

APPENDIX B
SERVICE DESCRIPTION

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1. INTRODUCTION

1.1 The Home Office leads on immigration and passports, drugs policy, crime policy and counter-terrorism and works to ensure visible, responsive and accountable policing in the UK. This requirement is for a Customer Service Excellence (CSE) assessment provider to work with the core departmental delivery arms of the Home Office, initially with a focus on UK Visas and Immigration (UKVI) and Her Majesty's Passport Office (HMPO) as the two Home Office commands that are currently accredited. This may in time, include other units, such as those from within Border Force and Immigration Enforcement.

2. PURPOSE

2.1 The Home Office is currently working with two assessment bodies. We are bringing our procurement activity together to have a single contract. This procurement exercise is to identify which assessment body will work with UKVI, HMPO and the other parts of the Home Office to be supported.

2.2 The Home Office requires an agreement with a licenced CSE assessment body to enable retention of CSE accreditation across UKVI and HMPO and achieve accreditation in other areas that wish to be assessed. This includes agreeing an assessment approach that is suitable for the different parts of the organisation.

2.3 The successful bidder should ensure, a smooth transition from the existing suppliers, this is essential. This includes the requirement for any accreditations certified by existing assessment bodies (Centre for Assessment for UKVI and SSG for HMPO) to remain in place if a new assessment body takes over.

3. BACKGROUND TO THE AUTHORITY

3.1 The Home Office is responsible for:

- Working on the problems caused by illegal drug use
- Shaping the alcohol strategy, policy and licensing conditions
- Keeping the United Kingdom safe from the threat of terrorism
- Reducing and preventing crime, and ensuring people feel safe in their homes and communities
- Securing the UK border and controlling immigration
- Considering applications to enter and stay in the UK
- Issuing passports and visas
- Supporting visible, responsible and accountable policing by empowering the public and freeing up the police to fight crime
- Fire prevention and rescue

3.2 Home Office Priorities are to:

- Prevent terrorism
 - Cut crime
 - Control immigration
 - Promote growth
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- Transform the Home Office
- 3.3 While the requirement is to cover all core parts of the Home Office, the initial focus is on UKVI and HMPO.
- 3.4 UKVI was set up by Ministers (upon the dissolution of the UK Border Agency in March 2013). It is a large global operation whose purpose is to make millions of decisions every year about who has the right to visit or stay in the country. This high volume service has a firm emphasis on national security and a culture of customer satisfaction for people who come here legally. UKVI's core principles are to be consistently competent, high performing and customer focused, while keeping the UK safe and secure. UKVI is responsible for:
- 3.4.1 Running the UK's visa service, managing around 3 million applications a year from overseas nationals who wish to come to the UK to visit, study or work.
 - 3.4.2 Considering applications for British citizenship from overseas nationals who wish to settle here permanently.
 - 3.4.3 Running the UK's asylum service offering protection to those eligible under the 1951 Geneva Convention.
 - 3.4.4 Deciding applications from employers and educational establishments who want to join the register of sponsors or gain highly trusted sponsor status.
 - 3.4.5 Managing appeals from unsuccessful applicants.
- 3.5 HMPO is the sole issuer of UK passports, providing services to British nationals worldwide, and through the General Register Office, oversees the provision of civil registration services in England and Wales. HMPO is responsible for:
- 3.5.1 Providing passport services for British nationals residing in the UK and, in association with partners at the Foreign & Commonwealth Office, to those residing overseas.
 - 3.5.2 Administering civil registration in England and Wales.
 - 3.5.3 HMPO issues over 6.7 million passports; and provides a passport validation service (PVS) to support the business community and government departments in preventing fraud.
 - 3.5.4 The General Register Office joined with HM Passport Office in 2008. General Register Office oversees the system of civil registration in England and Wales: it administers the marriage laws and secures the provision of an efficient and effective system for the registration of births, stillbirths, adoptions, civil partnerships, marriages and deaths.
 - 3.5.5 Each year General Register Office issue over 1.1 million certificates, in addition to over 1.5 million registrations from our partners in the Local
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Registration Service (LRS). GRO also resolves over 55,000 complex civil registration cases.

- 3.6 In line with being customer focussed, these commands have achieved Customer Service Excellence (CSE) for the whole of UKVI and HMPO.
- 3.7 UKVI and HMPO contribute directly to all of the Home Office core priorities of reducing immigration, cutting crime, preventing terrorism and promoting growth by keeping the UK safe, as well as transforming the department. It plays a key role in the Government's drive to promote growth and operates in over 130 countries around the world, working in conjunction with commercial providers. International operations work in a hub and spoke model. Decision making is taken by Home Office staff in a hub serving many spoke Visa Application Centres (VACs). The majority of VACs are run by commercial partners rather than by Home Office staff.
- 3.8 Operations in the UK are based in a number of locations including London, Croydon, Sheffield, Leeds, Solihull, Glasgow, Cardiff, Newcastle, Belfast, Manchester and Liverpool.
- 3.9 In addition to working with partners in the Home Office, UKVI engages with a range of important business, representative and refugee bodies as well as Foreign & Commonwealth Office, UK Trade & Investment, Department for International Development, British Council, UNHCR, and local authorities.

4. BACKGROUND TO REQUIREMENT/OVERVIEW OF REQUIREMENT

- 4.1 HMPO holds CSE accreditation and has done so since 2008. UKVI holds accreditation since its first whole command assessment in 2015, which followed on from the initial building block approach to achieve command wide accreditation. Both commands underwent assessments in 2016 with their existing providers. Following implementation of the new contract, the next round of assessments will be due in March 2017. Although this is a single procurement to result in a single contract, we require the commands to be treated separately for the purpose of assessment.
- 4.2 The emphasis will be on progressing and retaining accreditation, demonstrating measurable service improvements that have meaning for the organisation.

5. SCOPE OF REQUIREMENT

- 5.1 There are two elements to the requirement:
 - 5.1.1 Primarily: Customer Service Excellence (CSE) Assessment, i.e. formal assessment and informal assessment; and
 - 5.1.2 Secondly: Training, i.e. CSE Awareness and Internal Assessor training may be required
- 5.2 The accrediting body will be expected to offer a range of services including:

- 5.2.1 Formal assessment and CSE accreditation. This includes an annual review which will be required each year against each accreditation, for both UKVI and HMPO.
 - 5.2.2 Informal assessment against the CSE standard as an optional precursor to formal assessment.
 - 5.2.3 CSE internal assessor training.
 - 5.2.4 CSE awareness training.
- 5.3 These services should be available at any Home Office site in the United Kingdom and overseas, whenever services are requested by the UKVI CSE Manager or HM Passport Office Head of Customer Experience and CSE Manager.
- 5.4 ASSESSMENT SERVICES
- 5.4.1 The contractor must be able to offer informal and formal assessment and certification against the CSE standard. They must hold a concession agreement for CSE services with the Cabinet Office and continue to be accredited with the United Kingdom Accreditation Service (UKAS) throughout the term of the contract with the Home Office.
 - 5.4.2 The assessment body will be required to work with the UKVI CSE Manager and HM Passport Office Head of Customer Experience and CSE Manager to agree an approach to accreditation – including identifying how UKVI and HM Passport Office can retain CSE accreditation in subsequent years.
 - 5.4.3 The assessment body will be required to accept that any existing accreditations will remain intact.
 - 5.4.4 The contractor must be able to deliver assessment services within a reasonable period, not exceeding six weeks of a request from the UKVI CSE Manager or from HM Passport Office Head of Customer Experience and CSE Manager.
 - 5.4.5 The assessor should accept and utilise evidence templates in the formats currently used within the Home Office to ensure that duplication of effort is not required by transferring information from one format to another. No effort or additional cost(s) need to be attributed to development of new or alternative templates.
 - 5.4.6 Where evidence templates cover more than one site, the assessment of the template and evidence should take place at one of the sites and then shorter visits to the remainder of the relevant sites for the assessor to meet with team members, partners etc. As with all other cases, the schedule of visits is to be agreed with the appointed Home Office contacts.

- 5.4.7 Informal assessment against the standard criteria will be provided in line with the pricing agreed as part of the contract and will be an optional addition to the formal assessment. The informal assessment will be performed by an accredited assessor. This will incorporate a review of the evidence template and the documentary evidence for each element of the CSE standard as provided by the area being assessed to establish the level of compliance based on the quality and depth of evidence gathered and to discuss proposals for improving the evidence for the formal assessment.
- 5.4.7.1 A written report must be completed by the contractor following the informal assessment summarising their findings and indicating the elements against which the relevant part of the Home Office is:
- Above compliance with the standard – Compliance Plus;
 - Fully compliant with the CSE standard;
 - Partially compliant; and
 - Non-compliant.
- 5.4.7.2 The written report should detail the reason for the assessors marking and identify where additional evidence is required and where positive action needs to be taken to address a shortfall. The informal assessment should also seek to establish which areas would be selected for site visit by the assessor during a formal assessment
- 5.4.8 Formal assessment and certification of formal assessment will also be offered in line with the pricing agreed in the contract and will meet the standard set out by the Cabinet Office for accreditation.
- 5.4.8.1 The formal assessment process will include an examination of the documentary evidence against the elements of the CSE standard as provided by the part of the Home Office being assessed. The assessor will also be able to conduct site inspections and informal meetings with customers, staff and delivery partners to allow the assessor to satisfy them that the standards are being met. This programme will be by mutual agreement with the assigned Home Office contacts.
- 5.4.8.2 The formal assessment process should include consideration of the findings from any informal assessment within the preceding 12 month period.
- 5.4.8.3 A written report must be completed by the contractor following the formal assessment summarising their
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findings including positive observations, development opportunities and indicating elements with which the Home Office is:

- Above compliance with the standard – Compliance Plus;
- Fully compliant with the CSE standard;
- Partially compliant; and
- Non-compliant.

5.4.8.4 The written report should detail the reason for the assessors marking and identify where additional evidence is required and where positive action needs to be taken to address any shortfall, which will inform planning for future service improvements.

5.4.9 The assessment process should be consistent across the relevant part of the Home Office being visited. For example, the assessment experience across UKVI should be consistent, likewise, the assessment experience across HM Passport Office should be consistent, although there may be variations in approach between UKVI and HM Passport Office.

5.4.10 Location of sites to be assessed should be agreed between contractor and assigned contacts in the Home Office at least 6 weeks in advance of assessment date.

5.4.11 The contractor is required to agree the appropriate approach to retaining CSE accreditation in UKVI and HMPO from 2016/17 onwards for the life of the contract.

5.4.12 Assessors should rate evidence in a consistent way; and all areas assessed should be treated fairly.

5.4.13 It is important that assessors familiarise themselves with the Home Office functions and services, so that they are able to conduct effective assessments.

5.5 TRAINING

5.5.1 Training may also be required as part of the contract. It is not possible to predict the number or frequency of events required. This will depend on the level of requirement and available budget throughout the contract. The contractor should be able to provide training as required in the following two categories:

5.5.1.1 CSE internal assessor training - 2 day event.

Event purpose:



Provision of Customer Service Excellence Accreditation

Appendix B – Statement of Requirements

CCS Reference: SO17093

Contract Reference: CCCC16ABU

- (a) To provide co-ordinators and designated staff with the skills to evaluate evidence against the standard required for formal assessment.
- (b) On completion, students should be able to:
 - (i) Understand the background of CSE and why it will be beneficial to the relevant part of the Home Office
 - (ii) Understand the CSE criteria
 - (iii) Understand how to evidence the elements of CSE
 - (iv) Compose an evidence pack
 - (v) Understand the CSE accreditation process and the role of the external assessor, including the charging model
 - (vi) Guide their team through the whole process from planning to accreditation – including being able to conduct an internal assessment in preparation for accreditation

5.5.1.2 CSE Awareness – One day event.

- (a) On completion, students should be able to understand:
 - (i) The background of CSE and why it's beneficial to their part of the Home Office
 - (ii) The accreditation process and charging model
 - (iii) CSE element and criteria summary
 - (iv) The basic principles of customer insight, segmentation and customer journey mapping
 - (v) How the CSE standard can act as a continuous improvement tool

5.5.2 The contractor must be able to provide events within a reasonable period, not exceeding 20 working days of a request either in the UK or overseas.

5.5.3 It is expected that the contractor will provide all training materials for the events and suitable premises will be provided by the Home Office. However, where Home Office premises are not available, the contractor will need to deliver training at alternative premises suitably located for attendance by Home Office staff at cost only.

5.6 ACCOUNT MANAGEMENT

- 5.6.1 The contractor will appoint a contract manager for the Home Office who will:
- 5.6.1.1 Work directly with named CSE contacts to manage day to day delivery of services.
 - 5.6.1.2 Liaise with named CSE contacts to ensure that all requests for services have been agreed by UKVI CSE Manager or HM Passport Office Head of Customer Experience and CSE Manager prior to provision.
 - 5.6.1.3 Monitor the quality of assessment services and training in order to ensure these meet the needs of the Home Office.
 - 5.6.1.4 Provide Management Information reports to UKVI CSE Manager on a monthly basis, the content of which is to be agreed, but will be required to support with tracking of assessments, compliance levels and contract related costs.
 - 5.6.1.5 Hold face to face meetings or telephone calls when requested by the UKVI CSE Manager or HM Passport Office Head of Customer Experience and CSE Manager to discuss progress, any issues and maintain effective working relationships.
- 5.6.2 UKVI's CSE Manager and the HM Passport Office CSE Manager will provide an account management function for the contractor and will field any queries regarding the authorisation of training and assessment services. The UKVI CSE Manager will be the point of contact for issues relating to the contract.
- 5.6.3 Details of the account management strategy outlining dedicated contacts shall be agreed between the contractor and UKVI CSE Manager (for UKVI) and HM Passport Office Head of Customer Experience and CSE Manager in advance of contract start date, including levels of responsibility.
- 5.6.4 Agreement shall be made on award of contract between the UKVI CSE Manager, HM Passport Office Head of Customer Experience, CSE Manager and the contractor about procedures for the processing of:
- Queries
 - Complaints
 - Any other procedures relevant to the contract



This includes details and involvement of the onsite assessment team and other personnel related to the management of the contract.

5.6.5 Should any element of this contract be sub-contracted to any type of third party provider, the bidder should provide details of the companies to be used and the elements of the project they will be undertaking, together with evidence that the sub-contractor holds the relevant accreditations and licences required to deliver CSE services.

5.6.6 The contractor will undertake to meet with UKVI CSE Manager and HM Passport Office Head of Customer Experience as and when requested to review accreditation activity planned and undertaken, to ensure that the most effective approach is being taken to meet the CSE standard as required by the Home Office.

6. SERVICE LEVELS AND PERFORMANCE

6.1 UKVI and HM Passport Office will measure the quality of the Contractor's delivery by:

- 6.1.1 Streamlined move from current CSE contract to new contract
- 6.1.2 Identification of clear roll-out plan for CSE assessments, in partnership with appointed Home Office staff
- 6.1.3 Delivery of assessments as required by the Home Office
- 6.1.4 Responsiveness to requests
- 6.1.5 Feedback relating to assessment
- 6.1.6 Satisfaction levels relating to training (if applicable)

7. LOCATION

7.1 The services will be carried out at various locations in the UK and overseas. HMPO currently has 18 locations in the UK, with none overseas. UKVI currently has 23 locations in the UK and 49 locations overseas. Please see Annex 1.

7.2 Travel costs must be approved by the Home Office in advance and expenses will be receipt based and in line with Home Office policy (please see Annex 2).

7.2.1 The guiding principle is that travel is to be undertaken:

- at the lowest practicable cost
- within the lowest available class of travel unless you have a suitable justification that permits an exception to be applied

7.2.2 The general principle is that where no extra expense is incurred no reimbursement is due.

8. SECURITY REQUIREMENTS

8.1 All assessors working with the organisation must meet the minimum security clearance standard of Security Check (SC). Some of our work means that assessors may also require enhanced DBS clearance. The potential provider must ensure that they comply with UKVI security requirements, please see Annex 3 – Service Specification: Security.

9. PAYMENT

9.1 In consideration of the carrying out of the Services by the Contractor the Authority shall pay the Contractor the contracted price.

9.2 The Contractor shall submit an invoice for the Services to the Authority's address for invoices given in the Purchase Order. The invoice shall contain the Order Number; a description of the Services carried out; and the Price payable.

9.3 The Authority shall pay the Contractor within 30 days of receipt and agreement of invoices, submitted monthly in arrears, for work completed to the satisfaction of the Authority.

9.4 In addition to the Price, the Authority shall pay the Contractor a sum equivalent to any Value Added Tax chargeable in respect of the Services. Value Added Tax shall be shown as a separate item on the Contractor's invoice.

9.5 The Contractor shall implement any legislative requirement to account for goods and services in Euro instead of or as well as Sterling at no cost to the Authority. The Authority shall provide all reasonable assistance to facilitate any such requirement.

9.6 The Authority shall not be committed to a set amount of spend, and the contract can be terminated at any time.

9.7 Furthermore, the Authority will not be liable for any fees that may occur as a result of spending with the assessment body.

10. RECOVERY OF SUMS DUE

10.1 If any sum is recoverable from or payable by the Contractor under the Contract, that sum may be deducted from any sum then due or which at a later date becomes due to the Contractor under the Contract or under any other agreement with the Authority.



11. AUDIT

- 11.1 The Contractor shall keep and maintain until two years after the Contract has been completed records to the satisfaction of the Authority of all expenditures that are reimbursable by the Authority. These records shall include records of the hours worked and costs incurred by the Contractor or any employees of the Contractor in connection with the Services. The Contractor shall on request afford the Authority or any person reasonably specified by the Authority such access to those records as may be required by the Authority in connection with the Contract.