CALL OFF SCHEDULE 12: VARIATION FORM

Number: 00X

Variation Form (VF). No (xxx):	DIT Variation Form Title			Supplier Ref. No (xxx):
Date Original Request Received:	Summary Impact Analysis			Date of Original VF Draft:
	High	Medium	Low	
Required Go Live Date:			Current VF Issue Date:	

1. This Call Off Contract is varied as follows as per **Clause 22.1** of the Call Off Contract.

2. Noting that:

i. Words and expressions in this Variation shall have the meanings given to them in this Call Off Contract.

ii. This Call Off Contract, including any previous Variations, shall remain effective and unaltered except as amended by this Variation.

Activity Description – The Variation
• *A description of any activities HGS will undertake to deliver the Variation*
• *Proposals for Acceptance Criteria for the delivery of the Variation*

Change Outputs – Deliverables
• *A statement of the outputs that HGS will deliver in response to the VF Request*
• *A statement of any component elements of the proposal that are essential to the delivery of the Variation, and those that are optional*

Variation Timescales – The Plan
• *The timescales and a plan for the delivery of the outputs*

Outputs Impact Assessment
• *An assessment of the impact that the deployment of the activities will have on the Services, Infrastructure and Service Levels (including any delays to current agreements, or any documentation changes)*

Activity Breakdown
• *A breakdown & justification of the activities against any charges that will be made to deliver them*
• *All Charges quoted are net of VAT. The standard VAT rate will apply*

Out of Scope
- *Detail of any activity that is out of Scope for this Variation – if any*
- *Considerations include, but not limited to IT, MI Reporting, WFM, additional volume, training etc*

Consequential / 3rd party Activities
- *A statement of consequential activities/responsibilities that Partner will need to take on in order for HGS to successfully complete/deliver their outputs – if any*
- *Any dependencies on third parties or other activities that will need to be managed as part of delivery by Partner – if any*

Contract / Commercial
- *Any contractual implications, additional terms and conditions or other drafting changes that HGS wishes to impose in the Agreement.*

Payment Terms
- *The Changes to the Charges and details of any terms of payment, or discounts that will be applied in relation to the delivery of the Variation*

HGS will invoice for work as part of the BAU invoice process
Payment terms as per the contract
HGS requires a Purchase Order to be raised in advance for the full amount quoted
This quote is valid for 30 days

Further Information (Appendix)
- *Any further information required to support or deliver the Variation*

Supplier – Authority To Proceed	
Company:	HGS
Author's Name:	[REDACTED]
Author's Role:	Chief Executive Officer - Europe

Email Address:	[REDACTED] ████████
Telephone Number:	[REDACTED]
Signature:	

Customer – Authority to Proceed	
Company:	
Author's Name:	
Author's Role	
Email Address:	
Telephone Number:	
Signature:	

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CALL OFF SCHEDULE 13: TRANSPARENCY REPORTS

1.1   Within three (3) months from the Call Off Commencement Date or the date so specified by the Customer in the Call Off Order Form the Supplier shall provide to the Customer for Approval (the Customer's decision to approve or not shall not be unreasonably withheld or delayed) draft Transparency Reports consistent with the content and format requirements in Annex 1 below.

1.2   If the Customer rejects any proposed Transparency Report, the Supplier shall submit a revised version of the relevant report for further Approval by the Customer within five (5) days of receipt of any notice of rejection, taking account of any recommendations for revision and improvement to the report provided by the Customer. If the Parties fail to agree on a draft Transparency Report the Customer shall determine what should be included.

1.3   The Supplier shall provide accurate and up-to-date versions of each Transparency Report to the Customer at the frequency referred to in Annex 1 of this Call Off Schedule 13 below.

1.4   Any disagreement in connection with the preparation and/or approval of Transparency Reports, other than under paragraph 1.2 above in relation to the contents of a Transparency Report, shall be treated as a Dispute.

1.5   The requirements in this Call Off Schedule 13 are in addition to any other reporting requirements in this Call Off Contract.

ANNEX 1: LIST OF TRANSPARENCY REPORTS

TITLE	CONTENT	FORMAT	FREQUENCY
Open book profit reporting	Open book profit reporting from suppliers, providing detail on the profit levels achieved from this agreement.	To be agreed within thirty (30) days of Call Off Commencement Date in line with the requirements set out in Call Off Schedule 2.	To be agreed within thirty (30) days of Call Off Commencement Date in line with the requirements set out in Call Off Schedule 2.
Audit Reports	To be agreed within thirty (30) days of Call Off Commencement Date in line with the requirements set out in Call Off Schedule 2.	To be agreed within thirty (30) days of Call Off Commencement Date in line with the requirements set out in Call Off Schedule 2.	To be agreed within thirty (30) days of Call Off Commencement Date in line with the requirements set out in Call Off Schedule 2.

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CALL OFF SCHEDULE 14: ALTERNATIVE AND/OR ADDITIONAL CLAUSES

1. **INTRODUCTION**

   1.1 This Call Off Schedule 14 specifies the range of Alternative Clauses and Additional Clauses that may be requested in the Call Off Order Form and, if requested in the Call Off Order Form, shall apply to this Call Off Contract.

2. **CLAUSES SELECTED**

   2.1 The Customer may, in the Call Off Order Form, request the following Alternative Clauses:

       2.1.1 Scots Law (see paragraph 4.1 of this Call Off Schedule 14);

       2.1.2 Northern Ireland Law (see paragraph 4.2 of this Call Off Schedule 14);

       2.1.3 Non-Crown Bodies (see paragraph 4.3 of this Call Off Schedule 14);

       2.1.4 Non-FOIA Public Bodies (see paragraph 4.4 of this Call Off Schedule 14);

       2.1.5 Financial Limits (see paragraph 4.5 of this Call Off Schedule 14).

   2.2 The Customer may, in the Call Off Order Form, request the following Additional Clauses should apply:

       2.2.1 Security Measures (see paragraph 5.1 of this Call Off Schedule 14);

       2.2.2 NHS Additional Clauses (see paragraph 6.1 of this Call Off Schedule 14)

       2.2.3 MOD (**"Ministry of Defence"**) Additional or Alternative Clauses (see paragraph 7 of this Call Off Schedule 14)

       2.2.4 Obligations to Advertise Supply Chain Opportunities (see paragraph 8 of this Call Off Schedule 14)

       2.2.5 Department for Work and Pensions ("DWP") Additional or Alternative Clauses (see paragraph 9 of this Call Off Schedule 14)

3. **IMPLEMENTATION**

   3.1 The appropriate changes have been made in this Call Off Contract to implement the Alternative and/or Additional Clauses specified in paragraph 2.1 of this Call Off Schedule 14 and the Additional Clauses specified in paragraphs 2.2 and 2.2.1 of this Call Off Schedule 14 shall be deemed to be incorporated into this Call Off Contract.

4. **ALTERNATIVE CLAUSES**

   4.1 SCOTS LAW

       4.1.1 Law and Jurisdiction (Clause 57)

           (a) References to "England and Wales" in the original Clause 57 of this Call Off Contract (Law and Jurisdiction) shall be replaced with "Scotland".

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(b)   Where legislation is expressly mentioned in this Call Off Contract the adoption of Clause 4.1.1 (a) shall have the effect of substituting the equivalent Scots legislation.

4.2 NORTHERN IRELAND LAW

4.2.1   Law and Jurisdiction (Clause 57)

(a)   References to "England and Wales" in the original Clause 57 of this Call Off Contract (Law and Jurisdiction) shall be replaced with "Northern Ireland".

(b)   Where legislation is expressly mentioned in this Call Off Contract the adoption of Clause 4.1.1(a) shall have the effect of substituting the equivalent Northern Ireland legislation.

4.2.2   Insolvency Event

In Call Off Schedule 1 (Definitions), reference to "section 123 of the Insolvency Act 1986" in limb f) of the definition of Insolvency Event shall be replaced with "Article 103 of the Insolvency (NI) Order 1989".

4.3 NON-CROWN BODIES

Clause 46.3.1(a) of this Call Off Contract (Official Secrets Act and Finance Act) shall be deleted.

4.4 NON-FOIA PUBLIC BODIES

Replace Clause 34.4 of this Call Off Contract (Transparency and Freedom of Information) with "The Customer has notified the Supplier that the Customer is exempt from the provisions of FOIA and EIR."

4.5 FINANCIAL LIMITS

In Clause 36.2.1(b)(i) remove the monetary amount and the percentage stated therein and replace respectively with:

[enter monetary amount in words] [£ X]

[enter percentage in words] [£ X]

In Clause 36.2.1(b)(ii) remove the monetary amount and the percentage stated therein and replace respectively with:

[enter monetary amount in words] [£ X]

[enter percentage in words] [£ X]

In Clause 36.2.1(b)(iii) remove the monetary amount and the percentage stated therein and replace respectively with:

[enter monetary amount in words] [£ X]

[enter percentage in words] [£ X]

5.   ADDITIONAL CLAUSES: GENERAL

5.1 SECURITY MEASURES

5.1.1 The following definitions to be added to Call Off Schedule 1 (Definitions) to the Call Off Order Form and the Call Off Terms:

"**Document**" includes specifications, plans, drawings, photographs and books;

"**Secret Matter**" means any matter connected with or arising out of the performance of this Call Off Contract which has been, or may hereafter be, by a notice in writing given by the Customer to the Supplier be designated 'top secret', 'secret', or 'confidential';

"**Servant**" where the Supplier is a body corporate shall include a director of that body and any person occupying in relation to that body the position of director by whatever name called.

5.1.2 The following new Clause [58] shall apply:

58. **[SECURITY MEASURES]**

58.1. The Supplier shall not, either before or after the completion or termination of this Call Off Contract, do or permit to be done anything which it knows or ought reasonably to know may result in information about a secret matter being:

58.1.1. without the prior consent in writing of the Customer, disclosed to or acquired by a person who is an alien or who is a British subject by virtue only of a certificate of naturalisation in which his name was included;

58.1.2. disclosed to or acquired by a person as respects whom the Customer has given to the Supplier a notice in writing which has not been cancelled stating that the Customer requires that secret matters shall not be disclosed to that person;

58.1.3. without the prior consent in writing of the Customer, disclosed to or acquired by any person who is not a servant of the Supplier; or

58.1.4. disclosed to or acquired by a person who is an employee of the Supplier except in a case where it is necessary for the proper performance of this Call Off Contract that such person shall have the information.

58.2. Without prejudice to the provisions of Clause 58.1, the Supplier shall, both before and after the completion or termination of this Call Off Contract, take all reasonable steps to ensure:

58.2.1. no such person as is mentioned in Clauses 58.1, 58.1.1 or 58.1.2 hereof shall have access to any item or document under the control of the Supplier containing information about a secret matter except with the prior consent in writing of the Customer;

58.2.2. that no visitor to any premises in which there is any item to be supplied under this Call Off Contract or where

Goods and/or Services are being supplied shall see or discuss with the Supplier or any person employed by him any secret matter unless the visitor is authorised in writing by the Customer so to do;

58.2.3. that no photograph of any item to be supplied under this Call Off Contract or any portions of the Goods and/or Services shall be taken except insofar as may be necessary for the proper performance of this Call Off Contract or with the prior consent in writing of the Customer, and that no such photograph shall, without such consent, be published or otherwise circulated;

58.2.4. that all information about any secret matter and every document model or other item which contains or may reveal any such information is at all times strictly safeguarded, and that, except insofar as may be necessary for the proper performance of this Call Off Contract or with the prior consent in writing of the Customer, no copies of or extracts from any such document, model or item shall be made or used and no designation of description which may reveal information about the nature or contents of any such document, model or item shall be placed thereon; and

58.2.5. that if the Customer gives notice in writing to the Supplier at any time requiring the delivery to the Customer of any such document, model or item as is mentioned in Clause 58.2.3, that document, model or item (including all copies of or extracts therefrom) shall forthwith be delivered to the Customer who shall be deemed to be the owner thereof and accordingly entitled to retain the same.

58.3. The decision of the Customer on the question whether the Supplier has taken or is taking all reasonable steps as required by the foregoing provisions of Clause 58 shall be final and conclusive.

58.4. If and when directed by the Customer, the Supplier shall furnish full particulars of all people who are at any time concerned with any secret matter.

58.5. If and when directed by the Customer, the Supplier shall secure that any person employed by it who is specified in the direction, or is one of a class of people who may be so specified, shall sign a statement that he understands that the Official Secrets Act, 1911 to 1989 and, where applicable, the Atomic Energy Act 1946, apply to the person signing the statement both during the carrying out and after expiry or termination of a Call Off Contract.

58.6. If, at any time either before or after the expiry or termination of this Call Off Contract, it comes to the notice of the Supplier that any person acting without lawful authority is seeking or has

sought to obtain information concerning this Call Off Contract or anything done or to be done in pursuance thereof, the matter shall be forthwith reported by the Supplier to the Customer and the report shall, in each case, be accompanied by a statement of the facts, including, if possible, the name, address and occupation of that person, and the Supplier shall be responsible for making all such arrangements as it may consider appropriate to ensure that if any such occurrence comes to the knowledge of any person employed by it, that person shall forthwith report the matter to the Supplier with a statement of the facts as aforesaid.

58.7. The Supplier shall place every person employed by it, other than a Sub-Contractor, who in its opinion has or will have such knowledge of any secret matter as to appreciate its significance, under a duty to the Supplier to observe the same obligations in relation to that matter as are imposed on the Supplier by Clauses 58.1 and 58.2 and shall, if directed by the Customer, place every person who is specified in the direction or is one of a class of people so specified, under the like duty in relation to any secret matter which may be specified in the direction, and shall at all times use its best endeavours to ensure that every person upon whom obligations are imposed by virtue of Clause 58 observes the said obligations, and the Supplier shall give such instructions and information to every such person as may be necessary for that purpose, and shall, immediately upon becoming aware of any act or omission which is or would be a breach of the said obligations, report the facts to the Supplier with all necessary particulars.

58.8. The Supplier shall, if directed by the Customer, include in the Sub-Contract provisions in such terms as the Customer may consider appropriate for placing the Sub-Contractor under obligations in relation to secrecy and security corresponding to those placed on the Supplier by Clause 58, but with such variations (if any) as the Customer may consider necessary. Further the Supplier shall:

58.8.1. give such notices, directions, requirements and decisions to its Sub-Contractors as may be necessary to bring the provisions relating to secrecy and security which are included in Sub-Contracts under Clause 58 into operation in such cases and to such extent as the Customer may direct;

58.8.2. if there comes to its notice any breach by the Sub-Contractor of the obligations of secrecy and security included in their Sub-Contracts in pursuance of Clause 58, notify such breach forthwith to the Customer; and

58.8.3. if and when so required by the Customer, exercise its power to determine the Sub-Contract under the provision in that Sub-Contract which corresponds to Clause 58.11.

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58.9. The Supplier shall give the Customer such information and particulars as the Customer may from time to time require for the purposes of satisfying the Customer that the obligations imposed by or under the foregoing provisions of Clause 58 have been and are being observed and as to what the Supplier has done or is doing or proposes to do to secure the observance of those obligations and to prevent any breach thereof, and the Supplier shall secure that a representative of the Customer duly authorised in writing shall be entitled at reasonable times to enter and inspect any premises in which anything is being done or is to be done under this Call Off Contract or in which there is or will be any item to be supplied under this Call Off Contract, and also to inspect any document or item in any such premises or which is being made or used for the purposes of this Call Off Contract and that any such representative shall be given all such information as he may require on the occasion of, or arising out of, any such inspection.

58.10. Nothing in Clause 58 shall prevent any person from giving any information or doing anything on any occasion when it is, by virtue of any enactment, the duty of that person to give that information or do that thing.

58.11. If the Customer shall consider that any of the following events has occurred:

58.11.1. that the Supplier has committed a breach of, or failed to comply with any of, the foregoing provisions of Clause 58; or

58.11.2. that the Supplier has committed a breach of any obligations in relation to secrecy or security imposed upon it by any other contract with the Customer, or with any department or person acting on behalf of the Crown; or

58.11.3. that by reason of an act or omission on the part of the Supplier, or of a person employed by the Supplier, which does not constitute such a breach or failure as is mentioned in 58.11.2, information about a secret matter has been or is likely to be acquired by a person who, in the opinion of the Customer, ought not to have such information;

and shall also decide that the interests of the State require the termination of this Call Off Contract, the Customer may by notice in writing terminate this Call Off Contract forthwith.

58.12. A decision of the Customer to terminate this Call Off Contract in accordance with the provisions of Clause 58.11 shall be final and conclusive and it shall not be necessary for any notice of such termination to specify or refer in any way to the event or considerations upon which the Customer's decision is based.

58.13. Supplier's notice

58.13.1. The Supplier may within five (5) Working Days of the termination of this Call Off Contract in accordance with the provisions of Clause 58.11, give the Customer notice in writing requesting the Customer to state whether the event upon which the Customer's decision to terminate was based is an event mentioned in Clauses 58.11, 58.11.1 or 58.11.2 and to give particulars of that event; and

58.13.2. the Customer shall within ten (10) Working Days of the receipt of such a request give notice in writing to the Supplier containing such a statement and particulars as are required by the request.

58.14. Matters pursuant to termination

58.14.1. The termination of this Call Off Contract pursuant to Clause 58.11 shall be without prejudice to any rights of either party which shall have accrued before the date of such termination;

58.14.2. The Supplier shall be entitled to be paid for any work or thing done under this Call Off Contract and accepted but not paid for by the Customer at the date of such termination either at the price which would have been payable under this Call Off Contract if this Call Off Contract had not been terminated, or at a reasonable price;

58.14.3. The Customer may take over any work or thing done or made under this Call Off Contract (whether completed or not) and not accepted at the date of such termination which the Customer may by notice in writing to the Supplier given within thirty (30) Working Days from the time when the provisions of Clause 58 shall have effect, elect to take over, and the Supplier shall be entitled to be paid for any work or thing so taken over a price which, having regard to the stage which that work or thing has reached and its condition at the time it is taken over, is reasonable. The Supplier shall in accordance with directions given by the Customer, deliver any work or thing taken over under this Clause, and take all such other steps as may be reasonably necessary to enable the Customer to have the full benefit of any work or thing taken over under this Clause; and

58.14.4. Save as aforesaid, the Supplier shall not be entitled to any payment from the Customer after the termination of this Call Off Contract

58.15. If, after notice of termination of this Call Off Contract pursuant to the provisions of 58.11:

58.15.1. the Customer shall not within ten (10) Working Days of the receipt of a request from the Supplier, furnish such a

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statement and particulars as are detailed in Clause 58.13.1; or

58.15.2. the Customer shall state in the statement and particulars detailed in Clause 58.13.2. that the event upon which the Customer's decision to terminate this Call Off Contract was based is an event mentioned in Clause 58.11.3,

the respective rights and obligations of the Supplier and the Customer shall be terminated in accordance with the following provisions:

58.15.3. the Customer shall take over from the Supplier at a fair and reasonable price all unused and undamaged materials, bought-out parts and components and articles in course of manufacture in the possession of the Supplier upon the termination of this Call Off Contract under the provisions of Clause 58.11 and properly provided by or supplied to the Supplier for the performance of this Call Off Contract, except such materials, bought-out parts and components and articles in course of manufacture as the Supplier shall, with the concurrence of the Customer, elect to retain;

58.15.4. the Supplier shall prepare and deliver to the Customer within an agreed period or in default of agreement within such period as the Customer may specify, a list of all such unused and undamaged materials, bought-out parts and components and articles in course of manufacture liable to be taken over by or previously belonging to the Customer and shall deliver such materials and items in accordance with the directions of the Customer who shall pay to the Supplier fair and reasonable handling and delivery charges incurred in complying with such directions;

58.15.5. the Customer shall indemnify the Supplier against any commitments, liabilities or expenditure which are reasonably and properly chargeable by the Supplier in connection with this Call Off Contract to the extent to which the said commitments, liabilities or expenditure would otherwise represent an unavoidable loss by the Supplier by reason of the termination of this Call Off Contract;

58.15.6. if hardship to the Supplier should arise from the operation of Clause 58.15 it shall be open to the Supplier to refer the circumstances to the Customer who, on being satisfied that such hardship exists shall make such allowance, if any, as in its opinion is reasonable and the decision of the Customer on any matter arising out of this Clause 58.15 shall be final and conclusive; and

subject to the operation of Clauses 58.15.3, 58.15.4, 58.15.5 and 58.15.6 termination of this Call Off Contract shall be without prejudice to any rights of either party that may have accrued before the date of such termination.

6. NHS ADDITIONAL CLAUSES

6.1 The following new Clause [59] shall apply:

59. [CODING REQUIREMENTS]

59.1. Unless otherwise confirmed and/or agreed by the Customer in writing and subject to Clause 59.2, the Supplier shall ensure comprehensive product information relating to each category of the Goods shall be placed by the Supplier into a GS1 certified data pool within the following timescales:

59.1.1. Prior to or on the Commencement Date, in relation to all categories of Goods to be provided as part of the Call Off Contract as at the Commencement Date; or

59.1.2. Where further categories of Goods are to be supplied in accordance with any Variation, prior to or on the date of implementation of such Variation.

59.2. Where it is not practical for whatever reason for the Supplier to comply with its obligations under Clause 59.1 within the timescales stated, the Supplier shall provide an implementation plan and suggested timetable within which the Supplier shall achieve such compliance. The implementation plan and suggested timetable must be submitted by the Supplier for agreement by the Customer prior to the first Delivery of relevant Goods under the Call Off Contract (such agreement not to be unreasonably withheld or delayed). Any failure by the Parties to agree such a timetable and implementation plan shall be referred to and resolved in accordance with Call Off Schedule 11: Dispute Resolution Procedure. Once a timetable and implementation plan have been agreed by the Customer, the Supplier shall comply with such timetable and plan as a condition of this Call Off Contract.

59.3. Once product information relating to the Goods is placed by the Supplier into a GS1 certified data pool, the Supplier shall, during the Call Off Contract Period, keep such information updated with any changes to the product data relating to the Goods.

7. MOD ADDITIONAL CLAUSES

7.1 The definition of Call Off Contract in Schedule 1 (Definitions) to the Call Off Terms shall be replaced with the following:

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7.1.1 **"Call Off Contract"** means this written agreement between the Customer and the Supplier consisting of the Call Off Order Form and the Call Off Terms and the MoD Terms and Conditions.

7.2 The following definitions shall be inserted into in Schedule 1 (Definitions) to the Call Off Terms:

7.3 **"MoD Terms and Conditions"** means the contractual terms and conditions listed in Schedule […] which form part of the Call Off Terms**:**

7.3.1 **"Site"** shall include any of Her Majesty's Ships or Vessels and Service Stations.

7.3.2 **"Officer in charge"** shall include Officers Commanding Service Stations, Ships' Masters or Senior Officers, and Officers superintending Government Establishments.

7.4 The following clauses shall be inserted into Clause 2 of this Call Off Contract (Due Diligence):

7.5 The Supplier confirms that it has had the opportunity to review the MoD Terms and Conditions and has raised all due diligence questions in relation to those documents with the Customer prior to the Commencement Date.

7.5.1 Where required by the Customer, the Supplier shall take such actions as are necessary to ensure that the MoD Terms and Conditions constitute legal, valid, binding and enforceable obligations on the Supplier.

7.6 The following new Clause [60] shall apply:

60. [ACCESS TO MOD SITES]

60.1. In this Clause 60:

60.1.1. The Customer shall issue passes for those representatives of the Supplier who are approved for admission to the Site and a representative shall not be admitted unless in possession of such a pass. Passes shall remain the property of the Customer and shall be surrendered on demand or on completion of the supply of the Goods and/or Services.

60.1.2. The Supplier's representatives when employed within the boundaries of a Site, shall comply with such rules, regulations and requirements (including those relating to security arrangements) as may be in force for the time being for the conduct of personnel at that Site. When on board ship, compliance shall be with the Ship's Regulations as interpreted by the Officer in charge. Details of such rules, regulations and requirements shall be provided, on request, by the Officer in charge.

60.1.3. The Supplier shall be responsible for the living accommodation and maintenance of its representatives while they are employed at a Site. Sleeping accommodation and messing facilities, if required, may

be provided by the Customer wherever possible, at the discretion of the Officer in charge, at a cost fixed in accordance with current Ministry of Defence regulations. At Sites overseas, accommodation and messing facilities, if required, shall be provided wherever possible. The status to be accorded to the Supplier's personnel for messing purposes shall be at the discretion of the Officer in charge who shall, wherever possible give his decision before the commencement of this Call Off Contract where so asked by the Supplier. When sleeping accommodation and messing facilities are not available, a certificate to this effect may be required by the Customer and shall be obtained by the Supplier from the Officer in charge. Such certificate shall be presented to the Customer with other evidence relating to the costs of this Call Off Contract.

60.1.4. Where the Supplier's representatives are required by this Call Off Contract to join or visit a Site overseas, transport between the United Kingdom and the place of duty (but excluding transport within the United Kingdom) shall be provided for them free of charge by the Ministry of Defence whenever possible, normally by Royal Air Force or by MOD chartered aircraft. The Supplier shall make such arrangements through the Technical Branch named for this purpose in this Call Off Contract. When such transport is not available within a reasonable time, or in circumstances where the Supplier wishes its representatives to accompany material for installation which it is to arrange to be delivered, the Supplier shall make its own transport arrangements. The Customer shall reimburse the Supplier's reasonable costs for such transport of its representatives on presentation of evidence supporting the use of alternative transport and of the costs involved. Transport of the Supplier's representatives locally overseas which is necessary for the purpose of this Call Off Contract shall be provided wherever possible by the Ministry of Defence, or by the Officer in charge and, where so provided, shall be free of charge.

60.1.5. Out-patient medical treatment given to the Supplier's representatives by a Service Medical Officer or other Government Medical Officer at a Site overseas shall be free of charge. Treatment in a Service hospital or medical centre, dental treatment, the provision of dentures or spectacles, conveyance to and from a hospital, medical centre or surgery not within the Site and transportation of the Supplier's representatives back to the United

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Kingdom, or elsewhere, for medical reasons, shall be charged to the Supplier at rates fixed in accordance with current Ministry of Defence regulations.

60.1.6. Accidents to the Supplier's representatives which ordinarily require to be reported in accordance with Health and Safety at Work etc Act 1974, shall be reported to the Officer in charge so that the Inspector of Factories may be informed.

60.1.7. No assistance from public funds, and no messing facilities, accommodation or transport overseas shall be provided for dependants or members of the families of the Supplier's representatives. Medical or necessary dental treatment may, however, be provided for dependants or members of families on repayment at current Ministry of Defence rates.

60.1.8. The Supplier shall, wherever possible, arrange for funds to be provided to its representatives overseas through normal banking channels (e.g. by travellers' cheques). If banking or other suitable facilities are not available, the Customer shall, upon request by the Supplier and subject to any limitation required by the Supplier, make arrangements for payments, converted at the prevailing rate of exchange (where applicable), to be made at the Site to which the Supplier's representatives are attached. All such advances made by the Customer shall be recovered from the Supplier.

7.7 The following new Call Off Schedule [16] shall apply:

CALL OFF SCHEDULE [16]: MOD DEFCONS AND DEFFORMS
The following MOD DEFCONs and DEFFORMs form part of this Call Off Contract:
DEFCONs

DEFCON No	Version	Description

DEFFORMs (Ministry of Defence Forms)

DEFFORM No	Version	Description

==[insert text of applicable DEFCONs and DEFFORMs]==

8. OBLIGATION TO ADVERTISE SUPPLY CHAIN OPPORTUNITIES

8.1 The following new Clause ==[61]== shall apply:

61. ==[Obligation to Advertise Supply Chain Opportunities]==

61.1. The Supplier shall ensure that all Sub-Contracts, which the Supplier intends to procure following date of this Call Off Contract, and which the Supplier has not, before the date of this Call Off Contract, already awarded to a particular Sub-Contractor, are:

61.1.1. advertised; and

61.1.2. awarded following a fair, transparent and competitive process proportionate to the nature and value of the Sub-Contract.

61.2. Any Sub-Contract awarded by the Supplier pursuant to Clause 61.1 must contain suitable provisions to impose, as between the parties of the Sub-Contract:

61.2.1. requirements to the same effect as those in Clause 61.1; and

61.2.2. a requirement for the Sub-Contractor to include in any Sub-Contract which it in turn awards, suitable provisions to impose, as between the parties to that Sub-Contract, requirements to the same effect as those required by this Clause 61.2.

9. OBLIGATION WITH RESPECT TO OFFHSORING DWP DATA

9.1 The following new clause [62] shall apply:

==62.1== In accordance with the DWP Offshoring Policy and while not in any way limiting any other provision of this Contract, the Contractor and any of its Sub-contractors, shall not offshore Authority Data (as described in the DWP Offshoring Policy) outside the United Kingdom without the prior written consent of the Authority, and where the Authority gives consent, the Contractor shall comply with any reasonable instructions notified to it by the Authority in relation to the Authority Data in question.

62.2 Whereupon the Contractor wishes to offshore Authority Data, the Contractor shall provide a request to the Authority in the form detailed in Annex F Below.

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62.3   Any breach by the Contractor of clause 62.1 shall be a material breach for the purposes of clause 41.2.1 (Termination on Default) and shall entitle the Authority (at its absolute discretion) to exercise its rights under the corresponding provisions of clause xx (Termination on Default).

9.2 The following new Call Off Annex F shall apply:

OPTIONAL : ANNEX F
DWP Offshore Proposal Questionnaire

The following information is required when notifying the Department of an intention to Offshore. This information will allow the Department to determine the process that is required to approve the Offshoring Proposal. Approval must be granted prior to the commencement of any offshore activity (including Landed Resources).

1.   Description of Business to be Offshored

Guidance: Please provide a summary description of the work that is to be Offshored in business terms.

1.1 *TIMESCALES AND RELEASES*

Guidance: For development and testing activities, or other work of a limited lifecycle, please estimate the timeframe for the offshore work, and the relevant releases/phases for the systems involved.

1.2 *NUMBER OF STAFF*

Guidance: Please provide the estimated number of offshore staff who will be involved in this work, and describe their different roles.

2. DWP Information, Systems or Services

Guidance: Please provide details of the DWP Information, Systems or Services including expected quantities. Include the accreditation or assurance status of each system or service if known.

2.1 *SOLUTION DETAILS*

Guidance: Please describe the method of working that is proposed. This should be provided principally in terms of the DWP Information, Systems or Services involved, and how they are handled, stored, viewed, protected, etc.

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The aspect of DWP Information, Systems or Services storage should consider permanent storage (such as a designated long-term repository), temporary storage (such as working on a checked out file before checking it back in), and transient storage (such as short term residence in communication devices).

2.2 *NETWORK*

Guidance: Please provide details of the network at the offshore locations, and of any network connectivity used to transfer DWP Information, Systems or Services to and/or from the offshore locations. Where possible, please provide diagrams that show where these are stored and transferred in terms of these networks.

2.3 *PROCESSES AND SYSTEMS USED ACROSS SITES*

Guidance: Please describe how the procedures and systems used by offshore staff interact with those onshore.

3. Offshore Locations

3.1 *ADDRESSES*

Guidance: Please provide the full address of the offshore locations. Where home-working is proposed, please provide the estimated number of home workers, and also describe the process for managing home- workers. Note that the actual addresses of home-workers need not, and should not, be provided.

3.2 *OTHER WORK AT THE SITES*

Guidance: Please provide a description of any other DWP work, and any non-DWP work, that is conducted at the sites. If this information cannot be provided, then please describe how the DWP can be assured that any other work at the sites will not compromise their security.

3.3 *STAFF CLEARANCE*

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Guidance: Please provide details of the security clearance and employment checks for staff at the offshore locations. This should consider all staff at the site and not just those directly involved in the proposed work.

4. Legal Assessment

Guidance: Please identify any known local conditions that may impact the security of the Department's Information, Systems or Services or the enforcement of security requirements. Also detail whether there are any legal constraints, which need to be considered such as:

- Computer Misuse
- Use of encryption
- Confidentiality statements
- If personal information (staff or customer) is to be stored or accessed in the offshore location, then the Contractor must also provide details of arrangements made to ensure that comparable protection is provided as required by the Data Protection Legislation(e.g. Safe harbour agreements)"

5. Governance

Guidance: Please identify the person within the Contractor organisation with responsibility for the Offshoring. This person may be required to provide additional detail to support the Offshoring request, and may be contacted directly by the Departmental Security Team.

Role	
Name	
Responsibility	
Organisation	
Contact Details **Address** **Tel no** **E-mail**	

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CALL OFF SCHEDULE 15: CALL OFF TENDER

Q4 - Implementation

HGS will use our proven Public Sector transition best practice (PRINCE2/ISO 9001) to successfully implement the Export Support Service (ESS) to meet the requirements set out within Attachment 3 – Specification of Requirements (SoR); 4.1 to 4.4, and Attachment 5 –; Clause 6 and Schedule 4. In the last 3 years we have successfully transitioned 12 new client projects, Five of these were procured through CCS framework RM3815, all with rigorous implementation and exit governance.

A. Key transition Activities and Timescales

HGS will manage the implementation to deliver the service live within 4 weeks, using a 4 phased approach within a documented Implementation Plan agreed as per SoR 3.1, milestone 1. This includes:

1. Project Initiation - Start Date: 25/08/21. End Date 15/09/21: Set up HGS and Customer project team and exec board, agreeing governance, project documentation, deliverables/timelines and risks/issues. A Project Brief captures the Customer agreed scope of transition and milestones.

2. Planning - Start Date: 26/08/21. End Date 24/09/21: Joint in-depth planning with DIT/ 3rd parties identified and aligning all elements of solution and dependencies to achieve the milestones in the SOR 4.1.

3 & 4. Implementation & Go Live - Start Date: 31/08/21. End Date 01/10/21: HGS' Project Team executes the plans and migration schedule as per the timelines in the implementation plan below which defines how each workstream will be delivered, detailing timelines, milestones and deliverables from contract award to service commencement (go live).

5. Stabilisation: Start Date: 18/10/21. End Date 11/11/21.
The project team is engaged until the final tollgate/lessons learnt are Exit and BCDR Plans completed.

MILESTONE AND ACTIVITY	DURATION	START DATE	END DATE	DIT DEPENDENCY
ESS Helpline	**56 days**	**Wed 25/08/21**	**Thu 11/11/21**	
Phase 1 - Initiation	**15 days**	**Wed 25/08/21**	**Wed 15/09/21**	
Preferred bidder appointed	0 days	Wed 25/08/21	Wed 25/08/21	DIT confirm preferred bidder
Standstill period				Not required
Contract award	0 days	Wed 25/08/21	Wed 25/08/21	DIT sign the contract
Project Initiation (Project Brief Created/Signed and Project Kick Off)	13 days	Wed 25/08/21	Mon 13/09/21	DIT Subject Matter Experts (SME) input
Project Brief Agreed	0 days	Mon 13/09/21	Mon 13/09/21	DIT Approval
Phase 2 - Requirements & Planning	**21 days**	**Thu 26/08/21**	**Fri 24/09/21**	
Update Project Plan following award	1 day	Mon 06/09/21	Mon 06/09/21	SME Input to confirm timings
Risk Management Processes agreed	1 day	Mon 06/09/21	Mon 06/09/21	DIT Approval
IT & Telephony - Document telephony, CRM, knowledgebase, API and laptop build	7 days	Thu 26/08/21	Mon 06/09/21	IT DIT SME Input & Approval
Workforce Management, Quality & Operations Frameworks	1 day	Fri 27/08/21	Fri 27/08/21	DIT SME Input & Approval
Review & issue the Quality Management Framework	1 day	Fri 27/08/21	Fri 27/08/21	DIT SME Input & Approval
ITHC Scope drafted and approved and sent to ITHC supplier	5 days	Tue 07/09/21	Mon 13/09/21	DIT Approval
ISMS Drafted Revised and Submitted	18 days	Fri 27/08/21	Wed 22/09/21	DIT IT Security Input
HR and Recruitment - FTE agreed, BPSS check reconfirmed, Ideal Employee Profile agreed, adverts placed internally	4 days	Fri 27/08/21	Thu 02/09/21	DIT SME Input
Recruitment Contingency, BPSS Checks	16 days	Tue 09/03/21	Tue 30/03/21	DIT SME Input
Training Plan agreed, create and review training materials, logins requested	15 days	Thu 26/08/21	Thu 16/09/21	DIT SME Input & Approval
Management Information Requirements	5 days	Thu 16/09/21	Wed 22/09/21	DIT SME Input & Approval
BCDR Plan Drafted, Reviewed and Submitted	7 days	Thu 16/09/21	Fri 24/09/21	DIT SME Input
Exit Plan Drafted, Reviewed and Submitted	5 days	Mon 20/09/21	Fri 24/09/21	DIT SME Input
Phase 3 - Implementation	**23 days**	**Tue 31/08/21**	**Thu 30/09/21**	
IT & Telephony	23 days	Tue 31/08/21	Thu 30/09/21	N/A
Telephony Build (call flows and announcements, transfers)	4 days	Tue 07/09/21	Fri 10/09/21	N/A
IT - Laptops, headsets	5 days	Mon 06/09/21	Fri 10/09/21	N/A
IT - CRM & Knowledge bank	17 days	Tue 07/09/21	Wed 29/09/21	N/A
IT - Data for APIs	2 days	Thu 09/09/21	Fri 10/09/21	N/A
IT - Microsoft Azure Tenant - HGS and DIT	6 days	Wed 08/09/21	Wed 15/09/21	DIT Security Input
IT and Telephony Test	19 days	Mon 06/09/21	Thu 30/09/21	DIT IT / Security SME & Approval
ITCH & Cyber Essentials	11 days	Thu 16/09/21	Thu 30/09/21	
Recruitment - Applicants assessed, roles offered, background checks if needed	15 days	Wed 08/09/21	Tue 28/09/21	N/A
Training (HGS Systems and DIT Content)	9 days	Fri 17/09/21	Wed 29/09/21	DIT SME & Approval
Workforce Management Set Up	18 days	Tue 31/08/21	Thu 23/09/21	DIT SME Input & Approval
Quality Set Up	16 days	Wed 08/09/21	Wed 29/09/21	DIT SME Input & Approval
MI Set Up and Test	6 days	Thu 23/09/21	Thu 30/09/21	DIT SME Input & Approval
Phase 4 - Go Live Plan	**11 days**	**Fri 17/09/21**	**Fri 01/10/21**	
Go Live Plan	3 days	Fri 17/09/21	Tue 21/09/21	DIT Approval
Go Live	0 days	Fri 01/10/21	Fri 01/10/21	DIT SME to support
Phase 5 - Project Completion/ Stabilisation	**18 days**	**Mon 18/10/21**	**Thu 11/11/21**	DIT to sign off transition end
BCDR Reviewed, Updated, Resubmitted, Signed Off	10 days	Mon 18/10/21	Mon 01/11/21	DIT SME Input & Approval
Exit Plan Reviewed, Updated, Resubmitted, Signed Off	10 days	Mon 18/10/21	Mon 01/11/21	DIT SME Input & Approval
Project Closure - Handover, lessons learnt	8 days	Tue 02/11/21	Thu 11/11/21	N/A

B. Scope of Activities for Service Live (1st October)

1. Recruitment, Assessment and Staff Training: Roles will initially be filled by existing HGS staff of which the c80% of agents and all Team Managers, Quality Coach and Call Off Manager have knowledge and experience managing customs information and triage requests from traders, post Brexit. Further information is provided in Staff Mobilisation later in this question.

2. Telephony and IT: ISO27001 accredited, our UK hosted cloud technology stack for DIT is highly secure and scalable. Our solution is built and priced to the specification in the SoR 2.13-1.19,2.2-2.29, 2.30-2.36 (Minimum Viable Product (MVP) and will be reviewed and agreed with DIT in implementation. Processes and procedures will be documented in standard operating procedures with updates made in-line with MVP timeline. It includes: *AWS for*;

- **Telephony** - Amazon Connect (Inbound/outbound voice, IVR (English, Welsh and helpline triage) dynamic call/skills-based routing, /call recording, comprehensive call log reporting (intraday arrival patterns, volumes, and average handle times) and CSAT Survey,
- **WFM** – IEX (staff optimisation/utilisation),
- **HGS Quality Systems,** and *Microsoft Azure (Azure) for*,

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- **CRM** - Microsoft Dynamics 365 (MSD) Customer Service Management (Contact Capture Solution, Complex Query, Value Add Questions, MI Fields and API,
- **Knowledge Bank –** part of CRM (easy update search and retrieval), and
- **End User Compute (EUC) desk top management and authentication.**

C. Proposed Implementation Team & Account Management Team

An experienced and existing HGS team will ensure the implementation meets the service live date:

1. HGS Project Team (Dedicated to DIT):

- [REDACTED] **(Senior Project Manager (PM))** a PRINCE2 Practitioner, responsible for project governance, >20 years' PM experience across a number of sectors to include complex government contact centre and technology implementations supporting export/import services (TSS, DTS) delivered to aggressive timelines.
- **Operational and IT Business Analysts (2 FTE)** – understanding/mapping and creation of all required documentation plus knowledgebase population. All have a minimum 5+ years' experience.

2. HGS Project Governance:

- [REDACTED] **(Programme Director)** accountable for on-time project delivery. A PRINCE2/Agile Practitioner >20 years of PM experience, including complex Government implementations (TSS, DTS, TPR, DBS).

3. HGS Account Team for DIT:

- [REDACTED] **(Senior Operations Manager)** –responsible for operational best practice and CI across all HGS Public Sector (PS) services with >20 years' managing high performing outsourced/inhouse contact centres;
- [REDACTED] **(Senior Contracts Manager)** - responsible service/contractual alignment has >18 years' experience managing PS contracts and outsourced relationships,
- **Call Off Contract Manager** responsible for supply performance, quality; complaints handling; and accurate and timely invoices with 5+years customer experience/contact centre management

4. HGS Workstream Leads:

- [REDACTED] **(Head of HR/Organisational Development)** - responsible for our People strategy (coaching, mentoring, recruitment, learning and TUPE (exit)) a Chartered MCIPD > 25 years' experience in HR/People Culture/Skills Development,
- [REDACTED] **(Senior Manager Governance/Risk/Compliance)**, responsible IT security, GDPR and regulatory requirements with >20 years' experience implementing/managing quality/compliance frameworks, an affiliate member of ICA.

5. HGS Technical Specialists: *IT (Marathon Professionals Services (MPS)):*

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- **[REDACTED]** **(Technical Design Architect)** has >15 years experienced in network infrastructure/strategic design of enterprise solutions,
- **[REDACTED]** **(IT Project/Service Delivery Manager)** has 9 years IT Project Management experience,
- **MSD/Connect Technical Architects** will all have at least 5 years' experience in their field. *International Trade:*
- **[REDACTED]** **(Advanced Customs and International Trade Consultant)** at the Institute of Export and International Trade (IoE&IT), insight across legislation/policy, data capture/complex scripts and knowledge enhancement and **[REDACTED]**, **IoE&IT Project Director**. Both **[REDACTED]** > 20 years' experience in international trade advice and Project/change respectively

5. HGS Exec Team:

- **[REDACTED]** **(Chief Service Delivery Officer)** responsible for transition with 20+ years' experience/proven record of delivering high performing operations/quality/customer satisfaction.
- **[REDACTED]** **(DIT Executive Sponsor/Chief Revenue Officer)** responsible for ensuring delivery of Call-off commitments with >25 years' experience helping organisations meet Customer expectations.

D. How we will Recruit and Mobilise for Service Commencement Date

1.Number of Agents: Our Workforce Management (WFM) team has used the information in the SoR 3.12 (opening hours – 8am to 6pm Monday to Friday, volumes, AHT, flat interval/intraday data and KPI from Schedule 6 call off contract), overlaid our best practice operational metrics and Erlang to forecast the required FTE to optimise headcount and cost. We require 24 Full Time Equivalents (FTE), dedicated agents. (It is highly unusual for services of this nature and scale to have a PCA of 99%, instead 95% is typical. In the event call arrival volumes aren't flat we would want to review this metric with DIT).

2.Recruitment and Assessment: To de-risk transition, all roles will be filled by existing HGS staff who have been *BPSS* checked in the last year. We have identified existing experienced agents, (who have already been assessed by HGS and meet the requirements set out in SoR 5.1), Managers and Support roles. They are available to transfer to start training 17th September 2021.

3.Staff Training: All staff will receive 2-days HGS training - induction (company, health and safety, security, and data confidentiality, performance/quality) and systems/process (Telephony, CRM and knowledgebase, complex queries) and 7 days DIT training. HGS training material development and training delivery will be completed by an experienced HGS Public Sector trainer.

E. Implementation Risks and Mitigation:

The implementation risks form the Risk Register that is a key part of the transition plan. These include:

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1. Lack of Supplier Knowledge of ESS Service Requirements: The major risks are greatly reduced by working with HGS because of our existing and relevant knowledge, systems and resources already in place from working with and successfully transitioning other similar clients, (Money and Pensions Service, Legal Aid Agency, Trader Support Service who require comprehensive triage and information provision.

2. Lack of International Trade Expertise: HGS already delivers post Brexit trader helplines for TSS and DTS. We have also built cost into our solution for IoE&IT to provide guidance and expertise during transition to expedite the agreement of service scope and to ensure knowledge bank accuracy.

3. Systems Development & Pen Testing within 4 weeks: There is very little time for scoping requirements; therefore, HGS will **a)** Lead the scoping exercise with DIT, bringing expert resource from the IoE&IT to support decision making to meet SoR, 3.1, milestone 2, for CRM and data *plus telephony*, **b)** Use existing generic Connect and MSD CRM build, already accredited to Government Technical Standards, so only customisation to DIT service is required, **c)** Dedicate a Project Team (PM, BA and IT BA) for transition and stabilisation, **d)** Engage DIT on the scope pre-formal kick off.

4. Appointment of knowledgeable staff for Service Live: Roles will initially be filled by existing HGS staff who meet the requirements in SoR 5.1 as detailed in D2 above.

5. Timeline for Hardware Provision: Our staff already have laptops (<12 months), built to Windows 10 gold standard, so using Microsoft Intune, ESS desktop policy can be rolled out remotely within hours,

4. DR, Exit, Risk Plans: Will be managed by the project team and finalised and agreed (SoR 4.4)

5. Subcontractor Management. Our policies ensure subcontractors are managed in accordance with Good Industry Practice and comply with DIT contractual requirements and that contractual obligations are transferred as required. MPS is already an approved RM3185 subcontractor

F. Reporting Against the Implementation Plan

The HGS PM issues a series of scheduled communications (throughout transition) to ensure high levels of ongoing visibility of milestone progress and likely delays;

- **Meetings** (Fortnightly Executive Steering Committee, Weekly Steering Board, Bi-Weekly (min) Project, Weekly Transition Delivery, Tollgate - Go/No- Go),
- **Documentation** (Project Brief, Detailed Transition Plan and Communication approach, Risks & Issues Register, Requirements & Solution, Test sign off, Transition handover, meeting notes and actions.

G. High Level Test Strategy

Testing activities ensure the software/technology delivers fully against the SoR requirements testing will be completed between 6/09/21-30/09/21 to include;
- **System Testing (SIT)** end-to-end functional test of all HGS provided systems completed by IT test team;
- **User Acceptance Testing (UAT)** performed by selected business resources, and IT BA, to ensure systems/business processes meet agreed functional requirements

detailed in the requirements – to be shared with the Customer as part of the Implementation;

- **Test Fixes** (led by experienced IT Test Team and Business resources) performed during SIT/UAT ensures that changes to one part of a system do not cause adverse effects to other parts. Throughout testing, Quality Gates are in place to confirm an acceptable level is achieved before moving into the next phase.
- **Penetration Testing** – (16/09/21-30/09/21) External Crest Supplier for cyber-attack/ vulnerability testing.

Q5.1 – Service Delivery

The Department for International Trade was set up five years ago to develop the UK's skills and approach to international trade policy once we left the EU. With your commitment to reducing market barriers and supporting businesses to take full advantage of trading opportunities, the ESS helpline for small and medium UK traders who wish to export, particularly to Europe, will play a central role in your strategy. We believe we are unique within the RM3185 framework because we already have transferrable experience in supporting traders to move goods, post Brexit;

- **Fujitsu/HMRC Trader Support Service (TSS):** contact centre services and telephony to support traders moving goods between Great Britain and Northern Ireland.
- **Digital Trader Service (DTS):** Registration, subscription, advice, guidance, and triage for traders wishing to submit declarations for goods imported to the UK from the EU. On both clients we partner with and are provided support services by the Institute of Export and International Trade (IoE&IT).

Organisation Structure

The HGS organisational model for DIT ensures excellent customer service whilst delivering against the core principals of the department. It brings together combined contact centre best practice from HGS and our technology partner Marathon Professional Services (MPS-Approved CCS framework subcontractor) along with international trade expertise from our partner IoE&IT. Responsibilities of our team include:

Customer Services:

- **24 FTE Dedicated Agents:** trained and coached to deliver professional, friendly, helpful, efficient, customer focused, consistent information, guidance, and triage aligned with DIT policies, scripts and knowledge articles.

Management (Operations):

- **Dedicated Team Managers (TM) (average 1:12),** real time agent performance across operational KPI, quality monitoring, coaching/leadership, and motivational skills. We recommend a 1:12 ratio in-line with our other government helplines where quality, compliance and performance metrics are rigorous. It ensures contingency in the management structure for this small team.
- **Dedicated Quality Coach/Knowledge Administrator (1 FTE),** quality monitoring and managing the knowledge bank (accuracy, timeliness)
- **Quality Manager (shared),** Quality governance and insights for improvement.
- **Training Manager (Shared),** delivering training in line with good industry practice.

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Management (Account): An experienced Public Sector Account Team

- **Call Off Contract Manager** (dedicated as per schedule 6 call off contract), supply performance, quality; complaints invoicing and working closely with DIT manage change as the service launches and actual requirements are identified as per SoR 5.8 is deputised by a nominated TM,
- **Senior Operations Manager,** best practice, and continuous improvement (CI);
- **Senior Contracts Manager**, service/contractual alignment.

Management (Executive): To include but not limited to

- **Chief Service Delivery Officer,** executive direction, and communications to DIT, ensuring our global best practice operational, quality and CI frameworks are embedded within the ESS Service,
- **Chief Revenue Officer** and DIT Executive Sponsor, delivery of our Call Off Contract commitments.

Specialist Technical Support (Technology):

- Technical Design Architects, IT Project Management, Service Delivery and Security Managers responsible for our IT Support Desk, Security and Cloud technology stack (design, build and maintenance),

Specialist Technical Support (IoE&IT): Supplementary trade insight to support transition and ongoing evolution of the service through legislation guidance and Trader insight from across their members.

Other Relevant Roles;

- **Workforce Management (WFM) and MI:** Planning, scheduling and real time specialists assigned from our 100+strong centralised WFM and MI team,
- **Trainers (Shared):** Accredited through our Trainer Academy and DIT Train the Trainer to deliver new starter and update training and
- **Expert Shared Services** an integrated expert HGS shared services team (recruitment, governance, change, risk and compliance, technology, HR, programme office).

[REDACTED]

How Deliver Services and Volumes – 3.12

HGS has been providing contact centre services for UK public sector organisations for over 20 years. In 2019 Crown Commercial Services confirmed HGS as a Tier 1 Supplier to the government as a result of the provision of complex contact centre services (information, guidance, and triage helplines) for Government departments; Disclosure and Barring Service (DBS-120 FTE), Legal Aid Agency (LAA-140 FTE), the Money and Pension Service (MaPS-48-75 FTE), The Pension Regulator (TPR-70 FTE) plus HMRC Trader Support Service which went live with 700 agents 21/12/20 and since launch, KPIs have been green.

Our Public Sector Account Team, Specialist Technical Roles, Other Roles and Executive Team detailed in the organisation structure have been integral to the solution design for DIT ensuring best practice is embedded from our existing helplines plus trader insight from TSS and DTS. This ensures we achieve the performance outcomes in Annex 1, Part A (Call Off Schedule 6), from service commencement date. DIT has told us through the clarification process, that the capacity and volume data provided in the Statement of Requirements (SoR) 3.12-3.16 is based on benchmarking across other government departments. This means at service live, enquiries from Traders could be higher or lower than detailed. HGS has protected service delivery in the following way for DIT:

Flexible, Scalable Operating Model: Our operating model HGS WorkCloud (a hybrid Work@Home and in office model) allows us to recruit in the right catchments for skillset availability, with ease of employee redeployment across clients using this Work@Home/ hybrid status, allowing us to protect jobs as client requirements change. It is enabled through our cloud-based technology which is cost flexible (monthly not annual licence fees) allowing us to pass savings onto clients with unlimited capacity and inherent BCDR. It allows us to flex skilled resources to meet agent utilisation, PCA, ASA. *E.g., The majority of our staff are Work@Home post Covid. All performance metrics are categorised as green across our public sector clients, this includes two clients which have launched during Covid:*

- *TSS with 700 agents and*
- *NHS Vaccinations with 450 agents all working from home. In our recent client survey 76% of customers told us they were 'very satisfied' with our partnership during the challenging Covid period of the last 18 months. We see this also as testament to our ability to deliver on target performance.*

Skilled and Knowledgeable Staff: Roles will initially be filled by existing HGS staff who meet the requirements in SoR 5.1. Of this team, c80% of agents and all Team Managers, Quality Coach and Call Off Contract Manger have knowledge and experience managing customs information and triage requests from traders, post Brexit. They have already received training and accreditation in the key topics listed by DIT in SoR 2.5a-q. In addition, IoE&IT will provide 1-day supplementary export training to new staff recruited for backfill or ramp. All staff will receive DIT and HGS comprehensive system training during induction. Once live, we ensure knowledge stays high and accurate through the following interventions:

- Knowledge bank articles published in transition will be kept up to date by our Quality Coach.
- IoE&IT will work with us to ensure the knowledge bank is accurate as per SoR2.35c&d and support DIT to incorporate policy changes/announcements into the training materials.
- Real-time feeds from the IoE&IT news desk ensures we are not only abreast of all worldwide policy developments and EU and UK legislation changes but can quickly interpret the policy impact on traders for DIT to review and authorise.
- HGS quality framework to ensure accurate quality and compliance assessment to identify areas for knowledge improvement. Our approach provides a fantastic

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foundation for meeting DIT Customer Satisfaction scores and minimising the risk of complaints from day 1 and beyond. *As an example, "Having called their helpline (TSS), the support staff guided us through the system and helped us submit the declarations. Their IT works, their staff were keen, friendly and, above all, knew what they were doing".* [REDACTED] *, MD, Crowded Space Drones*

Optimising Staffing, Performance Management: HGS delivers optimised staffing and service performance through a global framework of ISO9001 accredited best practice processes ensuring we meet the trader expectations of consistent high-quality guidance at all times meeting PCA, ASA, Complaints resolved, sending information and call transfer times in schedule 6 annex 1 (call off contract). Please note it highly unusual for services of this nature and scale to have a PCA of 99%, instead 95% is typical. In the event call arrival volumes aren't flat as per SoR 3.12 we would want to review this metric with DIT.

Workforce Management anticipates fluctuations in volumes through a 12-month rolling forecast using the volumetrics (inbound, call backs, transfers, complaints, information requests), service levels, AHT, intraday and interval patterns, opening hours, best practice operational metrics, Erlang model) to create 13 week rolling view and 6-week schedule of resource to meet available/productive hours by day/30-min intervals.

To ensure we deliver the required available/productive hours, actual performance, and delivery of demand against forecast, performance is monitored/reviewed in real time, daily, weekly, and monthly over the life of the contract with actions taken accordingly to address shortfalls. Should day 1 volumes be higher than expected we can use a variety of levers to increase agent capacity, to include using messages in the IVR to promote online, reducing off phone time and adjusting service levels *As an example, on MAPS, we have tested different service levels and up to 70% in 60 seconds with a PCA of 95% has proven to have negligible impact on the customer experience whilst creating capacity*. If the trend appears to be longer term, we can agree additional staff recruitment e.g., a tactical increase to respond to a specific FAQ where training can be reduced, and resource filled more quickly – 5 to 10 days or faster if we can use Bring Your Own Device and basic security checks) or full service/training ramp managed through the variation procedure. *E.g., for Track and Trace we recruited and trained 250 agents in 2 weeks for a particular process/ customer interaction with a 2-day training duration.*

Performance framework:

- Real time monitoring of volumes, service levels, average handle time, schedule adherence and agent utilisation to make changes to staff scheduling to optimise service,
- Structured performance management and coaching programme for all agents,
- An agreed quality framework for accurate assessment and identifying areas for agent/service improvement,
- Performance trend analysis to drive CI. *As an example of our ability to deliver the ESS KPIs, since 2018, we have delivered an outstanding service to our home phone and broadband client consistently meeting all KPIs, maintaining a top 5 position in the ISP Ofcom ratings (least complained about companies) and sustaining above target CSAT scores throughout the COVID lockdowns.*

Secure and Scalable Telephony and IT and Timely Management Information: ISO27001 accredited, our technology stack, for DIT, is hosted on highly secure and scalable, cloud-hosted;

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- AWS for telephony (Amazon Connect), WFM (IEX) and HGS Quality Systems (NICE) and
- Microsoft Azure (Azure) for, CRM and Knowledge Bank (Microsoft Dynamics 365 Customer Service Management) and End User Compute (EUC) desk top management and authentication.

Both have multiple availability zones, redundant paths to telecom carriers and guarantee at least 99.95% availability to achieve required telephony availability. With such a short transition period, we are able to use our ready built, generic instances for telephony and CRM that already meets Government Technical Standards and just requires customisation to DIT requirements. These platforms have a suite of additional functionality that can be added during the contract period to include webchat and appointment booking. Automated intelligent reports and dashboards will be created within the reporting consoles within Connect and the CRM to provide DIT with timely performance and trader insights as per SoR section 6. DIT will also have access to our telephony system for real time dashboards as per SoR 6.1. *Connect and Azure are already accredited for Government use for our existing clients (DBS, LAA, HMRC, TPR) and in the last year we have had no significant outages a*

Successful and Efficient Triage of Calls (SoR 2.8d)
During transition, HGS with IoE&IT, will share best practice (from our public sector helpline delivery models, and knowledge and understanding of the different government departments and the support they provide to traders), to design;

- A trader friendly call flow hierarchy,
- Agent scripts/prompts to ensure right first-time information provision or triage and,
- A complex query form to ensure relevant information is captured for the DIT Digital Enquiry Team. With DIT agreement, scripts and prompts will be built into the CRM to guide the agent to resolve the call, by recommending gov.uk links, using knowledge articles, transferring to the relevant helpline, or raising a complex query form. The complex query form will be built in the CRM as per the agreed design and transferred to the DIT Digital Enquiry Team via API. During the contract, HGS with IoE&IT, will continuously review call flows and script-based data and quality insight, legislative change and feedback from traders and agents to ensure they remain relevant and support first time resolution.

Approach and Methodology for Telephony Transfer (SoR 2.7e)
The agreed call flows described in the question above, will be built in to Connect. We have included five call flows, each with the option for a IVR hierarchy of levels and 1-8 touchtone options, from which quick connects can be programmed to transfer calls to the relevant department or to the agent. If the agent is then unable to resolve the enquiry, they will also use be able to use the quick connects within Connect to transfer the call. There is no limit on the number of quick connects but based on the list provided in clarification 5, we have included build time for 29. Any changes required to the IVR during the contract will be processed within the time set out in SoR 2.7e.

Q5.2 – Service Delivery – Monitoring & Reporting

As a new service, it is essential ESS is delivered correctly and at the highest quality, with feedback / MI reporting gathered and shared quickly and accurately with both the Customer and other stakeholders. HGS ensures service performance through a global framework of ISO9001 accredited best practice processes ensuring we meet the trader expectations of

consistent high-quality guidance at all times. Fully aligned to DIT during implementation, with ongoing reviews during the contract, our performance framework ensures;

- Structured performance management programme for all agents, assessing performance against agreed KPIs,
- An agreed quality framework enabling accurate assessment and identifying areas for agent improvement and trend analysis to drive Continuous Improvement and
- A coaching culture embedded and fully supported by our dedicated Team Managers (TM) and Quality team. Performance will be reported to DIT as part of daily, weekly operations and monthly reviews. We understand the pressure traders are under to ensure they move goods legally post Brexit and can adopt existing best practice processes from delivery of import and export services for Trader Support Service and Digital Trader Service.

Quality Control & Assurance Measures: Our Public Sector Quality Model will be aligned to DIT monitoring and compliance processes during implementation. Quality Coach and TM complete quality monitoring (avg.8 per month per agent at service start, reducing to 4 upon hitting competence) ensuring trader engagement meets the required levels of customer service, compliance, and data accuracy. Scores and feedback (completed after every session) are captured within the HGS Quality Management System (QMS), and performance is tracked against personal targets in their personal action plan. Assurance is delivered through calibration (10% of quality monitors per month) reviewed by the Quality Manager with DIT to ensure quality scoring alignment. This is supplemented with monitoring by the Institute of Export and International Trade (IoE&IT) consultant to identify additional training needs and knowledge article enhancements.

Meeting Service Level Performance: To meet service levels (Annex 1, Schedule 6 – Call Off Contract), performance against planned is monitored real-time, daily, weekly, and monthly, with agents set targets for adherence, attendance and call metrics, quality, compliance, and customer satisfaction. Performance is then managed;

- **Real Time:** Real Time Analysts and TM monitor actual volumes received, service levels, average handle time, schedule adherence and agent utilisation, making real time changes to staff availability and scheduling. Statistics are made available to each agent, real time, to encourage self-management;
- **Daily:** The Call Off Contract Manager (COCM) meets with the TM to review team performance and prioritise improvement plans for the day. Areas to be addressed by the agents are captured within an agreed action plan by the TM to include extra one to ones (in addition to monthly), side by side monitoring, coaching and/or training;
- **Monthly** One to One performance reviews are held by the TM to review agent performance across all targets. Agent feedback on barriers for performance are fed into the COCM as part of continuous improvement. Agents consistently under target are managed using HGS procedures for poor performance.

Continuous Improvement (CI): Taking feedback from operations, the COCM works with the Quality Manager, Trainer, and IoE&IT consultant to identify improvement opportunities across all data sets and include a closed loop back into training to ensure agent knowledge is right from the outset.

Meeting the Reporting Frequency: All reports (SOR section 6) are within HGS standard service governance already being delivered for our other Government clients. In implementation, we will create report templates for DIT using the data fields (SoR 6.2, 6.5

and 6.6). Our experienced MI analysts pull data from HGS systems (Workforce Management, Quality system, telephony CRM and Knowledgebase) to provide DIT with accurate MI performance reporting, in line with the frequency stipulated. DIT will have access to intelligent dashboards via secure logins to the CRM and telephony (real time view of calls answered, wait time and utilisation). Using insight created we will work in collaboration with DIT, supplemented with international trade insight from the IoE&IT Consultant, to make recommendations for service improvements and identify trends in Trader enquiries to evolve the service, i.e. targeted marketing/communication, real time knowledgebase article revisions, website FAQ updates (gov.uk) along with any ad-hoc requests which are required for ministers, which we already do for our public sector clients, including Legal Aid Agency & HMRC.

Q5.3 – Service Delivery – Recruitment & Training

The quality, wellbeing and motivation of our staff is key to successful delivery of services and HGS' policies and frameworks are designed to attract, train, and retain the right profile of staff, based in the UK, needed to deliver the ESS service.

A. Methodology of Proposed Daily Work Schedule Guarantee Resource

Our ISO9001 accredited workforce management approach is designed to anticipate fluctuations in work volumes and therefore adjusts the number of agents accordingly allowing us to deliver quality services at all times, un-affected by sickness, leave, training or recruitment. We follow this approach for all our public sector clients and for the last 6 months have delivered "green" performance metrics across all.

Long Term: During transition our UK Workforce Management (WFM) team will work with DIT to set up a 12-month rolling forecast of required agents, using the provided volumetrics (English and Welsh), service levels, AHT, and opening hours which has then been overlaid against our best practice operational metrics and Erlang model, factoring in peaks in daily interval patterns, attrition and backfill training requirements. This will give DIT forward plans for post 31st March 2021 to support the securement of further funding.

Medium Term: From this they create a Capacity Management Plan. This is a 13-week rolling view from which a 6-week schedule is produced detailing the number of agents required to deliver the available/productive hours to achieve the forecast service levels by day and 30-minute intervals. Against this, agent FTE and management requirement are scheduled using a range of shift patterns. Any shortfalls are identified and where these can't be addressed by making changes within the existing resource/delivery model, recruitment and training plans are created. Any variations within 10% will be agreed in the operations meeting and where the variation is above 10% HGS will use the Variation procedure within the contract. The plans are approved by the Call Off Contract Manager (COCM) prior to release and managed per variation procedure (SoR 3.16).

Short Term: To ensure we deliver the required available/productive hours, actual performance, and delivery of demand against forecast, is closely monitored/reviewed on multiple levels in real time, daily, weekly, and monthly over the life of the contract with actions taken accordingly to address shortfalls as detailed above.

B. Ongoing recruitment and assessment process along with timescale for appointment

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Recruitment is managed by our dedicated UK based recruitment team to meet planned and unexpected demands in resources in line with the Capacity Management Plan. Our attraction process includes;

- Ideal Employee Profiles (IEP) agreed for each role and in line with DIT requirements (SoR5.1),
- Proven national and local recruitment channels to attract the right candidates for the IEP, including optimised online word search and social media with chatbot registration for accessibility, employee referral incentives, outreach within community hubs, e.g. university/college partnerships,
- A network of national recruitment partners to supplement large scale, short notice and specialist skill recruitment. Our recruitment process includes
- CVs mapped to similar IEP via our Artificial Intelligence (AI) assessment tool for enhanced selection.
- Online maths and English/Welsh test, followed by a video interview to screen candidates, discuss their experience and ability to work in office/@home,
- Successful candidates attend competency interview/group assessment (including aptitude, written role play/oral, proficiency/typing tests);
- Pre-employment screening is completed: right to work, employee references and satisfactory completion of required BPSS checks.

To de-risk service commencement, we will transfer an existing, highly trained workforce. All have been BPSS checked in the last year. 80% agents and all Team Managers (TM), Quality Coach (QC) and COCM, have a base of exporting knowledge and. We have assessed the agents to ensure they meet the skills and language requirements for English and Welsh in SoR 5.1. They are available to transfer and start training as per our draft implementation plan, on the 17th September.

C. How training will be delivered and ongoing training/development through the contract

HGS training methodology ensures all staff working on the ESS service are trained and coached to deliver professional, friendly, helpful, efficient, customer focused, consistent information, guidance, and triage to UK exporters;

1. Induction; Delivered by HGS (2 days) - company, health and safety, security, and data confidentiality, ESS systems and procedures (telephony, CRM, knowledge base, complex queries, accessibility (UK relay)), performance/quality. Delivered by DIT (7 days) – department, ESS service, customer journeys;

2. Refresher Training: updates to ESS policies/procedures, changes in trade legislation, scope/system change or an identified training need through agent and trader feedback,

3. Ongoing Training: Ongoing training needs assessment through regular monitoring and measurement (supplemented by Institute of Export and international Trade (IoE&IT) knowledge review/quality monitoring recommendations), addressed through individual or team wide coaching or training interventions,

4. Trainer Delivery: Accredited through our Trainer Academy for industry good practice, HGS experienced trainers will deliver new starter, refresher, and ongoing training to the ESS team, supplemented by DIT trainers for specialist export training delivery. All operations staff (agents, TM, QC and COCM) will attend induction training.

5. Training Materials: Customised by experienced trainers for the ESS service requirements (systems, procedures, quality framework and performance metrics) using existing proven, public sector, generic training modules. Once live, our training team will ensure knowledge stays high and accurate by updating training materials in line with knowledge article updates/publications.

D. How we assess the agent competency and address areas of concern when identified
ISO 9001 accredited, our operational excellence frameworks ensure a consistent, trusted standardised approach to exceed DIT performance metrics as per "Schedule 6 Annex 1, Call Off Contract". *As an example, for Legal Aid Agency CSAT scores are currently tracking at 99% - 100% against actions completed by our contact centre agents.* Owned by the COCM, working with;

1.Quality and Continuous Improvement (CI): Our quality function (using the agreed ESS quality framework) to deliver;

- Quality monitoring (customer service, compliance and data accuracy), supplemented with monitoring by the Institute of Export and International Trade (IoE&IT) consultant to identify additional training needs and knowledge article enhancements,
- Calibration with DIT for alignment,
- Identify trends in quality/compliance performance,
- Analyse reasons for complaints/ contact drivers and CI;

2.Performance Management: Our MI team to ensure all operational KPIs agreed with DIT are consistently achieved;

- Real Time Analysts monitor service levels to ensure optimised agent availability
- TM are responsible for coaching/developing agents to achieve agreed KPIs by focusing on performance metrics to include average handle times, first contact resolution, utilisation, adherence, absence and CSAT scores.

E. Staff retention and how our policy / method responds to attrition rates
Through employee engagement and a focus on staff wellbeing, we offer our staff a happy, lively, safe and engaging work environment. Whether at home or in-centre working as demonstrated in our below average 3 - 5% per month agent attrition on similar services. All staff, irrespective of age, are paid above National Living Wage with compensation aligned to the skills of the role, have access to a suite of benefits including life insurance, sabbatical leave, free carparking, eye care and childcare voucher schemes and Perkbox. Perkbox has a wide range of discounts for leading retailers (average £800 savings on an employee spend). Our wellbeing policy is aligned to initiatives identified through our ESAT surveys and developed based on the support our staff require, such as remote working and employee benefits. All staff have access to a comprehensive free counselling, mindfulness and wellbeing programmes, and gym membership, alongside more formal occupational health support and HR interventions.

F. Agent motivation - professional development and incentive/performance schemes
Perkbox, detailed in E above, is used by managers to recognise employees who are high performers or have done something great that day. The line manager can award Perkbox points to individuals using the Perkbox platform. We also have a structured quarterly reward programme "Your Stars", long term service awards and recognition events which are

published within our bi-monthly newsletter, UK Pulse. Through our partnership with IoE&IT we have identified a number of value add (optional requirement) recommendations that can allow us to create a programme of professional development for our agents. This includes the

- IoE&IT Customs and International Trade Academy to be accredited at Intermediary Level,
- Continuous Professional Development (CPD) credits and affiliate membership with further learning supported through the IoE&IT on demand courses and library of documents and recorded webinars and,
- utilising HGS apprenticeship scheme, Level 3, for further skills and qualifications. Costs for these three areas has been included as an optional requirement for 10 top performing HGS agents.

Q5.4 – Service Delivery – Potential Risks

The major delivery risks, post service live are greatly reduced by working with HGS because of our existing and relevant knowledge, systems, and resources. HGS has been providing contact centre services for UK public sector organisations for over 20 years. In 2019 Crown Commercial Services confirmed HGS as a Tier 1 Supplier to the government for the provision of contact centre services (information, guidance, and triage helplines) for Government departments; Disclosure and Barring Service (DBS- 120 FTE), Legal Aid Agency (LAA- 140 FTE), the Money and Pension Service (MaPS – 48-75 FTE) and The Pension Regulator (TPR – 70 FTE). We believe we are unique within the RM3185 framework because of our experience supporting traders to move goods, post Brexit;

- Fujitsu_/_HMRC Trader_Support Service (TSS): TSS contact centre services and telephony supports traders moving goods between Great Britain and Northern Ireland. Launched on the 2nd November 20 with 70 FTE this was implemented within 1.5 months of contract award. We then ramped up to 700 advisers plus management by the 21st December ready for the Brexit policy change on the 1st January 2021. As the service is complicated, all staff required 3 weeks training. At peak, we onboarded 300 new starters in one day, and with IoE&IT delivered 27 training groups simultaneously.

- Digital Trader Service (DTS): Registration, subscription, advice, guidance, and triage for traders wishing to submit declarations for goods imported to the UK from the EU. On both clients we work closely with the Institute of Export and International Trade (IoE&IT).

HGS is fully confident in our proposal deliver the ESS service. Our Public Sector Account Team, Specialist Technical Roles, the senior management team within IoE&IT, and our Executive Team have been integral to the solution design for DIT to ensure best practice is embedded and risks mitigated as follows:

A. Scalability and Flexibility to Respond to Changing Volumes

DIT has told us through the clarification process, that the capacity and volume data provided in the Statement of Requirements (SoR) 3.12-3.16 is based on benchmarking across other government departments. This means at service live, enquiries from Traders could be higher or lower than detailed. HGS has protected service delivery in the following way for DIT:
1. HGS WorkCloud:_Our operating model HGS WorkCloud model allows us to recruit in the right catchment for skillset availability (across the UK), using our proven direct recruitment strategy, supplemented, if needed, by our strategic recruitment partners, with ease of

redeployment on to other clients allowing us to protect jobs. It is enabled through our cloud-based technology stack for unlimited capacity and licencing flexibility to make changes quickly, in line with the workforce capacity plan. *Responsibility: HGS*

2. HGS Workforce Management Approach: HGS During transition will agree a 12-month rolling forecast with a 13-week rolling view of resource required. We will also complete "what if" scenario planning during transition, to manage short (a few hours) and medium (a few days) term events, so in the event volumes spike, we have already agreed an approach with DIT that can be implemented as it happens. These include reducing off phone time, changes to IVR messages to drive to online, holiday freeze and also adjusting service levels. *As an example, changing the service level to 70% in 60 seconds and PCA to 95% is proven to have negligible impact on the customer experience whilst freeing up additional resource for MaPS. Responsibility: HGS and DIT.*

3. Ramping Resource: If volumes are above 10% then we can agree a recruitment approach with DIT and onboard new staff according to the short term and long-term need. These initiatives can be implemented within 2 – 8 weeks depending on the recruitment strategy and training duration required. For example, if the demand is specific to only 1 area we can initially train to this requirement and get additional agents in place very quickly. As an example, for Track and Trace we recruited and trained 250 agents in 2 weeks for a particular process/ customer interaction with a 2-day training duration. *Responsibility: HGS and DIT.*

B. That the service design following go live doesn't meet the trader needs

HGS has a strong working relationship with the IoE&IT. Within our core solution (not optional requirements) for DIT is included an IoE&IT Advanced Customs and International Trade Consultant to provide supplementary guidance and expertise during transition and the contract term. During transition HGS with IoE&IT, will share best practice from across our public sector helplines, and knowledge of government departments and the support they provide to traders, to design the right call flow hierarchy, agent scripts/prompts, complex query form de-risking the need for significant change once the service is live. Once live, working with IoE&IT HGS will proactively make recommendations to DIT to ensure call flows and scripts remain relevant to international trade and government advice, legislation/policy change and incorporate insight from traders (noting patterns in enquiry subject and complexity) not only through ESS but also from across the IoE&IT helpdesk and network of members, which includes DIT regional units. *Responsibility: HGS and IoE&IT with agreement from DIT.*

C. That the knowledgebase articles don't meet the agent / trader needs

Within our core solution for DIT we have included cost for the IoE&IT to provide a further six knowledge centric services:
1. Real time
feeds from the IoE&IT news desk so we are "on the pulse" and can quickly interpret policy impact on traders for DIT to review and authorise
2. Develop and manage a matrix of government departments and the support provided to traders so our agents triage calls correctly
3. Access to the IoE&IT Technical Helpdesk for the HGS team on technical questions.
4. Monitoring calls to ensure quality and identify further training needs
5. Reviewing the knowledgebase to ensure accuracy
6. Provision of easily digestible information tools to supplement the DIT knowledge articles to include single page quick notes (covering core export/import terms), FAQs (drawing on experience from the IoE&IT technical helpdesk) and 4 trader journey diagrams (to aid understanding of goods movement processes noting actions required by the trader for standard, controlled, SPS measures and excise goods). For costing purposes this is based

on 10 quick notes and 4 diagrams across the first 6 months of the contract followed by a further 20 quick notes each year of the extension).
Responsibility: HGS and IoE&IT with agreement from DIT

D. That the trader enquiries are across export and import

With the advent of freeports in England this year, we believe it is highly likely that traders will be enquiring about both export and imports. IoE&IT can support DTS by developing the training programme to expand agent knowledge and impart information to traders so they know that goods can be imported, manufactured, and exported without standard tariffs or normal customs checks. This is included as an optional requirement cost for a 1-day import training course. *Responsibility: HGS and IoE&IT with agreement from DIT*

E. That the technology stack isn't able to evolve in-line with the ESS service/ new channels

The cloud hosted, technology stack for DIT consisting of Amazon Connect (Connect) Telephony and Microsoft Dynamics 365 (MSD) Customer Service Management CRM and Knowledgebase has been chosen because they have a suite of functionality that can be added during the contract period to include webchat and appointment booking, intelligent automation (AI) and integration with a wide partner ecosystem for additional services.
Responsibility: HGS with agreement from DIT
•
•   **F. That HGS isn't able to transfer data in an API format suitable for the DIT systems**

Our CRM technologies meet the government technical and data standards, so Customer data (including detailed call notes) can be bulk transferred daily and marketing consent and complex queries real time. We will provide the data in JSON format, presenting key fields from section 6 in the SOR; core data via the CRM API (Customer ID number, Date and Time, Contact Details, Notes) and supplementary data for Consent (Customer ID number, Date and Time, Consent Types) and Complex Queries (Customer ID Number, Case Number, Query Details, Notes) in the respective API. From here DIT will own the distribution of data in to the relevant DIT systems so DIT can map accordingly. API documentation will be led by our Project Team during transition then handed to our IT Project/Service Delivery Manager to be reviewed and updated on an ongoing basis to ensure they remain relevant.
Responsibility: HGS with agreement from DIT.

Q6 – Technology

As an outsourcer we have experience working with a full range of client and third-party technology stacks. In the last 18 months we have implemented 5 new clients, each with a different technology stack ownership/demarcation. Examples include:

- **Legal Aid Agency** – HGS cloud Telephony, WFM and Quality System both for our contact centre and a further extension of our telephony and systems to client 3rd party agencies plus Oracle Database, which is hosted and maintained by HGS, and accessed by Police and Duty Solicitor network, the system set was fully designed, implemented, tested, and rolled out within the 6-month implementation timeframe.
- **HMRC Trader Support Service** - Our recent launch for HMRC TSS service included our cloud Amazon Connect (Connect) Telephony (IB/OB voice), WFM and Quality with integration into client provided Service Now CRM – We launched an initial 80 users in 6 weeks ramping to 620 users 1.5 months later.

Our technology experts will use expertise, gained working collaboratively with our existing clients and from within their field, to ensure DIT technology is adequately supported, used correctly by agents, and constructive input is given to the design and development of HGS and DIT technology during implementation and through the contract term.

Technology Requirements (Sections 2.13-2.19)

HGS confirms our solution is built and priced to the specification in the SoR 2.13-2.19 (Minimum Viable Product (MVP)) factoring in clarification updates shared by DIT and conforming with the relevant Government Data Quality Framework. The MVP will be reviewed and agreed with DIT in implementation, processes and procedures will be captured within a standard operating document with updates made in-line with MVP timeline. We have used partners within our strategic IT partner portfolio, to reduce the need for multiple vendor technologies therefore complexity of implementation, whilst providing ESS with a platform to build for the future:

- Amazon Connect (Connect) telephony for Inbound/outbound voice, IVR (English, Welsh and helpline triage) dynamic call/skills-based routing, /call recording, comprehensive call log reporting (intraday arrival patterns, volumes, and average handle times) and CSAT Survey, with digital channel functionality for future deployment, e.g., webchat. Connect is already accredited for Government use by our clients Disclosure and Barring Service, Legal Aid Agency, HMRC and The Pension Regulator.
- IEX WFM and NICE Quality Management are fully utilised across our UK and global estate.
- Microsoft (Gold Partner status) with access to their suite of Microsoft Dynamics 365 (MSD) Customer Service Management (CRM - Complex Query, Value Add Questions, MI Fields and API and integrated Knowledge Bank (easy update search and retrieval)).
- Microsoft Azure End User Compute and Windows 10 secure build desktop management and authentication.

ISO27001 accredited, our UK hosted cloud technology stack for DIT is hosted on highly secure cloud-based infrastructure, AWS, and Microsoft Azure. They both have multiple availability zones, multiple, redundant paths to telecom carriers and UK data centre options. They assure at least 99.95% availability and are internationally accredited to include ISO 27017 for cloud security, ISO 27018 for cloud privacy, PCI DSS Level 1, and SOC 1, SOC 2, and SOC 3 and CAF processes (aligned to ITIL)

All deliverables detailed below will be designed and agreed with DIT during implementation, with any changes to functionality managed through the variation procedure in attachment 5.

API: Our MSD CRM meets the government technical and data standards, so Customer data (including detailed call notes) can be bulk transferred daily and marketing consent and complex queries real time. We will provide the data in JSON format, presenting key fields from section 6 in the SOR; core data via the CRM API (Customer ID number, Date and Time, Contact Details, Notes) and supplementary data for Consent (Customer ID number, Date and Time, Consent Types) and Complex Queries (Customer ID Number, Case Number, Query Details, Notes) in the respective API. From here DIT will own the distribution of data in to the relevant DIT systems so DIT can map accordingly. API documentation will be led by our Project Team during transition then handed to our IT Project/Service Delivery Manager to be reviewed and updated on an ongoing basis to ensure they remain relevant.

Connect Telephony: Selected because of its integration capacity, superior voice quality and scalability, Connect provides all required ESS telephony functionality to include:

- Inbound dynamic call and skills-based routing to the appropriate agent, with options for warm and cold transfers to DIT and other government helplines via an outbound call transfer.
- DTMF customisable IVR to include out of hours and configurable answer message in English and Welsh and ability to triage specific agreed calls to agreed department helplines within the IVR.
- Call routing and management to include in queue prioritisation and customisable messages with hold music. All customisable elements can be done simply and quickly using AWS Contact Flows
- Outbound call back (with displayed caller ID),
- AWS Connect telephony has comprehensive call log reporting (intraday arrival patterns, volumes, and average handle times) which to provide DIT with streamlined and customisable MI. This can be accessed real time and intelligent dashboards via Amazon Connect Console to meet the requirements of 6.1 a - e plus Contact Categorisation for high level reason for call dashboards.

Based on the specification we have priced 5 call flows (including Welsh and out of hours), 5 skills/routing profiles, 4 agent whispers, 29 quick connects for triage in the IVR, to be agreed during implementation.

Call Recording: 100% call recording and storage for three months post call. All data will be held in Connect which has encryption in transit and at rest. Accessed on demand via HTTPS with auditing in place, Connect in built functionality locates specific call recordings by telephone number, date, time, and agent name to make retrieval by the authorised persons easy. Once sourced, each call recording can be played and/or downloaded in mp4 format and provided on request to DIT to understand issues raised.

Accessibility: Cloud hosted UK relay services for deaf, hard of hearing and speech impaired using app technology downloaded on to the customer smartphone, tablet or computer or text phone free of charge. Provided by BT https://www.relayuk.bt.com, the service is used "blue light" organisations. HGS will procure this through our existing relationship with BT, with agent training on how manage these call types.

0300 Procurement: This is a specialist number for public sector/charity organisations and requires proof of eligibility to be provided to HGS for us to procure on your behalf. We will do this via BT.

CRM Requirements (Sections 2.2- 2.29)

CRM: Microsoft Dynamics 365 (MSD) Customer Service Management, is a fully configurable, cloud hosted, interaction capture platform. It is used widely across government contact centres to include HGS existing clients MaPS and TPR. Its design allows us to add functionality, easily and cost effectively in line with customer demand and service evolution, e.g., appointment bookings. MSD has a comprehensive contact capture functionality; Scripting, data fields to capture the required data in attachment 3 6.2f and 6.5, call outcome, customer record creation with unique identifier, agent call notes for full text transcription and capture of knowledge bank articles used during the call. All fields can be tagged for reporting purposes.

It has a comprehensive MI suite of pre-built dashboards for quantitative and qualitative data to identify trends and insight as to why traders are calling so the service can be evolved according to trader needs. A monthly subscription solution, its licences are paid for monthly allowing them to be scaled up and down according to service requirements and without stranded costs at contract end. Any additional specification agreed during implementation will be managed via attachment 5 variation procedure and once live through the monthly operations meeting.

Customer Satisfaction Survey: We have included costs for setting up an after-call customer satisfaction survey within the IVR (3 questions with the options to select 1 5 as customer outcomes). The customer opts into the survey during the IVR to remove the risk of the agent "cherry picking" customers. During implementation we can agree other modes of CSAT survey that could be used to gain feedback across the wider end to end service. Any new requirement will be managed through the variation process.

Complex Query Form: For the purposes of pricing, we have assumed this will be set up in the CRM and passed to DIT real time using the Complex Query API.

Access Management: The HGS End User Computer (EUC) environment is built on Microsoft Azure AD joined devices and user authentication. It provides a robust and highly scalable and agile in contact centre and home user solution. It also ensures a robust record-level security and identity, and access management is in place, allowing agents access only to the data they need, to effectively undertake their role. Each user will be issued with a secured laptop configured using a hardened version of Windows 10 built, configured, patched, and maintained using Microsoft Intune together with Auto Pilot. This allows us to deploy desktop shortcuts to devices wherever they are, providing they have connectivity to the Internet. Each laptop also has a Microsoft365 E3 licence installed to provision Intune, autopilot, and Microsoft Teams for internal communication, so important for a homeworking operating model, Mobile Device Management (MDM), IAM/MFA together with Conditional Access capabilities as well as standard Office Productivity tools. (Hard token, authentication has been included as an optional requirement cost.

Customer Logins: HGS will provide the customer with three read only licences for the CRM and Connect. Our assumption is that the Customer uses Azure or SAML compliant directory.

IPR: Agreed.

Data Retention: CRM data will be stored for five years or expiry of the contract at which point it will be transferred to the Customer via an agreed method. Any call recordings will be collated using call metadata and corresponding WAV files bulk uploaded to DIT.

Knowledge bank Requirements (Sections 2.30- 2.36)

Selected because of its industry leading functionality we have selected the smart knowledgebase – within MSD CRM to help agents respond to calls efficiently. Its functionality includes role-based configurations for update, review, publish and tag content. It can hold multi-format knowledge to include videos and has a dynamic search engine so agents can find the right knowledge quickly. Content can be sent to the customer if requested, via email. Easy to use and update, population of the Knowledge bank is owned by our Project Team in implementation. Once live the Quality Coach/Knowledge Manager will work with DIT and our partner Institute of Export and International Trade (IoE&IT) Advanced Customs and International Trade Consultant to ensure new/updated knowledge is updated in a timely manner and accuracy checks completed as per SoR 2.35 c and d. Our trainer will

incorporate any changes into the training materials for DIT approval. That way the customer will always receive the most up to date information.

Cyber Security (Section 3.1)

HGS is committed to safeguarding the confidentiality, integrity, and availability of all information assets through ensuring robust cyber security and data protection processes are in place. We have designed and implemented a data security structure which conforms to HMG Security Policy Framework (SPF), fully accredited to the standards of ISO 9001:2015, ISO/IEC 27001:2013, eSCM SP-2.01 and adheres to ISO27002 and ISO27005 and Cyber Essentials Plus. During transition we will apply for a Cyber Essentials certificate specifically for the DIT service. This is included as an activity in the project plan to be completed by 24th September 2021.

An external IT Health check will be completed by a Check provider in advance of service live, we have allowed two weeks within the transition plan (16th – 30th September) and annually thereafter.

Q7 – Business Continuity & Disaster Recovery

HGS approach to Business Continuity and Disaster Recovery (BC/DR) is certified to ISO9001:2008, 27001;2005 and is aligned with BS25999 Guidelines. An audited and documented process is in place to ensure business continuity is maintained, and disaster recovery supported with minimal disruption to any service. We have never lost access to physical sites in 20 years, and our plans reflect that we are a critical extension to our client's services. HGS established framework for safe delivery is the fundamental building block for the delivery of the ESS service. It allows us to forward plan, establish, implement, test, operate, monitor, review, maintain and continually improve upon our current documented management systems which are designed to prepare for, respond to and recover from disruptive events.

ESS will be delivered via Work@Home combined with in-contact centre delivery across different geographical regions. All staff will be enabled to work from home therefore mitigating the risk of staff being unable to access a physical building when an event prevents access, such as adverse weather (incl. snow, fire, flooding), or pandemic. All staff will use laptops with remote management and secure logins via our Microsoft Azure (Azure) Enterprise Compute model. Full business continuity failover & redundancy is provided, including a generator & UPS protection at each site. HGS moved to this model during the first lockdown in 2020 and since mid-last year have seen no disruption to service delivery during the second lockdown. In a recent client survey, 76% of our clients told us they were 'very satisfied' with HGS which is testament to our partnerships and ability to deliver on target performance against all odds.

BCDR Plan: Our Governance, Risk and Compliance team, are accountable for the development of a BC/DR plan structured into three specified parts: A) General Principles, B) BC plan, C) DR plan. The plan provides details of the technical and operational solution that minimises loss of service; identifies critical activities, dependencies, suppliers and resources required to deliver the service in the event of the plan being invoked; to include but not limited to

- **Incident escalation** and management (timely and structured communication between all parties; DIT, HGS and other third parties),
- **Recovery Principles** (designed to impact of loss of service across facilities, staff or technology),

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- **Response Times / Time scales** (detailed range of alternative strategies which from short term changes in the IVR / customer announcements to delivering all services from Work@Home.
- **Recovery sites** – All staff will be enabled to Work@Home as our default BCDR strategy. The BCDR plan creation will be managed by the project team and agreed within 4 weeks of service commencement, as per attachment 3, Statement of Requirements (SoR) 4.4.

BCDR Test Plan: [REDACTED] , Senior Manager Governance, Risk and Compliance will lead the testing process. A BCDR test plan will be developed in conjunction with your team which will include readiness testing, system testing and user acceptance testing. The BC/DR plan will be tested every six months (desk-based), 12 months (full walkthrough) and 24 months (full simulation) or by request of the Customer to ensure it remains fit for purpose. Within 20 Working Days of each test, the Department will receive a detailed report setting out: the test outcome; any failures in the BC/DR Plan or procedure revealed by the test; and HGS's proposals for action. Risk assessments are ongoing and undertaken on a routine basis by our Governance, Risk and Compliance Team. These are recorded/reported as part of our ISO27001 accreditation.

Approach to dealing with a loss of ICT systems – Our cloud hosted, technology stack for DIT includes AWS Connect (Connect) for telephony and Azure for CRM, knowledge bank and End User Compute for desk top management and user authentication with multiple availability zones, redundant paths to telecom carriers and replicated UK data centres. They are internationally accredited to include ISO 27017 for cloud security, ISO 27018 for cloud privacy, PCI DSS Level 1, and SOC 1, SOC 2, and SOC 3 and CAF processes (aligned to ITIL). In the unlikely event that Connect is lost we would notify DIT to hide the number on gov.uk until phone service resumed. However once chat is launched, service can continue through CRM (Azure). If Azure is lost, then phone service could continue with a limited service / referral to gov.uk for information.

Mitigating Downtime: Our cloud infrastructure has been designed to meet an above 99.95% availability to enable continuous delivery against all KPIs. Any IT updates will be scheduled outside ESS business hours or in the event this cannot be avoided will be planned in advance with DIT so mitigating solutions can be agreed and implemented together, such as IVR messages routing customers to gov.uk or use of alternative channels as they are launched through the term of the contract, e.g., webchat.

Q8 – CI & Innovation

A. How we ensure Continuous Improvement (CI) through the life of the contract

Led by HGS experienced Public Sector Contract Manager, HGS will drive improvements and reduce cost by proactively sharing insight and opportunities to enhance performance and service quality with DIT throughout the contract term. Using a collaborative approach, we will identify, agree, and manage Continuous Improvement (CI) as part of day-to-day operational delivery to ensure that innovation activities drive commercial efficiencies and increase trader experience. Delivery of CI is the responsibility of your Account Team. During the first 6-month contract we will start developing ideas for the plan in anticipation that the contract will be extended beyond the 1st April 2022. Once the extension is confirmed, we will then be ahead to present the CI plan to the customer within 25 working days of notification (in line with the review and approval process). Digital insight and areas for innovation will be presented in quarterly steering meetings (SoR 8.4-8.7) and HGS and IoE&IT will supplement

with whitepapers and online thought leadership events/forums with outputs, outcomes and impact reviewed and agreed in the monthly operations meetings (SoR8.1). The process includes:

1) Qualitative and quantitative opportunity identification using data from HGS and customer systems, including voice of the customer, business/process issues, query types, trading sector (e.g., manufacturing) trends, complaints, compliments, escalations, and channel preferences.

2) Joint HGS/Customer insight and brainstorming workshops on data findings and opportunities aligned to the ESS strategy.

3) Recommendation and Customer agreement on approach, selection, and deployment of innovation activities (concept, process, tools, methodology).

4) Agreed Business Benefit Analysis (process improvement, financial benefits, value creation).

5) Rigorous Customer/HGS review and sign-off cadence.

6) Implementation managed through change control by the Contracts/Project Manager, using HGS' PRINCE2 transition methodology. Reviews ensure lessons learnt are rolled into the next proposal.

To deliver this effectively, HGS' Account Team uses our ISO 9001 accredited Service/Account Management Framework to proactively drive an optimised service via:

B. Innovations to add value to the customer

B1. Technology for Digital Innovation - A G-Cloud 12 provider & ranked Top 10 for Digital Customer Experience by H*f*S, HGS has invested in technology experts (globally and with our partner Marathon Professional Services (RM3815 approved subcontractor) and partnerships with industry leading innovators to deliver innovative, end to end solutions to transform the digital & user experiences. We have designed the cloud-hosted technology stack proposed for DIT to be "future proofed", so the ESS service evolves cost effectively during the contract term through Amazon Connect (telephony), Microsoft Dynamics 365 customer service management (CRM and Knowledge bank) and NICE (Workforce Quality management systems). These systems have the capability to integrate self-service options, chatbots, assisted automation, robotic process automation (RPA), digital channels such as webchat and Natural Language IVR (replacing transactional DTMF touch tone) for faster resolution and increased self-service. *Examples include: 1) 20 second AHT reduction on 70% of inbound contact by introducing a natural language IVR to capture customer data rather than the agent, 2) Reduced contact by 11% through website deflection & signposting by introducing a microsite and advanced knowledgebase to sit alongside gov.uk, 3) Increasing customer accessibility by introducing Whatsapp to open the service to a new demographic.*

B2. MI for Analysis and Insight – Data from the reporting suite within the DIT technology stack will be shared with DIT and used collaboratively by the Account Team to make recommendations for service improvements and cost optimisation, e.g., capacity management and resourcing models, user experience improvement, knowledge gaps, technology solution innovations/integrations. *As an example, using call performance data, on other Trader services we have been able to reduce the agent requirement by 10 FTE by multi-skilling agents across service sales and retention to avoid unnecessary handoffs between teams and stranded resources.*

B3. People:

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a) Knowledge Accuracy and Enhancement: Our partnership with IoE&IT brings supplementary knowledge enhancement within our solution to include Real-time feeds from the IoE&IT news desk ensuring our team are not only abreast of all worldwide policy developments and EU and UK legislation changes but can quickly interpret the policy impact on traders for DIT to review and authorise so customers are provided the right information first time or triaged correctly. IoE&IT will also supplement the Customer provided knowledge articles with the provision of easily digestible information tools including single page quick notes (covering core export/import terms), FAQs (drawing on experience from the IoE&IT technical helpdesk) and 4 trader journey diagrams (to aid understanding of goods movement processes noting actions required by the trader for standard, controlled, SPS measures and excise goods). For costing purposes this is based on 10 quick notes and 4 diagrams across first 6-month contract. A further 20 quick notes are included for each 12-month contract extension).

b) Programme of Professional Development: Through our partnership with IoE&IT we have identified a number of value add (optional requirement) recommendations that allow us to create programme of professional development for our agents to support DIT to evolve the ESS service from information and triage to resolution. This includes the •IoE&IT Customs and International Trade Academy to be accredited at Intermediary Level, •Continuous Professional Development (CPD) credits and affiliate membership with further learning supported through the IoE&IT on demand courses and library of documents and recorded webinars and, •utilising HGS apprenticeship scheme, Level 3, for further skills and qualifications. Costs for these three areas has been included as an optional requirement for 10 top performing HGS agents,

c) Import and Export: With the advent of freeports in England this year, we believe it is highly likely that traders will be enquiring about both export and imports. IoE&IT can support ESS by developing the training programme to expand agent knowledge and impart information to traders so they know that goods can be imported, manufactured, and exported without standard tariffs or normal customs checks. This is included as an optional requirement cost for a 1-day import training course.

B3. Process:

a) Operational Improvement: Led by HGS' Call Off Contract Manager, using HGS global methodology to include our comprehensive quality programme, voice of the customer analysis (CSAT survey) and contact drivers, systems, and people improvement with tools, to drive improvement across service delivery, issue resolution quality and training. They will use MI to identify opportunities to reduce the time and effort to complete tasks and where suitable, reduce staffing by optimising utilisation (e.g., ensuring staff schedules closely align to volume demand/interval arrival patterns, identifying if technology can serve instead of agents).

b) Trader Customer Journey Improvement: HGS has a strong working relationship with the IoE&IT through services already being delivered for Trader Support Service and Digital Trader Service. Within our core solution (not optional requirements) for DIT we have included the cost for an IoE&IT Advanced Customs and International Trade Consultant to work with HGS and DIT in the provision of supplementary guidance and expertise during the contract term. Working with IoE&IT, HGS will proactively make improvement recommendations to DIT to ensure call flows, scripts and triage remain relevant to international trade legislation, government advice and policy change and incorporate insight from traders (noting patterns in enquiry subject and complexity) and goods movement customer journeys for their markets, not only through ESS but also from across the established IoE&IT helpdesk and its network of members, which includes DIT regional units.

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As an example, using call performance data, we were able to reduce the agent requirement by 10 FTE by multi-skilling agents across service sales and retention to avoid unnecessary handoffs between teams and stranded resources.

Q9 – Demand Management – Capacity & Volumes

HGS solution for ESS will use existing trained resources to provide a fully flexible service (up and down) which is future proofed to meet changes in end user needs as follows:

1. For service commencement we will transfer an existing, highly trained workforce, of which the majority of agents and all dedicated management have a base of exporting knowledge.
2. Recruitment of staff on flexible working time contracts across the day/week to manage peaks.
3. In Business As Usual (BAU) we use a combination of direct and partner recruitment, (incl. Cordant and Reed), ensuring the development of an ongoing pipeline of UK based candidates can enable us to meet both planned and unexpected demands.
4. A tried and tested training delivery model for small, medium, and large-scale capacity ramps including e-learning for HGS induction, supported by Institute of Export and International Trade (IoE&IT). Our public sector transition team will co-ordinate all required onboarding for DIT to include laptop commissioning and courier logistics, login and email permissions and IT testing. They ensure everything is in place for training to commence.
5. Our operating model HGS WorkCloud (a hybrid work@home and in office model) allows us to recruit in the right catchments for skillset availability, with ease of employee redeployment across clients using this work@home/ hybrid status, allowing us to protect jobs as client requirements change. This is enabled through cloud-based technology which is cost flexible (monthly not annual licence fees) allowing us to pass savings onto clients and also provide unlimited capacity.
6. A proactive real-time approach to monitoring and management of demand.

We have proven ourselves to be a flexible partner deploying staff at speed and scale for both our public sector and commercial clients. *An example of a similar service is Fujitsu/HMRC Trader Support Service (TSS). HGS is responsible for contact centre and telephony, both designed to minimise risk to this high-profile service. It launched on the 2nd November 20 with 70 FTE agents supporting Trader's as they registered to use the service. This was implemented within 1.5 months of contract award. We then ramped up to 700 advisers plus management by the 21st December ready for the Brexit policy change on the 1st January 2021. As the service is complicated, all staff required 3 weeks training. At peak, we onboarded 300 new starters in one day, and delivered 27 training groups simultaneously. To achieve this, we; recruited from catchments, across the UK where customs skills were available (e.g., certain university cities, ports such as Liverpool and in Northern Ireland where we had committed to create jobs), we implemented HGS WorkCloud for flexibility and drew upon HGS IoE&IT experienced trainers to develop and deliver training. Subsequently we have worked closely with Fujitsu/HMRC to ensure staffing is aligned with demand and in mid-August we are reducing the headcount on the service by 150 FTE for which all staff will be redeployed other HGS clients. Even with such a challenging launch, throughout delivery our KPIs have been green.*

Mechanisms to deal with demand/volume fluctuations in the short, medium, and long term

Our ISO9001 accredited workforce management approach is designed to anticipate fluctuations in work volumes and therefore adjusts the number of agents accordingly allowing us to deliver quality services at all times, un-affected by sickness, leave, training or recruitment. We follow this approach for all our public sector clients and for the last 6 months have delivered "green" performance metrics across all.

Long Term: During transition our UK Workforce Management (WFM) team will work with DIT to set up a 12-month rolling forecast of required agents, using the provided volumetrics (English and Welsh), service levels, AHT, and opening hours which has then been overlaid against our best practice operational metrics and Erlang model, factoring in peaks in daily interval patterns, attrition and backfill training requirements. This will give DIT forward plans for post 31st March 2021 to support the securement of further funding.

Medium Term: From this they create a Capacity Management Plan. This is a 13-week rolling view from which a 6-week schedule detailing the number of agents required to deliver the available/productive hours to achieve the forecast service levels by day and 30-minute intervals. Against this, agent FTE and management requirement are scheduled using a range of shift patterns. Any shortfalls are identified and where these can't be addressed by making changes within the existing resource/delivery model, recruitment and training plans are created. Any variations within 10% will be agreed in the operations meeting and where the variation is above 10% HGS will use the Variation procedure within the contract. The plans are approved by the Call Off Contract Manager (COCM) prior to release and managed per variation procedure (SoR 3.16).

Short Term: To ensure we deliver the required available/productive hours, actual performance, and delivery of demand against forecast, performance is monitored/reviewed in real time, daily, weekly, and monthly over the life of the contract with actions taken accordingly to address shortfalls as detailed above.

We have a proven track record scaling up/down to meet different levels of demand as detailed for Money and Pension Service (MAPS). We double the size of the service every January and February to support the seasonal peak. Since contract start, we have seen fluctuations in demand, particularly during COVID-19. To protect service levels without the need for extensive recruitment/training and associated cost, we have increased opening hours, adjusted service levels, introduced new digital channels and offered call backs in quieter times.

Service Level Performance Management Methodology

To ensure the operation delivers the required service levels, the actual performance against expected is monitored on multiple levels; real-time, daily, weekly, and monthly:

Real Time Analysts and Team Managers (TM) monitor actual volumes received, service levels, average handle time, schedule adherence and agent utilisation, making realtime changes as required to staff availability and scheduling. They update the Call Off Contract Manager (COCM) on performance via a weekly conference call and regular email updates / calls during the week.

Agent Performance - every agent is set targets for adherence, attendance, and call metrics (AHT, ACW, hold etc, meeting scheduled call-back times.). These individual statistics are made available for the agents to access, allowing them to take responsibility and encourage self-management.

Agent, Team and Group performance - statistics are fully visible to TM, COCM and Real Time Analysts through dashboards on their laptops and wallboards allowing real time adaptation.

Performance outliers – reports identify outliers against key ESS delivery metrics to enable TM to coach agents and /or teams to improve performance.

MI and Analytics – identifies reasons for variance from which the operations team can build action plans for improvement. This includes our globally reported, KPI trend and reporting tool, Form F, which provides a long-term view of performance to observe and act upon negative trends.

Accommodating an example scenario of a contact volume variance of -/+20% or more?

To accommodate a variance of +20% we can use a combination of levers to minimise additional cost pressures. For short and medium-term solutions, we will complete "what if

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scenario" models to agree with DIT during transition. These can then be deployed immediately, avoiding the variance procedure where there is a risk of delay. The majority of the examples below can be delivered without increasing the budget.

Short Term (a few hours): Our WFM teams reduce off-phone work to increase agent capacity. This may include postponement of training; reduction / change in lunch periods and breaks; changes to IVR using agreed messages to drive to online, and if agreed, overtime. TM and Quality Coach can also take calls

Medium Term (a few days): In addition to short term, we change IVR messages to promote / redirect to gov.uk for agreed enquiry types, staff holiday freeze, extending opening hours and adjusting service levels; As an example, on MAPS, we have tested different service levels and up to 70% in 60 seconds with a PCA of 95% has proven to have negligible impact on the customer experience whilst creating capacity.

Long Term (more than 4 weeks): We can take different approaches depending on the trend in order to minimise cost. For a tactical increase, e.g., FAQ requirement (e.g., announcement/event), we can recruit staff with a specific skill. Training can be reduced to 1-2 days and resource filled quickly. These initiatives can be implemented even faster if Bring Your Own Device (BYOD) can be used with basic security checks; typically, 5-10 days. *E.g., for Track and Trace we recruited and trained 250 agents in 2 weeks for a particular process/ customer interaction with a 2-day training duration*. Where the requirement is permanent and full-service ramp/training is required, then we would allow up to 8 weeks to recruit directly as per SoR 5.2,5.3.

For reduced volumes of -20% we wouldn't want to reduce resource unless it was a permanent down-sizing of the operation because of the calibre of staff recruited and the investment in training and development by both HGS and DIT. For short term events we instead offer employees the chance to take holiday or "bank hours" to then be called upon during busier times. For longer term events we would look to redeploy them, where possible, on other client programmes across the business.

Q10 – Optional Service Delivery

We have responded SoR 3.11 by presenting the initiatives in two sections. The first relates to knowledge and international trade and includes 3.11a, second enabling technology and opening hours 3.11 b - e.

Added Value through our Partnership with the Institute of Export and International Trade (IoE&IT)

We believe we are unique within the RM3185 framework because we already have transferrable experience in supporting traders to move goods, post Brexit; • _Fujitsu/HMRC Trader Support Service (TSS): contact centre services and telephony to support traders moving goods between Great Britain and Northern Ireland. •Digital Trader Service (DTS): Registration, subscription, advice, guidance, and triage for traders wishing to submit declarations for goods imported to the UK from the EU. On both clients we partner with and are provided support services by the Institute of Export and International Trade (IoE&IT). More than 230,000 SMEs already export overseas but export minister Graham Stuart MP believes this number could more than double to 600,000. For DIT we have identified a number of added value initiatives to support and protect service live and ensure the longer-term success and evolution of the ESS helpdesk. The way we can do this includes; supplementary specialist training, international trade awareness, facilitating joined up

communication and gathering additional insight from those departments involved in international trade (such as DIT regional units) and supporting the government levelling up agenda.

Contact Centre Initiatives

Case studies, FAQs, and other service promotional materials: within our core solution we have included IoE&IT single page quick notes (covering core export/import terms), FAQs (drawing on experience from the IoE&IT technical helpdesk) and trader journey diagrams (to aid understanding of goods movement processes noting actions required by the trader for standard, controlled, SPS measures and excise goods). For costing purposes this is based on 10 quick notes and 4 diagrams across first 6-month contract. A further 20 quick notes are included for each 12-month contract extension). Any additional case studies or materials will be created through a combination of HGS and IoE&IT experts and charged at a day rate.

Export Agent Training: In our core service offer, all members of the ESS Helpdesk will have received IoE&IT training in exports. This will either be from the intensive training course delivered for TSS or a 1-day specific export training programme. This supplementary knowledge builds further contingency to ensure we are ready to face a full range of enquires at the launch of this new service. If this knowledge is found to be beneficial, then any new starters for attrition backfill and ramp can attend the course at an additional charge. The course includes; Exporter responsibilities, Valuation of goods for customs purposes, Basic export and transport documents, Rules of Origin, VAT, Role of customs intermediaries, CHIEF and CDS declarations systems, Customs Procedures Codes and the customs declaration form, Commodity codes: application and impact on imports, Incoterms®: application and impact on exports, Transit procedures, E-commerce movements, Certificates for food and plant products.

Import Agent Training: With the advent of Freeports in England this year, we believe it is highly likely that traders will enquire about export and imports. IoE&IT can support ESS by developing a training programme so they can answer queries on how goods can be imported, manufactured, and exported without standard tariffs or normal customs checks. This is a 1-day import training course covering; Indirect and direct importing, Key documentation, The role of HMRC, Import duties and VAT, Processing an import order: the contract of sale, Commodity codes: application and impact on imports, Role of customs intermediaries, CHIEF and CDS declarations systems, Customs Procedures Codes and the customs declaration form, Incoterms®: application and impact on imports, Certificates for food and plant products (import pre-notifications), For EU-GB imports, the Border Operating Model

IoE&IT Webinars: Tailored for the ESS helpdesk, a monthly one-hour webinar keeping the agents and DIT up-to-date and engaged so they are confident handling trader queries such as legislation/policy changes covering export, import, customs procedures, VAT, and logistics.
Intermediary Customs Training: For agents showing true potential (10 best performing agents) this IoE&IT course will allow them to achieve Customs and International Trade Adviser Level. It is an intensive deep-dive into more detailed areas of international trade and customs – such as Rules of Origin/commodity codes/Export Controls providing career progression and a legacy of committed agents who deliver high quality advice and guidance – servicing government's needs in the regions

Continuous Professional Development (CPD) and Apprenticeships: CPD credits and affiliate membership with further learning supported through the IoE&IT on demand courses

and library of documents and recorded webinars. Apprenticeship, Level 3 utilising HGS apprenticeship scheme, further international trade skills and qualifications.

Trader/ Wider Initiatives

DIT Regional Stakeholder Engagement: The IoE&IT already has close working relationships with many DIT regional units across the UK. Therefore, there is opportunity to bring both central, regional DIT and ESS helpdesk together through a programme of programme of communication, data insight and trends, policy advice and guidance and exploring solutions for identified problems. The cost provided is for 6 physical/virtual meetings for each rational ITA tailored to the DIT region.

Policy Support: IoE&IT has first-hand insight on the challenges traders face every day to include its membership base and established technical helpdesk. They can support DIT to provide insight to government policy makers, with both quantitative and qualitative data. Management Educational Support Apprenticeship: IoE&IT will support the education of DIT staff via a chartered management degree apprenticeship. This is a four-year IoE&IT programme of learning run with the University of Plymouth leading to a BSc (Hons) Professional Management Practice.

Strategic Legal and Technical Support
Through our partnership delivering TSS we have access to strategic advisers to the government to include [REDACTED], (Chair of Global Vision, COE of Competere, Head of Trade at the Centre of Economics and Research), [REDACTED], (CEO of KGH Border Services), and [REDACTED], (former HMRC Director of Customs and Transformation). They will be able to provide supplementary advice across international trade and customer law and policy, EU rules and insight from HMRC former senior official.

Added Value through Enabling Technology
We have designed the cloud-hosted technology stack proposed for DIT to be "future proofed", so the ESS service evolves cost effectively during the contract term through Amazon Connect (telephony), Microsoft Dynamics 365 (MSD) customer service management (CRM and Knowledge bank) and NICE (Workforce Quality management systems). These systems have the capability to add digital functionality or easily integrate to other cloud technology through pre-established API.

Webchat: Amazon Connect has functionality to build webchat within its agent console. Being in the same platform as telephony, agents can easily move between voice and chat and our real time analysts are able to manage two "live" channels more effectively. Costs are included for a basic scope.

Smart Queue Jumping: Our assumption is that this is to provide certain traders with a priority service. For ease in the customer journey our recommendation is that a second inbound phone number is provisioned. This would be published only to those traders DIT wishes to be able to "jump the queue". If this is actually related to in queue call back, then this functionality has already been priced in the core solution.

Appointment Booking: This functionality is available in the MSD CRM and included in the licence fee for the CRM. We have included a basic build for purposes of the proposal with guideline charges.

Call Transcription: Amazon Connect, Contact Lens provides full sentiment and text transcription of each call. Data can be used for both query analysis and insight and quality coaching. The TM has access to live dashboards on their computer so they can provide

support to agents and traders if a red flag is indicated. Costs are included for the build and realtime API based on JSON.

Opening Hours: The opening hours are all delivered currently for our existing public sector clients. These have been priced as requested.

Q11.1 – Social Value – Businesses/Jobs/Skills

A key partner to many government departments our Model is an extension of the investments HGS has made in Corporate Social Responsibility (CSR), a part of our culture.

Method Statement

Our Social Value model is owned by our Executive Board and commits to all aspects of the Social Value Legislation and the government levelling up agenda. HGS creates opportunities for entrepreneurship and helping new organisations to grow through our supply chain management and localisation agenda. We create employment and skills in our workforce through, comprehensive training and opportunities for development and progression, helping those from disadvantaged groups move into higher paid work by. Our commitment includes:
Business: •Measurement, reporting, and increasing the types of organisation in our supply chain (SMEs, VCSEs), •Holding engagement activities in the localised region where the services will be delivered to diversify and localise our Supply Chain, •Removal of barriers to entry for new supply chain partners, ensuring our selection process is fair and transparent, •Advertising opportunities considering the best open methods to use such as contracts finder, •Supply Chain prompt payment (within 30 days of invoice receipt).
Employment: •Continuation of fair and equal employment through our recruitment process, aligned to the 5 foundational principles in the Good Work Plan, •Maintaining all our contact centres to be accessible to those with disabilities, •HGS WorkCloud (Work@Home and in office hybrid model) opening up employment to areas across the UK where skilled opportunities are not as available (Inc. Scottish Borders and Northern Ireland), •Gender pay gap reporting and maintaining pay parity, •Engaging our workforce in the matters that really count, through a diversity committee, •Comprehensive training, including digital skills and supplementary training from the Institute of Export and International Trade (IoE&IT), •Providing opportunities for career progression through access to CPD and •Commitment to Level 3 apprenticeships.

Project Plan

Transition: •Supply Chain confirmed, •Reports set up to monitor and measure our commitments to suppliers and employees, •Employees selected through our recruitment process, enabled through HGS WorkCloud and specific DIT skills, knowledge and systems training delivered
First six months: •Monitor and measurement of our commitments, •Employees receive intensive quality and coaching, • Individual development plans created and managed, • Training Needs Analysis and action plans identified and agreed ready for contract DIT contract extension
First 12 months: •Monitor and measurement of our commitments, •Developing additional skills in role (e.g., IoE&IT import training and IoE&IT Customs and International Trade Academy for accreditation at Intermediary Level; • Identify team members for further CPD and apprenticeship schemes.

Years 2-3: Opportunity for longer term specialist skills enhancement to include •CPD credits and affiliate membership with further learning supported through the IoE&IT, and •utilising HGS apprenticeship scheme, Level 3, for further international trade skills and qualifications.

Monitor, Measure & Report to Support the Policy

HGS works with staff, suppliers, and clients in the co-design/creation of the policies. Our approach ensures all stakeholders are engaged, shared ownership in the approach, increased adoption, and success. Where required full training is delivered to our staff, customers, and suppliers as appropriate. We monitor our commitments through our; **a) global governance** and reporting systems. Reporting is tracked by contract and location, to include supplier prompt payment reporting, diversity/equal opportunities, recruitment, training, development, apprenticeships, and promotions. We are also able to drill down to individual where relevant to ensure parity, **b) From our clients and suppliers**, feedback is gathered through our global client satisfaction surveys and structured governance (quarterly and annual business reviews) which are represented by our Executive, **c) For Employees** feedback is gathered through our annual global employee satisfaction surveys, touch base ESAT surveys, Executive led employee "Town Halls" and specific committees, such as the Diversity Committee and Social Committee. We also ensure industry and thought leadership and legislation is shared through our global client advisory programme of round tables and forums, industry leaders such as IoE&IT, employee intranet and bi-monthly magazine.

HGS finance, procurement and HR departments track metrics daily, are reviewed by business stakeholders weekly and monthly by our Executive, to ensure any deviation of planned vs actual is addressed quickly.

Q11.2 – Social Value – Improve Health & Wellbeing

HGS is fully committed to ensuring the health and wellbeing of our staff, as well as the wider community and supply chain. HGS has comprehensive policies designed to positively impact individual wellbeing and contribute to transforming our local communities in a real, sustainable manner, whether home or office based. HGS already has health and wellbeing policies in place across the two areas, with a commitment to:

Support Health and Wellbeing in the Workforce:

- Maintain an understanding of the health and wellbeing of our workforce through regular engagement through proactive line management, ESAT surveys (annual and regular touch base), wellbeing communications through our intranet and bi-monthly magazine.
- All staff have access to free counselling, mindfulness & wellbeing programmes through our Perkbox scheme
- Formal occupational health support & HR interventions_
- We have created HGS WorkCloud (based on employee feedback), a hybrid Work@Home/ in office delivery model. It offers benefits of home working (reduced commute, time for interests and physical activity) with scheduled in office face to face activities (coaching, social & training.

Influence Health and Well Being (Staff, Suppliers, Customers)

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- Implementation of the 6 standards in the Mental Health at Work commitment, and promotion of this through our Supply Chain Partners.
- All staff have access to discounted gym membership, through our Perkbox scheme, along with onsite gyms in a number of our centres.
- HGS supports the wider community which initiatives such as donation to local food banks, hospital fundraising, local charities, and local sport teams' sponsorship.

Project Plan

Transition: •Reports set up to monitor and measure our commitments, •HGS WorkCloud established, •Access to Perkbox enabled •Health, Wellbeing and Perkbox use forms part of induction training, •30-, 60- and 90-day HR interventions to ensure staff are settled and supported

First six months: •Monitor and measurement of our commitments, •Line Manager one on ones and informal peer chatrooms, • Touchbase ESAT Survey completed, • Exec Town Halls attended, • Voluntary work promoted

First 12 months/Ongoing: •As above plus • Global Annual ESAT Survey and Client CSAT Survey •

Monitor, Measure & Report to Support the Policy

HGS works with staff, suppliers, and clients in the co-design/creation of our health and well-being policies. Our approach ensures all stakeholders are engaged, shared ownership in decisions, increased adoption, and success. Where required, full training is delivered to our staff, customers, and suppliers as appropriate.

We monitor, our commitments as follows: **a) Global HR governance** and reporting systems and adhere to legislative reporting (equal pay). Inclusivity & diversity is tracked using data collected in the recruitment process (age, disability & ethnicity), analysed to identify areas of concern &, address policies or practices that are affecting diversity & equality, **b) From our clients and suppliers**, feedback on wellbeing and volunteer work is gathered through our global client satisfaction surveys and structured governance (quarterly and annual business reviews) which are represented by our Executive, **c) For Employees** feedback is gathered through; •Regular one on ones and chat rooms/face to face with line managers and peers, •Our annual global employee satisfaction surveys, •Regular touch base ESAT surveys and •Executive led employee "Town Halls" and specific committees, such as Diversity and Social.

HGS HR department tracks metrics daily, are reviewed by business stakeholders weekly and monthly by our Executive, to ensure any deviation of planned vs actual is addressed quickly. Reporting is tracked by contract, location and agreed demographic data (incl. tenure, age, ethnicity, disability etc). We are also able to drill down to individual where relevant to ensure safety, wellbeing, and parity.

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Q12 Pricing

Customer Instructions:

Quantities should be based on the estimated volume assumptions to provide a indicative scenario based cost for evaluation purposes. Call Volumes are estimated to be around 3,000 per week based on current export calls received by departments across Government. For the purposes of Bidder's tender response, the Bidder should model resources on 3,000 calls per week at 10 minutes Average Handling Time – steady hour by hour, day by day with no peaks or troughs. See Section 3 paragraphs 3.12 - 3.16 of Schedule 2 Annex A Statement of Requirements for further detail on Capacity and Volume requirements. Please note - this is a scenario for evaluation purposes only. There can be no guarantee of the volumes over the term of the contract.

Table 1a. The Bidder should provide an hourly rate for each agent role on the basis of Available Hours. The Bidder should provide their calculation for the number of Available Hours in a working day per agent and the number of agents the bidder proposes to use. This will calculate a total daily cost to the Customer for agents at that role. The Bidder should proivde the number of working days in the Initial Period from Service Commencement to 31st March 2022. This will calculate a total cost to the Customer for 6 months.

Table 2a. The Bidder should provide an hourly rate for each agent role on the basis of Productive Hours. The Bidder should provide their calculation for the number of Productive Hours in a working day per agent and the number of agents the bidder proposes to use. This will calculate a total daily cost to the Customer. The Bidder should provide the number of working days in a 12 month period. This will calculate a total cost to the Customer for 12 months.

Bidders should also provide any other Operational Costs which are not included within the hourly rates in table 3.

All rates and costs should exclude Profit which should be input in the Total Price Calculation.

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Table 1a :Agent Charges - Available Hour Total Cost to Customer for 6 months

1a Agent Charges Available Hour (Agent roles based on CCS Framework RM3815)	Guidance	Hourly rate (£) (Available Hours) (Excludes Profit)	Supplier calculation for number of Available Hours in a Working Day per Agent	No. of Agents	Total daily cost to Customer (Col I * Col F * Col H)	No. of days. (Assumption of working days in initial period from Service Commencement to 31st March 2022 - 6 months)	Total cost to Customer for 6 months
							[REDACTED]
Team Leader or equivalent	Wrapped cost per hour/per agent - see 1b. Breakdown of Hourly Rate for what costs rate should include / exclude)						
Back Office Agent or equivalent							
Advanced Agent or equivalent							
Intermediate Agent or equivalent							
Entry Level Agent or equivalent							

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Table 2a :Agent Charges – Productive Hour Total cost to Customer for 12 months

2a. Agent Charges Productive Hour (Agent roles based on CCS Framework RM3815)	Guidance	Hourly rate (£) (Productive Hours) (Excludes Profit)	Supplier calculation for number of Productive Hours in a Working Day per Agent	No. of Agents	Total daily cost to Customer (Col I * Col F * Col H)	No. of days (assumption of working days in a 12 month period)	Total cost to Customer for 12 months
Team Leader or equivalent		[REDACTED]					
Back Office Agent or equivalent	Wrapped cost per hour/per agent - see 2b. Breakdown of Hourly Rate for what costs rate should include / exclude)						
Advanced Agent or equivalent							
Intermediate Agent or equivalent							
Entry Level Agent or equivalent							

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Table 3 :Other Operational Costs – Total Cost for 6 months and 12 months

[REDACTED]

3. Other Operational Costs (£)	Guidance	Description of what the cost relates to:	Qty	Unit Price — Provide cost breakdown for each component or rate (excludes profit)	Total Cost (6 months)		Total Cost (12 months)
Management fee	Any operational costs which are not included within the Agent hourly rates in table 1a and table 2a to the extent that such costs are necessary and properly incurred by the Supplier in the provision of the Services	1 dedicated (FTE) Call Off Contracts Manager as per Schedule 6 (call off contract) and 1 dedicated (FTE) Quality Coach/ Knowledge Administrator, 1 dedicated (FTE) IoE&IT Consultant. Other management and support staff from across our expert teams are shared					
IT Infrastructure i.e. Ongoing support and maintenance	Include in Other Operational Costs any reasonable costs for management resources as 'Management fee'. The Bidder should detail in the description what assumptions have been made for the size of the management team linked back to their technical bid.	Tech infra and CRM license costs in year 1. Year 2 costs include recovery of CRM set up costs. Out of £145,873, £111,438 is the licence and infrastructure cost. The balance is the recovery of the CRM set up.					
Telephony i.e. Call charges, line rental		AWS ongoing usage charges					

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Evaluated Total Price

Requirements (Evaluated)	Implementation	Service Delivery (Available Hour)	Service Delivery (Productive Hour)	Exit (Scenario 1)	Total Price:
Total Costs					
Profit			[REDACTED]		
Total Charges					
Tendered Profit Margin (%)					

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CALL OFF SCHEDULE 16: PROCESSING PERSONAL DATA

This Schedule shall be completed by the Controller, who may take account of the view of the Processor, however the final decision as to the content of this Schedule shall be with the Customer at its absolute discretion.

1.1   The contact details of the Customer's Data Protection Officer are: [REDACTED] – data.protection@trade.gov.uk

1.2   The contact details of the Supplier's Data Protection Officer are: [REDACTED] – DPO@teamhgs.co.uk

1.3   The Processor shall comply with any further written instructions with respect to Processing by the Controller.

1.4   Any such further instructions shall be incorporated into this Schedule.

Description	Details
Identity of Controller for each Category of Personal Data	**The Customer is Controller and the Supplier is Processor** The Parties acknowledge that in accordance with Clauses 34.5.2 to 34.5.15 and for the purposes of the Data Protection Legislation, the Customer is the Controller and the Supplier is the Processor of the following Personal Data: • **First name of end user of the helpline** • **Last name of end user of the helpline** • **Email address of end user of the helpline** • **Telephone number of end user of the helpline** • **Position within organisation of end user of the helpline** • **Addresses of end user (where a sole trader is using a personal home address)** **The Parties are Independent Controllers of Personal Data** *The Parties acknowledge that they are Independent Controllers for the purposes of the Data Protection Legislation in respect of:* • Business contact details of Supplier Personnel for which the Supplier is the Controller, and • Business contact details of any directors, officers, employees, agents, consultants and contractors of the Customer (excluding the Supplier Personnel) engaged in the performance of the Customer's duties under this Call Off Contract for which the Customer is the Controller.

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Duration of the Processing	The duration of the Call Off Contract Period including any Extension Periods. Personal Data must be held in accordance with the data retention periods specified in the privacy notices for the purposes of UK GDPR compliance, which shall be based on the Customer's privacy notice. The Customer's privacy notice provides that: (a) Personal Data must not be retained for longer than three (3) years from the last action date with the Data Subject; and (b)anonymised information related to the queries, the advice given, aggregated analyses, and any other anonymised related information will be retained for up to 15 years from the date when the advice was given or the analyses approved. Data in the Supplier's Customer Relationship Management (CRM) system, including transcripts of calls (excluding call recordings) shall be retained for five (5) years or until the expiry of this Call Off Contract, at which point all data shall be transferred in full to the Customer, who will retain the data for ten (10) years. The data retention period for call recordings will be 3 months and a log kept of all access to those recordings and their use. No recordings are to be released for any purpose without approval by the Customer except where the Supplier is required by Law to release any recordings. If it is so required the Supplier shall notify the Customer before releasing any recordings unless prohibited by Law.
Nature and purposes of the Processing	The nature of the Processing means any operation such as collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction of data (whether or not by automated means) etc. Personal Data will be Processed in order to provide export support to businesses, in addition to reporting, evaluation and monitoring purposes. This may include matching to other data sources to understand more about organisations like the end user's and general patterns or trends. The data will not be published or referred to in a way which identifies any individual or business. The Personal Data may also be Processed for marketing purposes where consent from the end user is given.
Type of Personal Data	**End users (exporters or enquirers which will be calling the helpline)** ● **First name and Last name** ● **Email address** ● **Telephone number**

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	● **Position within organisation** ● Addresses (if a sole trader is using a personal home address)
Categories of Data Subject	**End users (exporters or enquirers which will be calling the helpline)** Supplier staff Customer staff
Plan for return and destruction of the data once the Processing is complete UNLESS requirement under Law to preserve that type of data	**Personal Data must be held in accordance with the data retention periods specified in the privacy notices for the purposes of** UK **GDPR compliance, which shall be based on the Customer's privacy notice**. The Customer's privacy notice provides that: (a) Personal Data must not be retained for longer than three (3) years from the last action date with the Data Subject; and (b) **anonymised information related to the queries, the advice given, aggregated analyses, and any other anonymised related information will be retained for up to 15 years from the date when the advice was given or the analyses approved.** **Data in the Supplier's CRM system, including transcripts of calls (excluding call recordings) shall be retained for five (5) years or until the expiry of the contract, at which point all data shall be transferred in full to the Customer, who will retain the data for ten (10) years.** **The data retention period for call recordings will be 3 months and a log kept of all access to those recordings and their use. No recordings are to be released for any purpose without approval by the Customer** except where the Supplier is required by Law to release any recordings. If it is so required the Supplier shall notify the Customer before releasing any recordings unless prohibited by Law**.**

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