



Department
for Work &
Pensions

Specification for the WorkWell National Support Team

Date: 26th February 2024

Glossary

Acceptance Criteria	means the criteria that the Supplier must meet to demonstrate that it has prepared a Deliverable to the required standards (as further detailed in the table in paragraph 4.8 of this Specification);
Complaints Process	has the meaning given to it in paragraph 2.17 of this Specification;
Continuous Improvement Activities	means the ongoing improvement of products, services or processes;
Contract Cost Register	means the completed Annex C Proposal - WorkWell NST Template submitted by the Supplier as part of its Call-Off Tender and embedded into Annex A of the final Call-Off Contract Order Form;
Deliverable	means all documents, products and materials developed by the Supplier or its contractors, subcontractors and personnel as part of or in relation to the Services in any form, including without limitation computer programs, data, reports and specifications (including drafts);
Deliverable Fixed Fee	has the meaning given to it in paragraph 4.7 of this Specification;
Extension Periods	has the meaning given to it in paragraph 4.4 of this Specification;
Fortnightly Performance Meeting	means a meeting between the Buyer and Supplier to monitor the Supplier's progress against the Supplier Delivery Plan;
Initial Term	has the meaning given to it in paragraph 4.4 of this Specification;
JWHD	means the Joint Work and Health Directorate;
Learning and Change Managers or L&C Managers	means individuals that are part of the National Support Offer, recruited by the Vanguard who will facilitate engagement in the Vanguard Partnership;
Learning and Change Network or L&C Network	means the network to be designed and established by the Supplier in Phase 1, as detailed in paragraphs 2.14 and 2.15 of this Specification;
Maturity Assessment	means evaluating and measuring the level of capability and readiness of each Vanguard Partnership in relation to WorkWell Services;
Maturity Assessment Matrix	means the template matrix that will be used to baseline the maturity of Vanguard Partnerships;
Maturity Assessment Matrix Report	has the meaning given to it in paragraph 2.11 of this Specification;
Monthly Service Fee	has the meaning given to it in paragraph 4.10 of this Specification;
National Work and Health Network	means the proposed network for organisations involved in the health and work agenda which will build on the learning from WorkWell;
Non-Vanguard	means an ICB that has not been awarded a grant to deliver WorkWell Services;

NST Final Report	has the meaning given to it in paragraph 2.22(vi) of this Specification;
NST Report	means each and any of a Maturity Assessment Matrix Report, a Performance Management Report, or a NST Final Report;
IPR Activity Log	has the meaning given to it in paragraph 4.1 of this Specification;
Performance Management Information or PMI	has the meaning given to it in paragraph 3.12 of this Specification;
Performance Management Report	means the report provided by the Supplier to the Buyer for use during the Fortnightly Performance Meetings which details the Supplier's performance in relation to each Phase of the Call-Off Contract Period, as further detailed in paragraph 3.5 of this Specification;
Quality Standards	means the standards that each NST Report and Deliverable is required to meet, as set out in Annex A of this Specification;
Regional Programme Advisors	means those officials who are employed by DWP or DHSC working in the Joint Work and Health Directorate and who will work alongside the regional Office for Health Improvement and Disparities (OHID) teams to support the Vanguard and Non-Vanguards;
Rework	means an additional NST Report and/ or Deliverable (as applicable) to be submitted by the Supplier following a rejected Deliverable and/ or NST Report (as applicable) as per paragraph 7 of Annex A of the Specification;
Satisfied Responses	has the meaning given to it in the Vanguard Partnership Satisfaction SLA set out in paragraph 3.14 of this Specification;
Services	means the services to be provided by the Supplier in accordance with this Specification and the Buyer's requirements including but not limited to the provision of the Key Personnel, the National Support Team and the Deliverables;
Service Delivery Model	means the model the Supplier will use to deliver the Services, as set out in the response to questions 2.3.2 and 2.3.5 respectively of the Call-Off Tender;
SLA Target	means the minimum performance level in respect of a Service Level, as set out in paragraph 3.14 of this Specification;
Social Value SLA	means the Service Level related to Social Value, as set out in the table under paragraph 3.14 of this Specification;
Strategic Review Meetings	means the quarterly strategic review meeting between the Buyer and the Supplier, as further detailed in paragraph 3.8 of this Specification;
Supplier Delivery Plan	means the plan to be provided by the Supplier which details how the Supplier will deliver all

	elements of the Services under the Call-off Contract;
Supplier's Support Package	means the tailored package of support, advice, and guidance that the Supplier will provide to each individual Vanguard Partnership;
Terms of Reference	means a document to define the purpose, structure, frequency and attendees of formal meetings held during the course of the Call-Off Contract;
Total Contract Value	means the total fee that may be payable under this Call-Off Contract;
Vanguard	means an ICB that is selected to deliver WorkWell Services and that has entered into a WorkWell Grant Funding Agreement;
Vanguard Area	means a geographical area in which a Vanguard provides WorkWell Services;
Vanguard Partnership	means the agencies, Local Authorities, charities, and other public sector organisations and partnerships that have been convened by, and will work in partnership with a Vanguard in relation to the provision of WorkWell Services in the Vanguard Area;
Vanguard Partnership Satisfaction Survey	means the survey carried out by the Buyer on a quarterly basis to obtain information on the satisfaction of the Vanguards and the Vanguard Partnerships in relation to the NST;
WorkWell	means the new HM Government service that will address the rising flow of people out of work;
WorkWell Delivery Plan	means the plans of the Vanguard for delivery of the WorkWell Services;
WorkWell Evaluator	means the third-party supplier procured by the Buyer to evaluate the WorkWell Services;
WorkWell Grant Funding Agreement	means the grant funding agreement entered into between the Vanguard and the Secretary of State for Work and Pensions in relation to the WorkWell Services;
WorkWell Pilot Programme	means the initial pilot programme for the delivery of WorkWell Services by Vanguards up to March 2026;
WorkWell Services	means the funded activities carried out by the Vanguard pursuant to a WorkWell Grant Funding Agreement;
WorkWell Toolkit	means the toolkit of all products, methodologies, tools, good practice and guidance provided by the Supplier during the Call-Off Contract Period, as further detailed in paragraph 2.22(iv).

Section 1: Overview

Introduction

- 1.1 HM Government is investing in health and work support to help tackle the rising levels of economic inactivity as a result of long-term sickness. The WorkWell Partnership Programme was announced as part of a package of funding in the Spring Budget 2023. It is a pilot delivered by Department of Health and Social Care (DHSC) and Department for Work and Pensions (“**DWP**”) via their Joint Work and Health Directorate (“**JWHD**”)
- 1.2 DWP is looking to appoint a Supplier to provide the Services which will include the provision of a National Support Team (“**NST**”) and all associated services necessary to ensure the proper functioning, management and supervision of the NST in accordance with DWP’s requirements. The NST will form part of a wider National Support Offer (“**NSO**”) for the fifteen (15) Vanguards in England, that have entered into a Grant Funding Agreement to deliver WorkWell Services.
- 1.3 This Specification for Services to be delivered by the Supplier (including the NST) should be read in conjunction with the WorkWell prospectus: guidance for local System Partnerships (WorkWell Prospectus) which sets out the details of the process for identifying the fifteen (15) Vanguards, as above, that will deliver WorkWell Services and can be found at the following link: <https://www.gov.uk/government/publications/workwell/workwell-prospectus-guidance-for-local-system-partnerships>
- 1.4 Economic inactivity rates have risen since the pandemic, with the current rate at 20.9%, which is up 0.7% on pre-pandemic (Dec 2019 - Feb 2020). Despite recent falls in the overall economic inactivity rate, inactivity due to long term sickness has continued to rise.
- 1.5 Long-term sickness as a reason for economic inactivity has risen over the last 20 years and is now the most common reason for economic inactivity in the UK (2.58 million people, 29.6% of the economically inactive population).
- 1.6 Data shows the longer an employee’s sickness absence lasts, the less likely they return to work at all; and once an individual falls out of work due to ill-health, they are likely to become inactive for a long duration.
- 1.7 Early access to the right type of support could prevent health conditions from leading to long-term sickness absences, job loss, and long-term inactivity^{1 2}. There is also substantial evidence that ‘good’ work is beneficial for physical and mental health, whereas unemployment and long-term sickness absence often have a harmful impact.

¹ OECD (2022), “Executive summary”, in Disability, Work and Inclusion in Slovenia: Towards Early Intervention for Sick Workers, OECD Publishing, Paris. DOI: <https://doi.org/10.1787/5c27859d-en>

² OECD (2022), Disability, Work and Inclusion: Mainstreaming in All Policies and Practices, OECD Publishing, Paris, <https://doi.org/10.1787/1eaa5e9c-en>. <https://www.oecd-ilibrary.org/sites/1eaa5e9c-en/index.html?itemId=/content/publication/1eaa5e9c-en>

What is WorkWell?

- 1.8 The WorkWell Services will pilot low intensity work and health support for disabled people and people with health conditions who want to start, stay and succeed in work. WorkWell will be locally led and is designed to respond to local population needs.
- 1.9 Through WorkWell, around 59,000 disabled people and people with health conditions across England will have the opportunity to access:
 - i. an early-intervention work and health assessment service, with low-intensity holistic support for their health-related barriers to employment (such as employer liaison and work and health coaching); and
 - ii. a single, joined-up view and gateway into the services that are available locally to tackle their specific needs. This could include healthcare professionals, community sector services, health promotion programmes, more intensive employment support, and much more.
- 1.10 WorkWell Grant Funding will give Vanguard the capacity to join up the work and health landscape at local level, bringing together various existing work and health initiatives and assets under one coherent strategy via Vanguard Partnerships.
- 1.11 There will be fifteen (15) Vanguards funded through the grants, who will work in partnership with local authorities (“**LAs**”) and local Jobcentre networks. A Vanguard Area will be within an Integrated Care System (“**ICS**”) but its geographical footprint will be determined by the Vanguard. JWHD intends to confirm the identity of the Vanguards in April 2024. The intention is to have at least one Vanguard in each NHS England (“**NHSE**”) region <https://www.england.nhs.uk/about/regional-area-teams/>.
- 1.12 A Vanguard will be funded to support a specific number of individuals through the WorkWell Services the Vanguard carries out. Vanguard Partnerships will receive referrals from a wide range of partners such as:
 - GPs, and Primary care services
 - Self-referral
 - Employers in the area
 - Jobcentre Plus (JCP)
 - Voluntary and Community Sector (VCS) services
 - Local authorities
 - Social workers
 - Link workers including social prescribers
 - Other health related services in the area
- 1.13 Vanguards will receive funding between April 2024 and September 2024 to develop partnership plans for the design and carrying out of WorkWell Services. The total period available for pilot funding and the carrying out of WorkWell Pilot Services is between October 2024 and 31st March 2026.

What is the National Support Offer?

1.14 The overall aim of the NSO is to enable the Vanguard Partnerships to go faster and further in carrying out WorkWell Services and to promote national and regional cross-system education and learning.

1.15 WorkWell requires a NSO because:

- i. it needs to maximise the potential for success. This work is largely untested and earlier pilots such as Fit for Work³ had inadequate referrals and demonstrated how critical cross-system integration is to success. The WorkWell Pilot Programme will be competing with other high-level priorities within ICSs and within the context of wider health system pressures;
- ii. the NSO needs to build capacity, confidence and competence to support Vanguard Partnerships to go faster and further in carrying out WorkWell Services and achieve the aims of the WorkWell Pilot Programme targets;
- iii. WorkWell is a pilot, therefore DWP wants to maximise the impact of the learning through adopting a learning and improvement approach which will cascade to the Non-Vanguard areas. The NSO will help to do this.

1.16 It is the first of the 3 (three) elements of the NSO as set out below which is the main focus of this Specification and the Services provided under this Call-Off Contract.

1.17 The National Support Offer comprise of 3 (three) elements:

- i. a National Support Team ("**NST**") to provide advice and support on overall strategic leadership to Vanguards and Vanguard Partnerships. The establishment, management, continuing provision and supervision of the NST is a key part of the Services to be provided by the Supplier under this Call-Off Contract;
- ii. a team of Regional Programme Advisors to support the implementation of Vanguard Partnerships in the regional context. Regional Programme Advisors will be provided by DWP and do not form part of the Services under this Call-Off Contract; and
- iii. Learning and Change Managers in each of the Vanguard Partnerships to help to secure wider NHS and partner agency support for the programme locally ("**L&C Managers**"). L&C Managers will be recruited and appointed by the Vanguard. As part of the Services to be provided under this Call-Off Contract, the Supplier will design and establish a Learning and Change Network ("**L&C Network**") for Vanguard Partnerships and will also engage with Non-Vanguards to encourage participation in the L&C Network.

³ [Fit for Work: final report of a process evaluation \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

Critical Success Factors

1.18 The Supplier will provide the Services under this Call-Off Contract in accordance with this Specification and the Buyer's requirements and in a manner which will ensure that the following Critical Success Factors of the WorkWell Pilot Programme are met:

- i. All Vanguard Partnerships have a clear Health and Work strategy;
- ii. WorkWell Services 'go live' by Autumn 2024;
- iii. WorkWell Services are reaching their target number of referrals;
- iv. WorkWell Services are integrated work and health services with clear customer pathways;
- v. All Vanguard Partnerships engage fully in a regional/national learning network to share good practice; and
- vi. Non-Vanguards engage fully with learning opportunities and tools developed through WorkWell.

1.19 JWHD WorkWell Policy Team will provide support to join-up all of the elements of the NSO.

1.20 The WorkWell Pilot Programme has been designed in line with, and will help to achieve DWP and DHSC's strategic outcomes, which can be seen at the following links: DWP's (<https://www.gov.uk/government/organisations/department-for-work-pensions>) and DHSC's (<https://www.gov.uk/government/organisations/department-of-health-and-social-care>), to:

- i. Maximise employment, reduce economic inactivity, and support the progression of those in work (DWP);
- ii. Enable disabled people and people with health conditions to start, stay and succeed in work, and get financial support (DWP); and
- iii. Improve, protect, and level up the nation's health, including reducing health disparities (DHSC).

Section 2: Requirements

- 2.1 The objectives to be achieved by the Supplier in providing the Services under this Call-Off Contract are to:
- a) work with the NSO, and JWHD to provide strategic advice and guidance to the Vanguard Partnerships;
 - b) support the Vanguard Partnership's achievement of the WorkWell Critical Success Factors set out in paragraph 1.19 above; and
 - c) support improvements to WorkWell Services, promote learning and education, and report progress.
- 2.2 The Secretary of State for Work and Pensions will be the Buyer for the purposes of the Call-Off Contract.
- 2.3 The Supplier will provide the NST and shall facilitate the development of effective relationships with all parties involved in WorkWell and its NSO. The Supplier's Service Delivery Model for the provision of the NST and the delivery of the Services shall include personnel (including Key Personnel) that have as a minimum:
- i. knowledge and understanding of the inter-relationship between work and health and its significance for individuals and communities;
 - ii. experience of working with ICBs and ICSs;
 - iii. experience of problem solving in a whole system context (i.e. multi-agency context with all of the elements, interconnections, interactions, and operational environment that define the system);
 - iv. experience of managing change in a whole system context (i.e. multi-agency context with all of the elements, interconnections, interactions, and operational environment that define the system);
 - v. experience of facilitating service development at a high level;
 - vi. credibility with senior NHS and local authority leadership and expertise in development of senior partnerships at an executive level; and
 - vii. an ability to work nationally at scale.
- 2.4 The Services shall be delivered face-to-face and/ or virtually, as requested by each of the Vanguard Partnerships.

Services and Key Deliverables

- 2.5 The Supplier's Service Delivery Model shall facilitate the delivery of the Services in 3 phases:
- Phase 1 – strategic planning and service design;
 - Phase 2 – service implementation and delivery; and
 - Phase 3 – lessons learnt, toolkit development, and final report.
- 2.6 These phases may not run sequentially as there may be some overlap at the start and end of each phase.

Phase 1 – strategic planning and service design:

- 2.7 This phase is expected to be completed in approximately 26 weeks. The phase shall commence on the Start Date.
- 2.8 Within Phase 1, the Supplier shall design a Maturity Assessment Matrix to baseline the maturity of the Vanguard Partnerships. The Maturity Assessment Matrix will be designed by the Supplier and delivered to the Buyer for approval. The Maturity Assessment Matrix will be designed to allow, as a minimum, the Supplier to make an assessment:
- i. of the current maturity of the Vanguard Partnership, including strengths and areas for improvement so that the Vanguard Partnership is set up correctly to support the joint working with all members of the Vanguard Partnership; and
 - ii. of the following aspects of the Vanguard Partnership: joint leadership, needs assessment, process of setting priorities, governance, intervention selection and design, programme management, resource management including workforce.

The design of the Maturity Assessment Matrix shall also take into consideration that Vanguard Partnerships may have different levels of ability to cooperate with and contribute to the Maturity Assessment.

- 2.9 The Supplier shall deliver the Maturity Assessment Matrix to the Buyer by 1 June 2024. The Buyer will review and, where appropriate, approve the Maturity Assessment Matrix in accordance with the process set out in paragraphs 4.15 to 4.17.
- 2.10 Using the Maturity Assessment Matrix the Supplier shall carry out the Maturity Assessments of each Vanguard Partnership, by working with Vanguard Partnerships to obtain data and information using appropriate methods, as agreed between the Supplier and Vanguard Partnerships, which may include meetings, workshops and desktop research. The Supplier shall complete the Maturity Assessment in respect of each Vanguard Partnership and confirm to the Buyer in writing that all 15 Maturity Assessments have been completed by 30 June 2024;
- 2.11 Following the completion of the Maturity Assessment for all Vanguard Partnerships, the Supplier shall deliver a report to the Buyer ("**Maturity Assessment Matrix Report**") which at a minimum:
- i. sets out the conclusions of the Maturity Assessment for each of the Vanguard Partnerships;
 - ii. summarises results, identifies gaps, strengths, weaknesses and learning opportunities for each Vanguard Partnership;
 - iii. identifies any risks and interdependencies in the delivery of WorkWell Services;
 - iv. identifies and summaries opportunities for improvement for the Vanguard Partnerships, including actionable recommendations and deliverables. The recommendations shall include at a minimum:
 - (a) any available methodologies, tools and technological solutions that could be used by the Vanguards Partnerships to improve the delivery of WorkWell Services; and

- (b) the ways in which the wider NSO, including the NST, may continue to support the Vanguard Partnership as appropriate to the level of support requirements identified; and
 - v. complies with the Quality Standards.
- 2.12 The Supplier shall deliver a Maturity Assessment Matrix Report to the Buyer by 31 July 2024. The Buyer will review and, where appropriate, approve the Maturity Assessment Matrix Report in accordance with the process set out in paragraphs 4.15 to 4.17.
- 2.13 Following the completion of the Maturity Assessment and delivery of the Maturity Assessment Matrix Report, the Supplier shall:
- i. assist and facilitate the production of action plans with each individual Vanguard Partnership, based on their Maturity Assessment results. Each action plan will contain the Supplier's Support Package specifically tailored to the level of maturity of the individual Vanguard Partnership;
 - ii. provide strategic advice and support to Vanguard Partnerships to enable them to develop integrated health and work strategies;
 - iii. assist the Vanguard Partnerships to develop a good understanding of their partnerships, by scoping the local landscape, identifying key players, mapping local provision and surfacing the challenges and opportunities to aid in the design of their WorkWell Services strategy;
 - iv. assist with stakeholder engagement workshops, where arranged by the Vanguard Partnerships, joining up the 15 Vanguard Partnerships, where appropriate, to support peer learning and education, system mapping and asset mapping;
 - v. signpost and advise on established sources of data, including for population needs assessment, research, journals and, practice examples as appropriate in a local context to support the delivery of WorkWell Services;
 - vi. assist with the development of a range of enabling tools, that will form part of the WorkWell Toolkit referred to in paragraph 2.22(iv), such as peer-support mechanisms to help boost progress towards integrated planning and delivery;
- 2.14 The Supplier shall design and establish a Learning and Change Network for Vanguard Partnerships that will be delivered throughout the Call-Off Contract Period.
- 2.15 In order to achieve Learning and Change Network Deliverable 5 (as further detailed in paragraph 4.8), the Supplier shall:
- i. create a document containing the design of the Learning and Change Network that shall be delivered to the Buyer for approval in accordance with paragraphs 4.15 to 4.17 of this Specification. As part of the design, the Learning and Change Network shall at a minimum:
 - (a) disseminate knowledge, best practice, lessons learnt, change management information and provide education to the Vanguards on delivery of the WorkWell Services;

- (b) deliver a mix of virtual/online and face-to-face education, learning and change management networking opportunities;
 - (c) provide a varied portfolio of support, not limited to meetings, and the design of this support should take into consideration the views and needs of the Vanguard;
 - (d) create Terms of Reference, agendas and meeting notes for the Learning and Change Network; and
 - (e) create opportunities for the Non-Vanguards to participate in the Learning and Change Network in Phase 3 of the Call-Off Contract Period;
 - ii. carry out a dry run of a Learning and Change Network meeting with the Buyer; and
 - iii. lead and facilitate the first Learning and Change Network meeting with the Vanguard Partnerships.
- 2.16 Throughout Phase 1, the Supplier shall work collaboratively with the Vanguards to support and provide advice and guidance on the development of robust WorkWell Delivery Plans.
- 2.17 The Supplier shall provide a copy of the Supplier's complaints process that can be followed if a Vanguard or Vanguard Partnership is unhappy about the Services (in accordance with paragraph 3.11 ("**Complaints Process**"), within 5 (five) Working Days of the Start Date.

Phase 2 – Service implementation and delivery

- 2.18 The Supplier shall begin to deliver the Services for this Phase 2 upon the approval of the Maturity Assessment Matrix Report by the Buyer. The Monthly Service Fee for Phase 2 shall start to accrue from 1 October 2024 and shall be payable by the Buyer monthly in arrears in accordance with the Contract Cost Register.
- 2.19 Within Phase 2, the Supplier shall assist the Vanguard Partnerships with the delivery of the WorkWell Services by:
- i. supporting the Vanguard Partnerships to put in place service delivery boards;
 - ii. work with Regional Programme Advisors and Learning and Change Managers to review plans and provide service development advice and support, including the design and development of the service user pathways and referral routes to ensure maximum volumes can be reached;
 - iii. supporting the Vanguard Partnerships with their understanding of clinical governance;
 - iv. supporting the Vanguard Partnerships to put escalation processes in place to raise any concerns for all Vanguard Partnership organisations;
 - v. supporting the Vanguard Partnerships with the development of governance structures for the WorkWell Services;
 - vi. supporting the Vanguards to develop robust processes to monitor volumes of referrals and numbers of participants being supported by the WorkWell Services;

- vii. providing strategic oversight of WorkWell Services improvements, based on performance information; and
- viii. supporting Vanguard Partnerships who are under performing in achieving their referral volumes, by providing the Vanguard Partnerships with advice and guidance on the development of Remedial Action Plans (as defined in the relevant WorkWell Grant Funding Agreement).

2.20 The Supplier shall continue to deliver a Learning and Change Network for all Vanguard Partnerships as detailed in Phase 1.

Phase 3 – Learning and dissemination

2.21 This phase is expected to run between April 2025 to March 2026.

2.22 Within Phase 3, the Supplier shall:

- i. continue to deliver a Learning and Change Network for all Vanguard Partnerships, as detailed in Phase 1, and extend this to include learning opportunities for Non-Vanguard Partnerships;
- ii. create opportunities for peer learning, education and support for Vanguard Partnerships, developing processes that will enable this learning, education and support to continue beyond the WorkWell Pilot Programme and Call-Off Contract Period and for Non-Vanguard areas;
- iii. work with the Buyer to identify and assess an appropriate digital platform to store WorkWell Pilot Programme resources, products, information and data to facilitate system wide learning beyond the end of the Call-Off Contract Period;
- iv. design and deliver to the Buyer a WorkWell Toolkit which brings together all products, methodologies, tools, good practice and guidance that support system integration for work and health outcomes based on learning from the Vanguard Partnerships. The WorkWell Toolkit will be used for post-WorkWell Pilot Programme activities. The Supplier shall deliver to the Buyer, for approval, a draft version of the toolkit by 30th June 2025 and final version of the WorkWell Toolkit 30 (thirty) days before the end of the Initial Term. The draft and final versions of the WorkWell Toolkit shall be subject to approval by the Buyer in accordance with the process set out in paragraphs 4.15 to 4.17.;
- v. design an implementation plan for a National Work and Health Network to facilitate the wider dissemination of learning on a national basis from the WorkWell Pilot Programme, to a wider range of stakeholders with an interest in work and health system integration. This plan should be provided to the Buyer as part of the NST Final Report;
- vi. produce and deliver a final report ("**NST Final Report**") to the Buyer that covers at a minimum:
 - a) detailed findings;
 - b) recommendations for improvements;
 - c) benefits case;
 - d) supporting rationale;
 - e) lessons learnt over the Call-Off Contract Period;
 - f) options for appropriate digital platform; and
 - g) the implementation plan for a National Work and Health Network.

- 2.23 The Supplier shall deliver the NST Final Report 30 (thirty) calendar days before the end of the Initial Term to the Buyer for approval, in accordance with the process set out in paragraphs 4.15 to 4.17.

All Phases

- 2.24 During all Phases of the Call-Off Contract Period, the Supplier shall:

- i. develop effective relationships with all local partners at executive level in all parties involved with the Vanguard Partnerships;
- ii. respond flexibly to the wide variation of needs across each Vanguard Partnership;
- iii. develop close ways of working with JHWD and the WorkWell Evaluator, to ensure policy and programme aims are being met and that they contribute effectively to the evaluation, performance data and sustainability of the programme;
- iv. develop effective relationships with Regional Programme Advisors who will support operational delivery within Vanguard Partnerships and regional learning networks for Non-Vanguards;
- v. develop effective working relationships with learning and change facilitators who will advocate and advise multi-disciplinary teams, including clinical teams on work as a health outcome and benefits of integrated approach to work and health; and
- vi. have a risk management process in place which is available for review by the Buyer in the Fortnightly Performance Meetings ("**Risk Management Process**"). The Supplier shall deliver a draft version of this Risk Management Process to the Buyer for approval within 5 (five) Working Days of the Start Date of this Call-Off Contract. If the Buyer is not satisfied with the suitability of the process, and/ or the process does not meet the Quality Standard, the Supplier shall Rework the Risk Management Process in accordance with paragraphs 3.16 to 3.20.

Supplier Delivery Plan

- 2.25 The Supplier shall submit a draft Supplier Delivery Plan for all Phases of the Call-Off Contract as part of its Call-Off Tender.
- 2.26 The Supplier must subsequently submit to the Buyer, for approval, an updated version of the Supplier Delivery Plan for Phase 1 (and the entire Call-Off Contract Period), within 5 (five) Working Days of the Start Date. The Buyer shall follow the approval process set out in paragraphs 4.15 to 4.17 of this Specification. The Supplier Delivery Plan will as a minimum:
- i. cover the key activities, critical path, dependencies, timelines and completion dates for Phases 1, 2 and 3; and
 - ii. comply with the Quality Standards.
- 2.27 Once approved, this version of the Supplier Delivery Plan will comprise the final plan for Phase 1 and the draft plan for each of the subsequent Phases listed in this Section 2 (Requirements).

- 2.28 Thereafter, by 7 October 2024 for Phase 2 and by 7 April 2025 for Phase 3, the Supplier must deliver an updated Supplier Delivery Plan to the Buyer which is tailored to the upcoming Phase. If the Buyer is not satisfied with the quality or suitability of the updated Supplier Delivery Plan, the Supplier shall follow the Rework process set out in paragraphs 3.16 to 3.20 of this Specification. Once the updated Supplier Delivery Plan has been approved by the Buyer, this version will comprise the final plan for the relevant Phase and the draft plan for each of the subsequent Phases.

Section 3: Performance Management and Delivery Expectation

- 3.1 This section provides an overview of the delivery expectations for the Services including quality, performance and contract management. The Buyer expects the Supplier to be committed to delivering a quality service to the Vanguard and Vanguard Partnerships making continuous improvement an integral part of its provision of the Services.
- 3.2 The Supplier shall be in regular contact and build strong relationships with the Buyer, so that the Buyer can gain an in-depth understanding of what is happening within each Vanguard/Vanguard Partnership. The Buyer expects the Supplier to provide insights which will feed into lessons learned, the final evaluation of WorkWell Pilot Programme so that the Buyer can share good practice and good news stories.
- 3.3 The Supplier shall meet with the Buyer twice monthly to discuss the Supplier's performance ("**Fortnightly Performance Meetings**"). The Supplier shall comply with the Terms of Reference for the Fortnightly Performance Meetings that will be shared by the Buyer with the Supplier after the Start Date (which shall include, as a minimum, details of the Supplier representatives that are required to attend).
- 3.4 The Supplier shall produce a template Performance Management Report to use in the Fortnightly Performance Meetings which may be amended, by agreement with the Buyer, from time to time. The Supplier shall send the populated Performance Management Report to the Buyer no later than 3 (three) Working Days before the Fortnightly Performance Meeting is held.
- 3.5 The Performance Management Report shall include as a minimum, but shall not be limited to, the following information:

A. Phase 1 (strategic planning and service design):

- i. Delivery of Maturity Assessment Matrix;
- ii. Number of Maturity Assessments completed;
- iii. Details of meetings with Vanguard Partnerships;
- iv. Progress against the Supplier Delivery Plan;
- v. Current status of Vanguard Partnership's work and health strategies;
- vi. Progress on delivery of Maturity Assessment Matrix Report;
- vii. Progress on the assessment of level of support needed by each Vanguard Partnership – low/medium/high and the likely Supplier's Support Package required for each Vanguard Partnerships;
- viii. Details of the Vanguards progress against their WorkWell Delivery Plans, including number of WorkWell Delivery Plans in place overall;
- ix. Details of Learning and Change Network delivery and outputs of meetings including progress on – design, set up, numbers engaged, number of events or engagement activities;
- x. Details of risks and issues, including a Red Amber Green (RAG) rating, risk owners, mitigations completed and/or planned;
- xi. Details of Supplier performance against the Service Levels, reporting to start in the month after the Start Date of the Call-Off Contract;

- xii. Specific details of the reasons for each Rework required, in the period from the last Fortnightly Performance Meeting and year to date; and
- xiii. Specific details of Reworks returned outside one (1) Working Day and the reasons for the delay.

B. Phase 2 (service implementation and delivery):

- i. Progress of each individual Vanguard Partnership;
- ii. Details of meetings with Vanguard Partnerships highlighting support requirements;
- iii. Details of Vanguard Partnerships' progress on WorkWell Services;
- iv. Details of Learning and Change Network delivery and outputs of meetings including numbers engaged, number of events or engagement activities;
- v. Details of risks and issues, including a RAG rating, risk owners, mitigations completed and/or planned;
- vi. Specific details of the reasons for each Rework required, in the period from the last Fortnightly Performance Meeting and year to date;
- vii. Details of the Vanguards' progress against their WorkWell Delivery Plans;
- viii. Details of Supplier performance against Service Levels;
- ix. Specific details of Reworks returned outside one (1) Working Day and the reasons for the delay; and
- x. Progress on WorkWell Toolkit.

C. Phase 3 (lessons learnt, toolkit development, and final report):

- i. Details of Vanguard Partnerships progress on WorkWell Services;
- ii. Details of Learning and Change Network delivery and outputs of meetings including numbers engaged, number of events or engagement activities;
- iii. Details of risks and issues, including a RAG rating, risk owners, mitigations completed and/or planned;
- iv. Details of Supplier performance against Service Levels;
- v. Specific details of the reasons for each Rework required, in the period from the last Fortnightly Performance Meeting and year to date;
- vi. Specific details of Reworks returned outside one (1) Working Day and the reasons for the delay;
- vii. Details of the Vanguards' progress against their WorkWell Delivery Plans;
- viii. Progress on WorkWell Toolkit; and
- ix. Progress on NST Final Report.

- 3.6 The Buyer and Supplier may agree to amend and / or supplement the information the Buyer requires in the Fortnightly Performance Meeting from time to time. The Buyer and Supplier will review the frequency of the Fortnightly Performance Meetings at the end of Phase 1 and may mutually agree to change the frequency to a monthly meeting during Phases 2 and 3.
- 3.7 Once a governance framework has been established for the WorkWell National Support Offer, the Supplier shall be required to attend such additional meetings, as notified by the Buyer, with the NSO team (including the Regional Programme Advisors and the Learning and Change Managers).

- 3.8 The Supplier shall also be required to attend Strategic Review Meetings with the Buyer to review the Services. The frequency of these meetings will be quarterly unless otherwise notified by the Buyer. The Supplier shall comply with the Terms of Reference for the Strategic Review Meeting that will be shared by the Buyer with the Supplier after the Start Date (which shall include, as a minimum, details of the Supplier representatives that are required to attend).
- 3.9 The Supplier must prepare a report for the Strategic Review Meetings which shall be delivered no later than 5 (five) Working Days prior to each meeting ("**Strategic Review Meeting Report**"). This report must include as a minimum, but shall not be limited to, the following information covering the preceding three months:
- i. Executive summary of last 3 months (summarising the sub-paragraphs below);
 - ii. Progress against the Supplier Delivery Plan;
 - iii. Review of the Services;
 - iv. Insight into what is working well and what is not working well;
 - v. Continuous Improvement Activities – what practices have been identified or implemented;
 - vi. Identification of any best practice;
 - vii. What the Supplier is doing to enable innovation and what is preventing the Supplier from innovation; and
 - viii. What 3 (three) things the Supplier would change to make delivery of the WorkWell Services better and drive performance of the Vanguard Partnerships.
- 3.10 The Buyer will seek feedback and details of Vanguards' and Vanguard Partnership's satisfaction levels on the Services on a quarterly basis. The Buyer will conduct a Vanguard Partnership Satisfaction Survey to understand how satisfied the Vanguards and Vanguard Partnerships are with their interactions with the NST. The Supplier's performance will be measured by the Vanguard Satisfaction SLA set out in paragraph 3.14 and the Supplier's performance against this Service Level shall be discussed at the Strategic Review Meeting.
- 3.11 Where a Vanguard or Vanguard Partnership is unhappy about the Services being provided by the Supplier, the Supplier shall follow its Complaints Process in order to bring the complaint to a satisfactory conclusion. The Supplier shall document the steps taken to resolve the complaint and present the output to the Buyer within 10 (ten) Working Days of the complaint being raised.

Performance Management Information

- 3.12 The Supplier shall provide all Performance Management Information ("**PMI**") electronically to the Buyer throughout the life of the Call-Off Contract and shall maintain all data in accordance with clause 10.1.2 of the Core Terms. The Supplier shall provide PMI promptly upon its creation and in the manner and format as specified by the Buyer from time to time.
- 3.13 PMI shall include as a minimum, but shall not be limited to, the following:

- i. All NST Reports;
- ii. Supplier Delivery Plans;
- iii. Meeting notes;
- iv. Completed Maturity Assessment Matrices;
- v. WorkWell tools and WorkWell Toolkit; and
- vi. Completed IPR Activity Log;
- vii. Risk logs.

Service Levels

3.14 The Service Levels applicable to this Call-Off Contract are detailed below. The SLA Targets are the minimum performance levels the Supplier shall meet and maintain for the duration of the Call-Off Contract. The Buyer expects the Supplier's performance to continually improve throughout the Call-Off Contract Period.

Service Level Reference	Service Level Title	Service Level Description	SLA Target
Social Value: Improve Health and Wellbeing (the " Social Value SLA ")	Social Value SLA	<p>On a 6-monthly basis, the Buyer shall measure the percentage achievement against the following three Social Value measures:</p> <p>1 - Percentage of all companies in the supply chain of the Supplier under the Call-Off Contract to have implemented measures to improve the physical and mental health and wellbeing of employees. (Note: Treat as 'achieved' if 100%)</p> <p>2- Percentage of all companies in the supply chain of the Supplier under the Call-Off Contract to have implemented the 6 standards in the Mental Health at Work commitment. (Note: Treat as 'achieved' if 100%)</p> <p>3- Percentage of all companies in the supply chain of the Supplier under the Call-Off Contract to have implemented the mental health enhanced standards, for companies with more than 500 employees, in Thriving at Work.</p> <p>(Note: Treat as 'achieved' if either: a) achieved; or b) no companies with more than 500 employees in the Supply Chain)</p>	100% 'achieved'
Vanguard Partnership Satisfaction SLA	Vanguard Partnership Satisfaction SLA	On a quarterly basis, the Buyer will conduct a Vanguard Partnership Satisfaction Survey to understand how satisfied Vanguards and Vanguard Partnerships are with their interactions with the NST.	80%

		<p>The survey will be based on a scale of 1 to 5. The scale will be as follows:</p> <p>1- Very dissatisfied 2- Dissatisfied 3- Neither dissatisfied or satisfied (disaffected), 4- Satisfied 5- Very satisfied.</p> <p>The Buyer will take the number of satisfied and disaffected Vanguards and Vanguard Partnerships (those who rated the Supplier 3, 4 or 5) ("Satisfied Responses") and divide by the total number of answers received.</p> <p>For example, if 10 of 15 responses have a rating of 3, 4 or 5, the Supplier's score would be 66%.</p> $\frac{\text{Total number of Satisfied Responses}}{\text{Total number of responses}} \times 100$	
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Rework

- 3.15 Any NST Report and/ or Deliverable supplied to the Buyer that is deemed by the Buyer as being not to the standard specified in Annex A of this Specification must be amended and resubmitted by the Supplier, at the Supplier's expense, within one (1) Working Day of notification by the Buyer that the report and/or Deliverable does not comply with the specified Quality Standard.
- 3.16 The Buyer shall specify the reasoning for the NST Report and/ or Deliverable being returned for Rework.
- 3.17 NST Reports and/ or Deliverables that have been returned for Rework shall be provided by the Supplier to the standard specified in Annex A and within the timescales specified in paragraph 3.16 above and returned by the Supplier to the Buyer via email or the electronic filesharing facilities provided by the Buyer to the Supplier (as specified by the Buyer from time to time).
- 3.18 The Supplier shall ensure that it has robust arrangements in place for managing and monitoring service delivery to ensure that the Services are of a sufficiently high quality.
- 3.19 The Supplier must Rework, at the Supplier's own cost, any NST Reports and/ or Deliverables that are not to the Quality Standard, as determined by the Buyer.

Section 4: Commercial arrangements

Intellectual Property

- 4.1 The Buyer will provide an Intellectual Property Rights (IPR) Activity Log ("**IPR Activity Log**") template to the Supplier within 5 (five) Working Days of the Call-Off Start Date. In accordance with clause 13.2 of the Core Terms, any New IPR created under the Call-Off Contract shall be owned solely by the Buyer.
- 4.2 The Supplier shall keep the IPR Activity Log updated with details of any New IPR created during the Call-Off Contract Period, the ownership and licencing of which is detailed in Special Term F within part 2.6 of the Order Form.

Contract Duration and Start Date

- 4.3 The indicative Start Date will be reflected in the Order Form. On that date, the Supplier must have all of its necessary resource ready to commence delivery of the Services in line with this Specification.
- 4.4 The Contract will commence on the Start Date and, subject to the extension period, expire on 30 March 2026 ("**Initial Term**"). The Buyer may extend the Call-Off Contract by up to 2 (two) periods of up to 3 (three) months each by providing the Supplier with 1 (one) month's written notice ("**Extension Periods**").
- 4.5 In the event the Buyer notifies the Supplier that is intending to exercise its right to extend the Call-Off Contract beyond the Initial Term, the Supplier shall quote for the Charges for such Extension Period in accordance with the process set out in Special Term C within part 2.6 of the Order Form.

Deliverables and Payment Model

Payment Model

- 4.6 The NST payment model will have two elements:
- i. Deliverables Fixed Fee; and
 - ii. Monthly Service Fee.
- 4.7 The "**Deliverable Fixed Fee**" shall be the specific fixed fee payable for each Deliverable, as set out in the table in paragraph 4.8 below. The total Deliverable Fixed Fee in Phase 1 will consist of 30% of the Total Contract Value, and the total Deliverable Fixed Fee in Phase 3 will consist of 10% of the Total Contract Value. There shall be no Deliverable Fixed Fee in Phase 2.
- 4.8 The sum for each Deliverable will be payable once the Buyer has provided written confirmation that the Deliverable has met the Acceptance Criteria, in accordance with paragraphs 4.15 to 4.17 of this Specification:

Deliverable ID	Deliverable	Due Date	Deliverable Fixed Fee	Acceptance Criteria
Phase 1				

Deliverable 1	Supplier Delivery Plan	Within 5 (five) Working day of the Start Date	1% of Total Contract Value	<ul style="list-style-type: none"> • All requirements set out in paragraph 2.25 of this Specification met; and • Any additional commitments provided by the Supplier in the Call-Off Tender included; and • Deliverable complies with the Quality Standards.
Deliverable 2	Creation of Maturity Assessment Matrix for 15 Vanguard Partnerships	1st June 2024	4% of Total Contract Value	<ul style="list-style-type: none"> • All requirements set out in paragraph 2.8 of this Specification met; and • Any additional commitments provided by the Supplier in the Call-Off Tender included; and • Deliverable complies with the Quality Standards.
Deliverable 3	Completion of Maturity Assessment for 15 Vanguard Partnerships	30th June 2024	15% of Total Contract Value	<ul style="list-style-type: none"> • All requirements set out in paragraph 2.10 of this Specification met; and • Any additional commitments provided by the Supplier in the Call-Off Tender included; and • Deliverable complies with the Quality Standards.
Deliverable 4	Maturity Assessment Matrix Report	31st July 2024	5% of Total Contract Value	<ul style="list-style-type: none"> • All requirements set out in paragraph 2.11 of this Specification met; and • Any additional commitments provided by the Supplier in the Call-Off Tender included; and • Deliverable complies with the Quality Standards.

Deliverable 5	Design of the Learning and Change Network	31 st August 2024	1.67% of Total Contract Value	<ul style="list-style-type: none"> • All requirements set out in paragraph 2.15(i) of this Specification met; and • Any additional commitments provided by the Supplier in the Call-Off Tender included; and • Deliverable complies with the Quality Standards.
	Dry run of Learning and Change Network Meeting with Buyer	30 th September 2024	1.67% of Total Contract Value	<ul style="list-style-type: none"> • All requirements set out in paragraph 2.15(ii) of this Specification met; and • Any additional commitments provided by the Supplier in the Call-Off Tender included; and • Deliverable complies with the Quality Standards.
	Initial Learning and Change Network Meeting	31 st October 2024	1.67% of Total Contract Value	<ul style="list-style-type: none"> • All requirements set out in paragraph 2.15(iii) of this Specification met; and • Any additional commitments provided by the Supplier in the Call-Off Tender included; and • Deliverable complies with the Quality Standards.
Phase 3				
Deliverable 6	Draft WorkWell Toolkit	30th June 2025	2.5% of Total Contract Value	<ul style="list-style-type: none"> • All requirements set out in paragraph 2.22(iv) of this Specification met; and • Any additional commitments provided by the Supplier in the Call-Off Tender included; and • Deliverable complies with the Quality Standards.

Deliverable 7	Final WorkWell Toolkit	30 (thirty) days before end of the Initial Term	2.5% of Total Contract Value	<ul style="list-style-type: none"> • All requirements set out in paragraph 2.22(iv) of this Specification met; and • Any additional commitments provided by the Supplier in the Call-Off Tender included; and • Deliverable complies with the Quality Standards.
Deliverable 8	NST Final Report	30 (thirty) days before end of the Initial Term	5% of Total Contract Value	<ul style="list-style-type: none"> • All requirements set out in paragraph 2.22(vi) of this Specification met; and • Any additional commitments provided by the Supplier in the Call-Off Tender included; and • Deliverable complies with the Quality Standards.

Monthly Service Fee

- 4.9 The total Monthly Service Fee payable by the Buyer will be established via the tender process and will consist of 60% of the Total Contract Value. There shall be no Monthly Service Fee for Phase 1 or Phase 3. The Monthly Service Fee for Phase 2 shall start to accrue from 1 October 2024 and shall be payable by the Buyer monthly in arrears in accordance with the Contract Cost Register.
- 4.10 Each “**Monthly Service Fee**” will consist of 3.33% of the Total Contract Value. The payments will be equal in value for the duration of Phase 2 and represent the balance of the Total Contract Value minus the total Deliverable Fixed Fee.

Payment to Suppliers

- 4.11 The Deliverable Fixed Fee for Phase 1 and 3 and the Monthly Service Fee for Phase 2 shall be set up as separate lines on the purchase order. It is the Supplier’s responsibility to ensure that the correct line is used to claim payment.
- 4.12 Payment of the Deliverable Fixed Fee for each Deliverable will be dependent upon the Supplier successfully achieving the Acceptance Criteria for the relevant Deliverable and the Buyer approving the Deliverable in accordance with the process set out in paragraphs 4.15 to 4.17.

- 4.13 All payments will be made following receipt of a valid invoice in accordance with the Order Form. The Buyer can only make direct payments to United Kingdom (UK) bank accounts.
- 4.14 Where required by the Buyer, the Supplier must use electronic purchase to pay (P2P) routes, including Catalogue and eInvoicing. The Supplier shall work with the Buyer to set up and test all electronic P2P routes. This may involve creating technical ordering and invoice files, including working with the Buyer's ERP system service suppliers and systems.

Approval of Deliverables

- 4.15 The Buyer shall review each Deliverable to determine whether it complies with the Acceptance Criteria for that Deliverable, or is otherwise acceptable to the Buyer.
- 4.16 The Buyer shall, within 5 (five) Working Days, either:
- i. approve the Deliverable in writing; or
 - ii. notify the Supplier in writing of any failure of the Deliverable to meet the Acceptance Criteria and the reasons for that failure.
- 4.17 Where the Buyer rejects the Deliverable, the Supplier must follow the Rework process set out in paragraphs 3.16 to 3.20.

Transfer of Undertaking (Protection of Employment) Regulations 2006

- 4.18 As a new service, the Transfer of Undertakings (Protection of Employment) Regulations 2006 ("TUPE") will not apply on commencement of this Call-Off Contract.

Staff Vetting, Experience and Qualifications

- 4.19 In accordance with clause 11.7 of the Core Terms and Section 2.8 of the Order Form, the Supplier shall ensure that all Supplier Personnel has undertaken a Baseline Personnel Security Standard (BPSS) vetting check.
- 4.20 The Supplier shall ensure that the Key Personnel and all Supplier Personnel have the necessary competencies to provide the Services, including, but not limited to:
- i. proven skills and knowledge in:
 - a. the health and work policies and services relating to WorkWell;
 - b. the delivery of Maturity Assessments in complex multi-stakeholder programmes;
 - c. delivery of learning and change management in complex multi-stakeholder programmes;
 - d. the ability to understand and analyse factors relating to the WorkWell Services;
 - e. the ability to establish appropriate relationships with the Vanguard Partnerships;
 - f. the ability to establish appropriate relationships with the Regional Programme Advisors and Learning and Change Managers;

- g. excellent communication skills, both written and verbal;
- 4.21 The Supplier Personnel shall at all times during the Call-Off Contract Period:
- ii. document any discussions and their outcomes with the Vanguards/Vanguard Partnerships, allowing the Vanguard/ Vanguard Partnership (as applicable) and Buyer to see the record; and
 - iii. communicate in a timely, professional, effective and courteous manner at all times when liaising with Vanguards/Vanguard Partnerships.
- 4.22 In addition to the Fortnightly Review Meetings and Strategic Review Meetings, Supplier Personnel shall attend ad hoc meetings as and when required by the Buyer or a Vanguard Partnership, either on the Buyer's or Vanguard Partnerships premises, or via electronic means.

Social Value

- 4.23 The Supplier acknowledges that improving health and wellbeing is key to the Buyer in the delivery of the Contract.
- 4.24 The Supplier shall:
- i. carry out the actions and activities set out in its response to Technical Question 2.3.6 - Social Value of the invitation to tender for the procurement of the Call-Off Contract, as set out in the Call-Off Tender; and
 - ii. ensure that its conduct in providing the NST Services and any other actions in connection with the Call-Off Contract are reflective of the principles set out in its response to Technical Question 2.3.6 - Social Value of the invitation to tender for the procurement of the Call-Off Contract, as set out in the Call-Off Tender.

Annex A – Standards

Quality Standards

1. The Buyer is keen to ensure that the quality of the Services provided by the Supplier is exemplary.
2. The Supplier is responsible for ensuring that the Vanguard Partnership have access to suitable and high-quality support in a way that ensures good WorkWell Services are provided.
3. For the Supplier to offer the most effective support possible to Vanguard Partnerships, a number of key features are integral to delivery. In providing the Services, the Supplier is required to:
 - focus strongly on returning NST Reports and Deliverables within the contracted timescales;
 - provide complete and accurate NST Reports and Deliverables;
 - demonstrate a sound understanding of the breadth of the WorkWell Services.
4. In particular, all NST Reports and Deliverables shall be in the format specified below and be fit for purpose:
 - legible and in plain language;
 - checked for grammar, spelling and punctuation;
 - well-presented and of good quality;
 - in point 12 Arial font;
 - logically sequenced, clear, informative and complete;
 - fully detailed and consistent
5. It is important that the NST Reports and Deliverables are of good quality in accordance with the standards specified in this Annex A.
6. A NST Report and/ or Deliverable may be deemed not to be to the standard specified in this Annex A and therefore rejected and returned for Rework if one or more of the following applies:
 - Incorrect information is reported;
 - There are spelling and/or grammatical errors;
 - There is no full justification or insufficient detail for the Supplier's recommendations.
 - There is no explanation of how recommendations will address the issues highlighted.
7. If the Buyer decides that an NST Report and/ or Deliverable is not to the standard specified in this Annex A, the Supplier will be notified of the reason and will be

required to review and resubmit the report and/ or Deliverable within one (1) Working Day of its return.

8. If the Supplier is concerned about an NST Report and/ or Deliverable that has been returned for Rework, it should refer to the Single Point Of Contact (SPOC) at the Buyer (as designated by the Buyer from time to time). In the absence of the SPOC, the Supplier should contact DWP Commercial to determine the appropriate action to take.
9. The Buyer will monitor the quality of NST Reports and Deliverables and the number returned to the Supplier as unacceptable on a monthly basis. This information will be discussed formally as part of regular Fortnightly Performance Meetings.