treatment and fairness of all SoW Service Providers within the supply chain.
- 68.16.5. As a minimum the system must have the capability to;
 - 68.16.5.1.Enable the project documentation to be uploaded and issues to the supply chain
 - 68.16.5.2.Ensure the supply chain can submit their bids through the system
 - 68.16.5.3.Enable communication channels for clarifications on the project proposal. Include an appropriate procurement process, ensuring equal treatment and fairness, has been undertaken to select a SoW Service Provider
 - 68.16.5.4.Notify all successful and unsuccessful SoW Service Providers of the outcome
 - 68.16.5.5.Manage key milestones with payments on outcomes/deliverables, where milestones are not met or there is scope creep then the system must allow for this to be documented and recorded
 - 68.16.5.6.Track spend against the Customers budget for the project and any savings achieved
 - 68.16.5.7.Produce management information reports to detail budget spend and savings