Framework Schedule 1 (Specification)

In this Schedule, the following words and phrases shall have the following meanings and they shall supplement Joint Schedule 1 (Definitions):

Term	Definition
Accountability Model	those accountability models set out in Paragraph 3.5 and 3.6;
Alpha	the alpha phase of agile delivery described in the Service Manual;
Beta	the beta phase of agile development described in the Service Manual;
DDaT	Digital, Data and Technology requirements are set out in Paragraph 2.10 to 2.13 and DDaT roles are set out in Annex 1 (Pricing Matrix) of Framework Schedule 3 (Framework Prices);
Deliverable Increment	an incremented output provided as part of the Services prior to a final accepted Deliverables;
Digital Programmes	capability-based services or delivery of multiple projects covered under an overarching strategic service objectives using PPM frameworks as further described in Paragraph 2.2 and which fall within Lot 1;
Digital Specialists	individual digital specialist to deliver a defined digital outcome or capability as further described in Paragraphs 2.10 to 2.13 and which falls within Lot 2;
Digital transformation	the implementation of new digital technologies, talent and processes to improve the contracting authority's operations and services to satisfy the needs of users and customers
Discovery	the discovery phase of agile delivery described in the Service Manual;
Extended Discovery	has the meaning given to it in Paragraph 2.5.2;
Live	the live phase of agile development described in the Service Manual;
Open Standards Principles	the Cabinet Office' Open Standards principles: https://www.gov.uk/government/publications/open-standards-principles/open-standards-principles;
Profession Capability Framework	the DDaT Profession Capability Framework located at: https://www.gov.uk/government/collections/digital-data-and-technology-profession-capability-framework;
Project portfolio	a process by which a contracting authority's projects are

management or PPM	evaluated and executed to ensure strategic alignment with their service goals and objectives
Retirement	the retirement phase of agile development described in the Service Manual;
Service Manual	the Service Manual: http://www.gov.uk/service-manual;
Service Standard	the Service Standard section of the Service Manual: http://www.gov.uk/service-manual/service-standard;
SFIA	the Skills Framework for the Information Age, located at: https://sfia-online.org/en; and
T Levels	these are new courses which follow GCSEs and are equivalent to 3 A levels. These 2-year courses, which launched September 2020, have been developed in collaboration with employers and businesses so that the content meets the needs of industry and prepares students for work, further training or study: (see: https://www.gov.uk/government/publications/introduction-of-t-levels/introduction-of-t-levels)
Technology Code of Practice	the technology code of practice: https://www.gov.uk/service-manual/technology/code-of-practice.html;

Delivering Social Value

Social Value legislation places a legal requirement on all public bodies to consider the additional social, economic and environmental benefits that can be realised for individuals and communities through commissioning and procurement activity, and, in Scotland, to deliver them. These benefits are over and above the core deliverables of Contracts. General information on the Social Value Act can be found at: https://www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources

Guidance published in Procurement Policy Note 06/20 requires that Social value should be explicitly evaluated in all central government procurement rather than just considered as required under the Public Services (Social Value) Act 2012. Updated social value themes for public bodies can be found on this link: https://www.gov.uk/government/publications/procurement-policy-note-0620-taking-account-of-social-value-in-the-award-of-central-government-contracts

The following Social Value priorities are intrinsic to the Specification for this Framework Contract:
- tackling economic inequality
- equal opportunity

The Buyer can identify further specific social value priorities within its Statement of Requirements as part of the Call-Off Award Procedure undertaken in accordance with Framework Schedule 7.

1. COVID-19 recovery

1.1. Help local communities to manage and recover from the impact of COVID-19

1.1.1. **Workplace conditions that better support the COVID-19 recovery efforts:** Buyers can ask Suppliers for measures to ensure effective social distancing, remote working and sustainable transport solutions to deliver the services, which are relevant to the Call-Off Contract.

2. Tackling economic inequality

2.1. Create new businesses, new jobs and new skills

2.1.1. **Apprenticeships and other training schemes:** At the Call-Off Award Procedure, Buyers can ask Suppliers to deliver training schemes and programmes for some specified DDaT role requirements, such as apprenticeships, T Levels or any other similar provisions to support relevant sector related skills growth and sustainability, and in response to any identified digital skills gaps and under-representation in the workforce through employment for new jobs for the disabled, ex-forces, new graduates and back to work in support of skills and employment objectives.

2.2. Increase supply chain resilience and capacity

2.2.1 **Supply chain opportunities for a diverse range of businesses:** Suppliers shall be asked how their organisation will ensure that supply chain opportunities under the Contract are accessible to a diverse range of businesses, including SMEs, VCSEs and mutuals, through subcontracting or any other acceptable arrangements (such as consortiums). They shall also be asked how they will monitor, measure and report on the impact of this through the use of a Balanced Scorecard.

2.2.1. **Corporate social responsibility:** Suppliers shall be required to comply with the provisions of the Supplier Code of Conduct and the standards set out in Joint Schedule 5 (Corporate Social Responsibility) including reporting (see Framework Schedule 5 (Management Charges and Information)) and continuous improvement (see Call-Off Schedule 3 (Continuous Improvement)) requirements.

3. Fighting climate change

3.1. Effective stewardship of the environment

3.1.1. **Environmental sustainability and carbon reduction:** For Call-Off Contracts with a value of £5 million per annum or above and where the measure is related and proportionate, Buyers can

set out to assess as part of the Selection Criteria during the Call-Off Award Procedure on how Suppliers have taken steps to understand their environmental impact and carbon footprint relevant to the delivery of the Call-Off Contract through their carbon reduction plans and commitment to Net Zero in accordance with PPN 06/21.

4. Equal opportunity

4.1. Reduce the disability employment gap

4.1.1. **Development opportunities for disabled people in the workforce:** Suppliers can be asked by Buyers during the Call-Award Procedure how they can offer development opportunities for disabled people in their workforce or employ more disabled people in new skills relevant to the Call-Off Contract, including through training schemes that result in the disabled people obtaining recognised qualifications.

4.2. Tackle workforce inequality

4.2.1. **Modern Slavery**: The Supplier shall be aware of and adhere to duties imposed on commercial organisations by the Modern Slavery Act 2015 and all related Government procurement policy notes in relation to transparency in the supply chain.

5. Wellbeing

5.1. Improve health and wellbeing

5.1.1. **Health and wellbeing of Supplier Staff:** Buyers can ask the Suppliers, as part of the Call-Off Award Procedure, to illustrate their understanding of issues relating to health and wellbeing of staff in delivering their services under the Contract, including physical and mental health, such as having inclusive and accessible recruitment practices, development practices and retention focussed activities in their workforce.

5.2. Improve community integration

5.2.1. **Digital inclusion and accessibility:** The Supplier shall comply with the World Wide Web Consortium (**W3C**) Web Accessibility Initiative (**WAI**) Web Content Accessibility Guidelines (**WCAG**) 2.1 Conformance Level AA standard for accessibility when delivering their Services to design, develop and build any public facing websites and mobile applications. The Supplier's compliance with this requirement in turn enables CCS and the Buyer to comply with their own obligations under Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018 in signposting and making the Services available to Buyers.

1 Introduction

1.1 This Schedule sets out what we and our Buyers want.

1.2 The Supplier must only provide the Services, as part of the Deliverables, for those Lots that they are awarded under the Framework Contract, as set out in the Framework Award Form.

1.3 Services must be exclusively delivered by the Supplier Staff (where Supplier Staff includes Supplier employees, agents, consultants, contractors, Subcontractors or any person engaged by a Subcontractor in the performance of the Supplier's obligations under the Contract). The Supplier will deliver the Deliverables and will not solely source staff for others.

1.4 Role titles are based on the DDaT Roles - SFIA Skills Mapping from various online resources (e.g. www.sfia-online.org) which map commonly used specific roles which are linked to the Supplier Staff grades set out in the Pricing Matrix in Annex 1 of Framework Schedule 3 (Framework Prices).

1.5 Annex 1 (Pricing Matrix) of Framework Schedule 3 (Framework Prices) also sets out the full list of all DDaT Roles referred to in this Schedule.

1.6 The SFIA Role Family on Security and Privacy is not yet covered in the DDaT Profession Capability Framework so the roles are those from SFIA Version 8 Beta.

1.7 Subcontracting

The Supplier will:

1.7.1 only subcontract with the Approval of the Buyer. If the Supplier chooses to use their Key Subcontractors or a person engaged by a Key Subcontractor, this will be outlined in any Supplier's bid along with the percentage of delivery allocated to each Subcontractor.

1.7.2 take direct contractual responsibility and full accountability for delivering the Deliverables they provide using Key Subcontractors.

1.8 For all Lots and/or Deliverables, the Supplier must help Buyers comply with any specific applicable Standards of the Buyer.

1.9 The Deliverables and any Standards set out in Paragraph 3.5 below may be refined (to the extent permitted and set out in the Order Form and, if appropriate, each SOW) by a Buyer during a Further Competition Procedure to reflect its Deliverables requirements for entering into a particular Call-Off Contract.

1.10 Call-Off Contract Period

The Call-Off Contract is for the Call-Off Initial Period of up to a maximum of (a) 4 years for Lot 1 – Digital Programmes, and (b) a maximum of 2 years for Lot 2 – Digital Specialists from the Call-Off Start Date as set out in the Order Form.

1.11 Call-Off Optional Extension Period

Where the Buyer has incorporated an Optional Extension Period in the Order Form, the Parties agree that this Extension Period shall be for up to a maximum of 25% of the Call-Off Initial Period. The exercise of any Extension Period shall done in accordance with Clause 10.1.2 of the Core Terms.

2 Services offered

2.1 The Digital Specialists and Programme Deliverables are split into 2 Lots:

- Lot 1: Digital Programmes – a number of Service Provisions are provided

- Lot 2: Digital Specialists

Suppliers may only provide Services, as part of the Deliverables, for the Lot(s) for which they have been awarded a Framework Contract.

Lot 1: Digital Programmes

2.2 Digital Programmes will provide Supplier Staff to deliver strategic objectives through group(s) of projects that involve research, test, design, build, release, iteration, support and/or retirement of digital services, outcomes and deliverables. Buyers will define their specific requirements covered by the programme in their Statement of Requirements.

2.3 Suppliers under this Lot are required to have the capability and capacity to provide the following Service Provisions that will comprise the group(s) of related projects to achieve the strategic objectives of a programme:

2.3.1 **DevOps Services** support for ongoing live services;

2.3.2 **Digital Definition Services**. Either separately or combined Discovery (as extended under Extended Discovery under Paragraph 2.5.2 below) and /or Alpha phases;

2.3.3 **Build and Transition Services** either separately combining Beta phase and/or Retirement phases (including transition to Live). It is anticipated that Live will be covered by an appropriate competition for DevOps Services;

2.3.4 **End-to-End Development Services** with the ability to combine the full set of agile phases of Discovery through to Live; and

2.3.5 **Data Management (and similar) Services** primarily targeted at building, enhancing and maintaining data assets, migrating data from one system to another and analysis and reporting from such data assets.

2.3.6 Each Service Provision ("SP" in the table below) has Mandatory or Optional Service Capability requirements, as follows:

	Service Capabilities	SP 1	SP 2	SP 3	SP 4	SP 5
1	Performance analysis and data	Mandatory	Mandatory	Mandatory	Mandatory	Mandatory
2	Security	Optional	Optional	Mandatory	Mandatory	Optional
3	Service delivery	Optional	Optional	Mandatory	Mandatory	Mandatory
4	Software development	Mandatory	Mandatory	Mandatory	Mandatory	Mandatory

5	Support and operations	Mandatory	Optional	Optional	Optional	Optional
6	Testing and auditing	Optional	Optional	Optional	Optional	Optional
7	User experience and design	Optional	Mandatory	Optional	Optional	Optional
8	User research	Optional	Mandatory	Optional	Optional	Optional

Service Capabilities relevant to each DDaT role are expressly or implicitly referred to within the descriptions in this Schedule.

2.4 Service Provision 1: DevOps Services

2.4.1 The Supplier will be required to offer a combination of:

- <u>A fixed size core team</u>, who will largely provide ongoing minor enhancements, maintenance and operational support (unless a small service is procured in which case this will exclude 1st tier help desk service being provided this will exclude 1st tier help desk); plus
- <u>An agreed flexible capacity</u> to accommodate peaks in demand (e.g. correction of a significant bug) or to cover slightly more significant enhancements.

2.4.2 While agreed upon at the operational level, Suppliers are required to be willing to rotate staff between operations, maintenance and enhancement.

2.4.3 A form of a continuously refined and prioritised backlog item list (or equivalent methodology) shall be used to evidence capture and delivery of enhancements.

2.4.4 Suppliers should be prepared for a Buyer to terminate in whole or part a current Statement of Work and issue a new Statements of Work to cover the same, similar or new Deliverables for the core team to complete at a frequency determined by the Buyer.

2.5 Service Provision 2: Digital Definition Services

2.5.1 To provide a comprehensive technical pack in support of:

- Creating and evolving the business case for investment;
- Contributing to the pack to be issued to procure the build (Beta phase and beyond);
- Optionally supporting bid clarifications, technical evaluation and related activities; and
- Providing technical continuity into the build.

2.5.2 In addition to the typical Deliverables and activities performed under the Service Standard definition of Discovery (see:

https://www.gov.uk/service-manual/agile-delivery/how-the-discovery-phase-works), the scope of "**Extended Discovery**" - under this Service Provision - includes digital technical support for producing the following types of activity or artefact:

- Updated scope of the programme/project in terms of targeted users, stakeholders, business areas, organisational users, etc.;

- Technical requirement specifications (user, functional and non-functional) – including high level acceptance testing, and associated evaluation criteria;

- A list of technical constraints (i.e. the confines under which the project will have to operate);

- Prioritised business requirements – forming the initial backlog item list (or equivalent) which should include:

  ▪ epics (or equivalent) for items in the longer term;

  ▪ the equivalent of user stories for the medium term; and

  ▪ sprint sized items for the near term;

- Pre-procurement activities and Deliverables;

- Quantified make or buy analysis (where there may be opportunities to buy and/or adapt an existing product);

- A list of applicable technologies (the anticipated technical stack);

- A technical road map covering the duration of the expected build (or enhancement / configuration if primarily a buy) and transition to live;

- Technology gap assessments (for feeding into Alpha activities);

- Technical continuity and updates to requirements, business cases, etc. arising out of Alphas;

- A reasonable high level plan covering the duration of the build and transition to live – clearly identifying any critical milestones;

- A detailed plan of activities ideally covering the first 3 Months of the build;

- Target operating models (to provide the basis for a Supplier to estimate the costs for retirement and transition);

- A best assessment of skills profile to cover the duration of the project;

- Handover activities (documentation, familiarisation, etc.) to the successful build contractor;

2.5.3 Specific activities documented under Paragraph 2.5.2 may be managed or conducted by the Buyer or one or more of their appointed Subcontractors.

2.5.4 This Service Provision also includes, at Buyer discretion, Alpha phase type activity such as:

- Building and testing prototypes;

- Demonstrating one or more options are technically possible;

- Identifying problems (technical spikes) and how to solve them;

- Estimating costs; and

- Refining risks for a future build (or buy).

2.5.5 Alpha is combined with Discovery on the basis that both are required to provide a robust basis for obtaining a competitive quote for the purposes of Beta and beyond (or a buy, if determined out of this Service Provision).

2.6 Service Provision 3: Build and Transition Services

2.6.1 Covers the agile phases from Beta through to transition to Live (including Retirement as applicable) for larger projects / programmes.

2.6.2 The Supplier will be required to provide the technical input necessary to enhance, update and maintain such artefacts as requested by the Buyer as part of the scope of this Service Provision (effectively providing a degree of ongoing Discovery type activity).

2.6.3 Where a Buyer chooses to use SOWs, the number and timings of issuing each SOW will be at the discretion of the Buyer and we suggest it would be in Buyer's best interests to consider having individual Statements of Work for the following:

- Private Beta - Developing the solution to a point where it can be user tested by "friendly" users;
- Public Beta - Rolling out the solution to a wider audience of end users; and/or
- Retirement and Transition to Live - Focus is to be on data migration, technical documentation and training, etc.

2.7 Service Provision 4: End-to-End Development Services

2.7.1 This Service Provision is intended for cases where either:

- the programme/project size is such that the value for money benefits of combining definition with build outweigh the benefits of robustly competing for build and transition having completed a robust digital definition; or

- the Buyer has a relatively complete digital definition and specification via other routes and is able to proceed quickly, with reasonable risk, into the build.

2.7.2 The scope covers Discovery through to transition to Live (and possibly Retirement of any existing solution).

2.7.3 Suppliers will be required to validate, update, maintain and enhance the

types of artefact described under Digital Definition Services (Service Provision 2 of Lot 1) which is likely to include:

- scope;
- requirements;
- constraints;
- technologies
- road map;
- business case; and
- plans.

2.8   Service Provision 5: Data Management (and similar) Services

2.8.1   Covers digital skills, which do not cleanly fit into the previous Service Provisions:

- Phased migration of data set logic from one platform to another;
- Reconfiguration of data sets to align with emerging standards;
- Developing discrete presentation views of datasets using web technologies;
- Creating new views of data combining and linking data which had previously not been linked;
- Creating complex digital dashboards;
- Performing data analytics to inform health decision making;
- Adding machine learning and artificial intelligence to existing solutions; and
- Filtering and compiling data to target specific audiences.

2.8.2   Under this Service Provision the Further Competition Procedure may be based on a roadmap of related themes leading to some form of desired overall solution or business goal.

2.8.3   Where used, Statements of Work are likely to be structured around the themes described at Paragraph 2.8.1 above, with multiple, often similar, individual pieces of work with varying degrees of complexity (e.g. individual data sets).

2.8.4   Given that activities under this Service Provision can involve Processing of Personal Data of a confidential or sensitive nature, including special category, data protection and information governance will be a particularly strong feature of this Service.

2.9   The Supplier must provide any (or a combination of the) Service Provisions within one or more of the following capabilities:

- performance analysis and data;

- security;

- service delivery;

- software development;

- support and operations;

- testing and auditing;

- user experience and design; and/or

- user research.

All Suppliers Service Capability descriptions are in Annex 1.

2.11 The Supplier must:

- work according to the Technology Code of Practice;

- work according to the Service Manual; and

- understand what it means to work on one of the Discovery, Alpha, Beta, Live or Retirement phases described in the Service Manual.

Lot 2: Digital Specialists

2.10 Digital Specialists Suppliers will provide Buyers with individual DDaT specialist(s) at identified role (or roles) to deliver a specific outcome (or specific outcomes) on a service, programme and/or project. Buyers will define their specific requirements in their Statement of Requirements.

2.11 The Supplier accepts that the individual specialist will be Supplier Staff and must:

- take direct contractual responsibility and full accountability for delivery of the Service (as part of the Deliverables) and the work undertaken by each specialist they provide;

- offer evidence of competence of each individual specialist in each role if requested by the Buyer; and

- ensure all roles support and comply with the Service Manual's (https://www.gov.uk/service-manual/the-team) design and description of what you need to build a successful Service.

2.12 The Supplier must provide all of the Digital, Data and Technology (DDaT) roles set out at Annex 1 of Framework Schedule 3 (Framework Prices) with required skills and capabilities based on the SFIA Framework and DDaT Profession Capability Framework (https://www.gov.uk/government/collections/digital-data-and-technology-profession-capability-framework).

2.13 Annex 1 of this Schedule may be refreshed on the first anniversary of the Framework Start Date and, thereafter, once per year by CCS, in consultation with the Buyer and Suppliers. Suppliers will not commence any Retirement of Deliverables under any Call-Off Contracts without the prior written agreement of

the Buyer obtained by Variation.

Collaborative Requirements

2.14 Suppliers must be highly collaborative and flexible under this Framework Contract in meeting Buyer's needs.

2.15 The Deliverables supplied under the Call-Off Contract and, if applicable, each Statement of Work may require the Supplier to work in collaboration with other suppliers of the Buyer. In the event that the Deliverables do require such collaboration, the Supplier shall comply with the following:

- work pro-actively with (a) the Buyer, (b) the incumbent providers, and (c) each of the other suppliers and contractors of the Buyer, in a spirit of trust and mutual confidence;

- cooperate with the Buyer's other suppliers and contractors of other goods and/or services to enable and ensure efficient Delivery;

- assist in sharing information with the Buyer's other suppliers and contractors for the purposes of facilitating provision of the Deliverables;

- provide all additional cooperation and assistance as is reasonably required by the Buyer to ensure the continuous delivery of the Deliverables and other services under the Call-Off Contract; and

- procure that the Supplier's Subcontractors provide all cooperation and assistance as required by the Buyer pursuant to the Call-Off Contract.

3   How Services will be Delivered

Methodologies

3.1 The Supplier will typically be expected to adopt an agile development process, starting with user needs. The methodology will be outlined in the relevant Order Form or, if applicable, Statement of Work which in turn will be drawn down from the high level Implementation Plan and Testing incorporated into the Call-Off Contract.

3.2 Waterfall methodology will only be used in exceptional circumstances, and where it can be shown to better meet user needs, but should be agreed in advance with the Buyer under the Order Form or, if applicable, a Statement of Work.

3.3 In some circumstances both waterfall and agile methodologies may be used, playing to their respective strengths, and this shall be agreed between the Supplier and Buyer in the Order Form or, if applicable, each Statement of Work.

3.4 Guidance for the above can be found in:

- the Service Manual at: https://www.gov.uk/service-manual/agile

- the Technology Code Of Practice at: https://www.gov.uk/service-manual/technology/code-of-practice.html#using-the-technology-code-of-practice

Ways of Working (Accountability Models)

3.5 Within the Order Form or at Statement of Work level, Suppliers will be required to work under any of the following Accountability Models:

- Sole Responsibility: where the Supplier takes on board full responsibility to deliver the discrete Milestones identified. This is most closely aligned with the "outcomes" model under other frameworks. The Supplier will be required to accept the full risk of delivery;

- Self Directed Teams: where the Supplier provides discrete delivery teams to produce Deliverable Increments as commissioned by the Buyer. This model lends itself to Buyer-led agile development where the specific Deliverable Increment is agreed closer to the point of delivery but where some risk is carried by the Supplier; or

- Rainbow Teams: where the Supplier (or possibly more than one Supplier) provides a squad of individuals to work alongside Buyer staff. In this model individuals, whilst managed at a high level by the Supplier, may well be directed at an operational level by someone from another organisation.

3.6 To some extent aligned with the above Accountability Models (but not exclusively so), Suppliers will be expected to operate under one of three pricing models under the Order Form or, if applicable, at Statement of Work level:

- Capped Time and Materials;

- Fixed Price; and/or

- Incremental Fixed Price.

- Time and Materials

3.7 Whilst the Supplier may suggest the charging model, it is the Buyer who will decide and the applicable model will be incorporated into the Order Form and, if applicable, each Statement of Work.

3.8 The Supplier shall monitor the provision of the Deliverables and notify the Buyer where it considers that the activity of the Buyer may impact the Suppliers' (or its Subcontractors) IR35 assessment in relation to the contractors including where there is any change to the IR35 legislation or any associated national insurance legislation and regulations which may affect the Buyer.

3.9 Suppliers will be required to detail their arrangements and use of non-UK based Supplier Staff (including Subcontractors) whose Services are provided outside the UK and shall be priced on separate rate cards with applicable discounts (in GBP) for each applicable jurisdiction within which the Supplier Staff work. Each rate card shall be at no greater a rate than that set out in the UK Supplier's Day Rate card and if the market rate for that Service in that jurisdiction is less that the UK Supplier's Day Rate, the applicable rate card provided to the Buyer shall be no greater that that jurisdiction's market rate.

Standards

3.10 The Supplier must:

3.10.1 work according to:

- the Technology Code of Practice,

- Service Manual, and

- understand what it means to work on one of the Discovery, Beta, Live or Retirement phases described in the Service Manual.

3.10.2 support Buyers:

- to comply with Paragraph 3.10.1 above;

- through successful Service Standard assessments: https://www.gov.uk/service-manual/digital-by-default ;

- to develop Services based on Open Standards Principles and accessible data protocols, to ensure they are interoperable: https://www.gov.uk/government/publications/open-standards-principles/open-standards-principles; and

- to comply with any adopted open standards that are compulsory in government: http://standards.data.gov.uk/challenges/adopted .

Security

3.11 If requested by the Buyer, the Supplier must support Buyers according to:

3.11.1 the Baseline Personnel Security Standard (BPSS): https://www.gov.uk/government/publications/government-baseline-personnel-security-standard

Additional levels of security clearance may be required by the Buyer under the Call-Off Contract (and applicable SOWs) and may include:

- Security Check (SC)

- Developed Vetting (DV)

- Counter-Terrorist Check (CTC)

Details on each are at: https://www.gov.uk/government/publications/united-kingdom-security-vetting-clearance-levels ;

3.11.2 the Supplier assurance framework for contracts at the 'Official' information security level at: https://www.gov.uk/government/publications/government-Supplier-assurance-framework ;

3.11.3 any relevant security guidance at: https://www.gov.uk/government/collections/government-security ;

3.11.4 the Cyber Essentials Scheme at:

https://www.gov.uk/government/publications/cyber-essentials-scheme-overview

3.11.5 the Government Security Classification at:
https://www.gov.uk/government/publications/government-security-classifications .

All of the above guidance may change or be updated from time to time.

Code of conduct

3.12 The Supplier must support Buyers according to the Civil Service conduct and guidance, accessible at:
https://www.gov.uk/government/collections/civil-service-conduct-and-guidance

This guidance may change or be updated from time to time.

4   Assurance

4.1 The Supplier accepts that a key element of the Framework Contract is an assurance process, where CCS and other agents appointed by CCS, check any claims made by the Supplier in their Framework Tender. Thereafter, CCS will continue to check that any information submitted by Supplier's are still an accurate reflection of the Supplier and the Services it provides.

4.2 The Supplier will provide to CCS on request all evidence needed by CCS to verify to its reasonable satisfaction any element of the Supplier's Framework Tender.

4.3 If the Supplier fails to meet and maintain the appropriate level of assurance, CCS may suspend the Supplier from providing any particular Service (for any period), and/or the Supplier's ability to accept Orders (for any period) and the Supplier cannot enter into any Call-Off Contracts during this period. Where this occurs, the Supplier must still meet its obligations under any existing Call-Off Contract that they have already signed.

Optional Secondment and Exchange Requirements

5.1 The Supplier shall provide as a minimum and at the Buyer's sole discretion, except where stated otherwise, the following additional Services to Buyers at no additional charge:

5.1.1 Exchange Schemes

5.1.1.1 **Lot 1** and **Lot 2** – The:
(a) Supplier shall consider and, where capacity and conflicts permit, fulfil any request from a Buyer for the provision of a suitably qualified and experienced Supplier Staff for one (1) Outward Exchange per Contract Year; and

(b)   in exchange the Buyer may agree for an equivalent number of Buyer Personnel to work with the Supplier under an Inward Exchange.

5.1.1.3 Each Outward Exchange and Inward Exchange shall be at no additional cost to the Supplier or relevant Buyer.

5.1.1.4 The Supplier and the relevant Buyer shall record in writing the agreement for each temporary transfer under this exchange scheme. The terms and conditions of each Inward Secondment and Outward Secondment shall be in the form set out in Call-Off Schedule 26 (Secondment Agreement Template). All exchange schemes agreed shall operate for a minimum period of six (6) Months.

5.1.2 Secondments – Lot 1 and Lot 2

5.1.2.1 The Supplier shall consider, and where capacity and conflicts permit, fulfil any request from a Buyer to make available a minimum of one (1) suitably qualified and experienced Supplier Staff per Contract Year as selected and agreed from time to time between the Supplier and a Buyer (a "**Secondee**").

5.1.2.2 Secondees shall be seconded for a minimum period of six (6) Months. Any extension to the minimum six (6) Month duration is subject to the agreement of both Parties.

5.1.2.3 The duration of a Secondment may cross over two Contract Years.

5.1.2.4 The terms and conditions of the Secondment shall be in the form set out in Call-Of Schedule 26 (Secondment Agreement Template).

5.1.2.5 The Buyer shall reimburse the Supplier for no more than the full cost of the Secondee's remuneration during the Secondment, including any performance-related pay, all benefits, employer's National Insurance contributions and pension contributions. Reimbursement shall be made on a pass through basis only, the Supplier shall not be entitled to add any element of overhead, expenses, profit or other cost.

5.1.2.6 At the Buyer's sole discretion, the Secondment arrangements can include flexibility, for example:

(a)   Location neutral and/or remote working;

(b)   Multiple, shorter durations, but still totalling in aggregate the equivalent of one full time Supplier Staff over the course of a Contract Year (for example six (6) Secondments, each for a two (2) Month duration); and

(c)   Job share arrangements e.g. two Secondees each working part-time."

ANNEX 1

Service Capabilities

1. Performance analysis and data

Interpret and use performance data to continuously improve services. Performance analysis involves measuring and interpreting data to see where and how a service can be improved. Ensure data can be used effectively across government and by the public.

Performance analysis and data includes:

1.1 A/B and multivariate testing

Improve product performance by agreeing a hypothesis, setting up or managing a testing framework, and evaluating the results. Read more about using data.

1.2. Data analysis

Examine, transform and model data to discover useful insights, suggest conclusions and support decision making.

1.3. Data cleansing

Detect and correct inaccurate or corrupt records from a record set, table or database. Collate and manipulate data into a usable format.

1.4 Data visualisation

Interpret data into meaningful graphics to help analyse and display data. Read more about data visualisation.

1.5 Performance frameworks

Set up key performance indicators (KPIs) and measure the progress of an organisation, programme, service or product against its goals.

1.6 Performance reporting

Present key performance data and analysis for a service or product. Read a performance analyst job description.

1.7 Statistical modelling

Create models to help understand relationships between different types of data and support decision making.

1.8 Web analytics

Measure, collect, analyse and report data on how people use a web service so that it can be improved.

2. Security

Maintain the confidentiality, integrity and availability of services and information, and protect services against threats.

Security includes:

2.1 Firewall audit

Ensure deployed firewall rules match security policies, and identify where the rules should be changed.

2.2 Incident response and forensics

Prepare for, and respond to a security incident. Determine what has gone wrong and how to resolve the incident. Understand and comply with forensic requirements.

2.3 Infrastructure review

Review infrastructure to ensure the hardware and software meets security policies, and is appropriately configured and patched.

2.4 IT health check

Conduct penetration testing using National Cyber Security Centre (NCSC)-approved firms. Read about the Check Scheme.

2.5 Risk management

Identify, analyse, document, mitigate and monitor the risks of a system.

2.6 Security policy

Evaluate and develop security plans and policies to protect digital assets.

2.7 Threat modelling

Take a structured approach to analysing the security needs of a system or service.

2.8 Vulnerability and penetration testing

Analyse and test a service for security problems. Read more about vulnerability and penetration testing.

3. Service delivery

Manage the development, delivery and communication of an effective, user-focused digital service.

Service delivery includes:

3.1 Agile coaching

Help individuals, teams and managers to be effective by embedding an agile culture. Read an agile coach job description

3.2 Agile delivery

Support the delivery team by removing blockers to progress, facilitating discussion and helping the team to self-organise without imposing how work is done.

3.3 Business analysis

Specify, collect and present performance data and analysis for a product or service. Read a [business analyst job description](#).

3.4 Digital communication and engagement

Develop or deliver a communications plan for a service or product which engages users across many channels.

3.5 Product management

Lead the delivery and continuous improvement of one or more digital products or platforms.

3.6 Programme management

Manage and organise groups of related projects so they work together to achieve a strategic objective.

3.7 Project management

Motivate and manage a team, and plan and prioritise work to achieve project objectives.

3.8 Service management

Develop and deliver an effective user-focused digital service. Manage the full product lifecycle including user research, design, delivery and the continuous improvement of one or more transactional services or platforms. Read more about [what a service owner does](#).

4. Software development

Develop and continually improve code, with a constant focus on how the service or product will be used.

Software development includes:

4.1 Application program interface (API) development

Design and evolve secure APIs.

4.2 Cloud-based service development

Understand how using the cloud might change an application's architecture. Develop, deploy and maintain applications in the cloud where appropriate.

4.3 Content management system (CMS)

Build, maintain, customise and extend a CMS.

4.4 Customer relationship management (CRM)

Build, maintain, customise and extend a CRM system.

4.5 Database development

Build and maintain a persistent storage solution to meet the needs of the project or service.

4.6 Desktop application development

Build and maintain applications for desktop computers based on user needs.

4.7 Front-end web application development

Build and maintain the user interface of a web application based on user needs.

4.8 Game development

Develop games, for example for education or training.

4.9 Geographical information systems (GIS) development

Build and maintain GIS systems using open standards.

4.10 Machine learning

Understand a variety of machine learning techniques and apply them appropriately.

4.11 Mainframe

Implement and update mainframe technologies. Migrate away from mainframe applications and tools when appropriate.

4.12 Message queues

Design and implement systems using message queues. Understand the benefits of message queues and how they fit within a larger architecture.

4.13 Mobile application development

Build and maintain applications for mobile devices based on user needs.

4.14 Search

Develop search systems that index content so users can find it. Structure search tools based on source data.

4.15 Systems integration

Implement or update an architecture across multiple systems. Integrate core legacy systems where necessary.

4.16 Web application development

Build and maintain web applications using front-end and server-side technologies to create accessible, user-centred digital services.

5. Support and operations

Support and manage the day-to-day operations of services, handle user requests and queries, and 'keep the lights on'.

Support and operations includes:

5.1 Customer support

Support user needs by providing help before, during and after people use a product or service. Read about [managing user support](#).

5.2 Firewall management

Provision, deploy, upgrade, patch, and monitor firewalls to reduce cyber attack and compliance risks.

5.3 Hosting

Implement and manage cloud-hosted infrastructure or traditional datacentres. Read more about [hosting](#).

5.4 Incident management

Log, record and manage incidents on digital services.

5.5 Monitoring

Monitor system performance and events. Ensure relevant alerts are set up.

5.6 Network administration

Assemble, maintain and upgrade computer hardware and software systems that make up a network.

5.7 Service desk

Provide first or second-line technical support to either internal or external users.

5.8 Systems administration

Install, support and maintain computer systems. Manage user and security policies.

5.9 Tooling

Set up and maintain tools for continuous integration and deployment of digital services.

6.   Testing and auditing

Continuously ensure that a product or system does what it's supposed to do to meet user needs efficiently and reliably.

Testing and auditing includes:

6.1 Accessibility testing

Test whether a product or service is easy to use for people using assistive technologies, for example screen readers, voice recognition software or trackball devices. Highlight problems and suggest changes where appropriate. Read more about accessibility testing.

6.2 Application testing

Ensure the integrity of the product by writing automated tests or conducting manual tests. Investigate the results, and report bugs or issues.

6.3 Data auditing

Profile data to assess whether it's fit for purpose. Measure the impact of poor quality data on service performance. Highlight problems and suggest changes where appropriate.

6.4 Load and performance testing

Test sites and applications under realistic loads (traffic) to make sure that they're stable and work well for users. Read more about load and performance testing.

6.5 Process auditing

Review how IT processes are managed, for example establish whether practices are compliant with payment card industry (PCI) standards. Highlight problems and suggest changes where appropriate.

6.6 Software auditing

Provide independent examination of a software product or process to assess compliance with specifications, standards, contracts or other criteria. Highlight problems and suggest changes where appropriate.

6.7 System auditing

Examine system controls within an IT architecture to test the suitability and validity of a system's IT configurations, practices and operations. Highlight problems and suggest changes where appropriate.

7. User experience and design

Design and write content for services and products based on user needs and behaviour.

User experience and design includes:

7.1 Accessibility

Ensure a digital service considers the needs of all possible users so that no one is excluded. Read more about [accessibility skills](#).

7.2 Animation

Create moving images and effects which can be used on websites, videos or games.

7.3 Brand development

Understand and design how an organisation, service or product is perceived and communicates its brand, whenever and wherever users interact with it.

7.4 Content design and copywriting

Write content for a site or service to clearly, simply and quickly communicate information to users. Read about the work of a content designer.

7.5 Cross-platform design

Create experiences that cover all user interactions when they use a product or service. This will cross many channels, involve online and offline products and services, and include digital and face-to-face interactions.

7.6 Information architecture

Organise, structure and label content to help users find information and complete tasks.

7.7 Interaction design

Design a digital service so that it's as simple as possible for users. Create user journeys and interaction patterns.

7.8 Prototyping

Create a basic version of a product that can be quickly tested and iterated with users.

7.9 Service design

Design online and offline services based on user needs and behaviour. Watch the video about service design

7.10 User experience and design strategy

Conduct long-term planning to align every user interaction with a vision for user experience.

8. User research

Conduct research to understand users and their needs. User research continues throughout the design, build and operation of a service.

User research includes:

8.1 Creating personas

Create personas based on the characteristics of a group of users who use a service in a similar way. Read more about <u>using persona profiles to test accessibility</u>.

8.2 Quantitative research

Design, conduct and analyse surveys and online panels to understand user attitudes and behaviours on a service or product. Read more about <u>user research surveys</u>.

8.3 Usability testing

Evaluate the usability of a product by testing it with representative users.

8.4 User journey mapping

Create and work with user journey maps to help understand the user experience of a service throughout its lifecycle, across all channels and for each interaction.

8.5 User needs and insights

Design, conduct and analyse user research to identify users of a service and their needs. Read more about <u>user research skills</u>.