

Call-Off Schedule 20 (Call-Off Specification)

Call-Off Ref:

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Call-Off Schedule 20 – Call-Off Specification

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1 INTRODUCTION

- 1.1 This Call-Off Contract relates to the RM6288 Workforce Solutions Framework which was procured by Crown Commercial Service with the aim of taking the next evolutionary step towards Total Talent Acquisition (TTA).
- 1.2 The services under this Call-Off Contract aim to provide an end-to-end solution for the provision of workforce services, underpinned by efficiency, quality and value for money.

2 AIMS AND OBJECTIVES

- 2.1 The purpose of this Call-Off Schedule 20 is to set out the characteristics of the Services that the Supplier will be required to make available to the Buyer under this Call-Off Contract together with any specific standards applicable to the Services.
- 2.2 The aims and objectives of the RM6288 Workforce Solutions are to provide:
 - 2.2.1 a simple, effective and streamlined customer-focussed solution;
 - 2.2.2 an End to End solution to deliver the RM6288 Workforce Solutions effectively, from identification of requirement through to payment;
 - 2.2.3 a mechanism for the provision, attraction, management and retention of high quality Workers;
 - 2.2.4 full transparency of pricing and End to End processes so that the Buyer has full transparency;
 - 2.2.5 value for money, transparency of spend and year-on-year savings;
 - 2.2.6 a clear understanding of the current and future public sector workforce dynamics for the Buyer;
 - 2.2.7 flexibility to meet the changing needs of the Buyer;
 - 2.2.8 maximise the Buyer's contribution to delivering the Government's Social Value policies through Social Value initiatives;
 - 2.2.9 a technology solution to manage End to End requirements for all Service Lines
 - 2.2.10 better access to a flexible workforce and untapped Workers embracing existing and emerging relevant industry best practices;
 - 2.2.11 the introduction of legally compliant, innovative or relevant industry practices and methods of delivery that will develop and/or improve the Services.
- 2.3 The scope of this Call-Off Contract is talent acquisition and other workforce solutions which includes the following Service Lines Contingent Labour, Statement of Work, Recruit, Train & Deploy, Campaigns, Resource Augmentation, Overseas Workers and Permanent Recruitment, but may

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include other current or future methods of delivering professional services projects or resource.

- 2.4 The Supplier shall provide a fully managed service in line with Good Industry Practice to include, but not limited to, those Services as set out in this Call-Off Schedule 20.
- 2.5 The Supplier shall throughout the term of the Call-Off Contract provide a managed service including advice at no additional cost, including but not limited to, ensuring the Buyer is using the most appropriate Routes to Talent or other services to meet their requirements.

3 STRATEGIC RELATIONSHIP

- 3.1 The Supplier shall create and maintain a strategic relationship with the Buyer which will, as a minimum:
 - 3.1.1 ensure that the Services are of a consistently high quality and meet the requirements of the Buyer;
 - 3.1.2 ensure the Services are provided in line with Good Industry Practice and are evaluated and are continuously improved, where possible, throughout the term of the Call-Off Contract;
 - 3.1.3 create an environment of continuous improvement, share knowledge and best practice, benchmark data, and improve service usage within the Buyer;
 - 3.1.4 generate an improved understanding and have a responsibility for increasing education within the Buyer of all available Service Lines;
 - 3.1.5 manage demand more effectively, through the Supplier's provision of expert market advice;
 - 3.1.6 improve understanding of the national and regional changes in the supply market and proposing how to respond effectively to these changes so that the Buyer benefits.

4 DESCRIPTION OF SERVICES LINES

- 4.1 The RM6288 Workforce Solutions will deliver:
 - 4.1.1 the specified aims and objectives as set out in this Call-Off Schedule 20;
 - 4.1.2 all Services as set out in this Call-Off Schedule 20.
- 4.2 Under this Call-Off Contract, the Supplier shall not be eligible to:
 - 4.2.1 supply Contingent Workers through the Agency Supply Routes to Talent; or
 - 4.2.2 directly deliver SOW requirements using its own staff or any affiliated companies.

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- 4.3 The Supplier shall ensure all Services engaged through the RM6288 Workforce Solutions comply with all legislative and regulatory requirements, as detailed in the terms and conditions of the Call-Off Contract.
- 4.4 This Call-Off Contract will be managed by the Buyer.
- 4.5 The Supplier shall provide all Service Lines as set out in Table 1 and detailed in the relevant Annexes to this Call-Off Schedule 20, if selected by the Buyer on the Order Form.
- 4.6 The Supplier will work with the Buyer to ensure any duplication or overlap in the Service Lines is clearly identified and communicated to Buyer's Authorised Users to enable flexibility, the best value for money and compliance.
- 4.7 The Supplier will ensure confusion is minimised and buying practices are clear.

Table 1. Service Lines

Provision of, and managing, a range of routes to deliver professional services projects or resource, as outlined below, to be delivered using the appropriate technology platforms. Further detail is in the later sections of this Specification:

Contingent Labour:

- Agency Supply
- Direct Hire
 - i) Including Segmented Talent Pools
- Nominated Workers
- Other Innovative and Emerging Non-Agency Supply

The types of Contingent Worker Categories in scope of this Framework Agreement are;

Professional Interims

- Workers that undertake a temporary contract to provide labour and/or materials to perform a service or do a job, including senior executive roles.
- Typically, in the Civil Service these roles range from the Senior Executive Officer (SEO) grade to the Senior Civil Service grades in Central Government.
- Within the NHS the roles (non-clinical in scope are Agenda for Change (AfC) pay band 5, up to, and including, pay band 9. For further details please access this link - [Agenda for Change pay - NHS Employers](#).

Administration and Clerical Workers:

- Workers performing an administrative role or junior management role providing short term cover for non-professional roles.
- Typically, in the Civil Service these roles range from the Administrative Assistant (AA) grade to Higher Executive Officer (HEO).
- Within the NHS the roles (non-clinical) in scope are Agenda for Change (AfC) pay bands 2 - 5. For further details please access this link - [Agenda for Change pay - NHS Employers](#).

Operational Workers:

- Operational Workers, typically auxiliary roles/support staff covering all support staff roles.

Statement of Works (SOW):

- SOW's are set packages of output based work with payment against agreed outcomes that outline specific services the SOW Supply Chain is expected to deliver. Outcomes will be measured against milestones and deliverables including: the type, level, quality, and cost of service, as well as the time schedule required.
- Services delivered under a SOW may include: SOW Supply Chain design, implementation and management;
- SOWs will be requested as a piece of work under an existing Call-Off Contract

Recruit, Train, Deploy (RTD):

- RTD Workers that are employed by an RTD Supplier, suitably trained and deployed to the Buyer on a temporary basis of up to 24 months
- Typically these are RTD Workers that are being trained in new skills and are utilised to address skills gaps and create a talent pipeline for future permanent roles within the Buyer's organisation.

Resource Augmentation:

- Workers will be employees of the appointed resource augmentation supplier.
- Workers who are typically professionals in high demand to be sourced at short notice, typically in high volume requirements.

Permanent Recruitment:

- Workers that undertake a permanent or fixed term position within an organisation.
- Typically, in the Civil Service these roles range from AO - G6.

- Executive search roles are not in scope.

Campaigns:

- Surge based hiring for high quantities of replicable skills to a predetermined time frame typically supporting emergency / strategic programmes.

Overseas Workers:

- Workers that undertake a temporary contract based outside of the UK.
- The Supplier shall ensure all requirements meet all relevant legislation and requirements of the country where the Worker is engaged (if applicable)

4.8 The Buyer has indicated on the Order Form the Service Lines they wish to receive.

4.9 The Supplier shall provide those Service Lines which have been fully implemented under the Framework and have been selected by the Buyer from the Call-Off Contract Commencement Date. Where a Service Line has not yet been fully developed under the Framework, but has been selected by the Buyer, the selected Service Line will be provided by the Supplier from the date upon which that Service Line becomes fully developed and implemented.

4.10 The Supplier shall be able to source Workers through any other legally compliant routes.

4.11 Other Innovative and Emerging associated Workforce Services

4.11.1 The Supplier shall propose additional innovative Routes to Talent and workforce Service Lines, throughout the duration of the Call-Off Contract.

4.11.2 For any innovative or emerging Routes to Talent or Service Lines, the Supplier shall manage the End to End process, including provision of technology platforms.

4.12 Triage Support Service

4.12.1 The Supplier shall provide a triage support service to support the Buyers in selecting the most appropriate Service Line for each Buyer requirement.

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- 4.12.2 Where the contingent labour Service Line is selected the Supplier shall provide advice and guidance on the most appropriate Route to Talent.
- 4.12.3 The triage support service will be made of a number of tools and resources available to the Buyers including but not limited to;
 - a) The provision of information and education to all stakeholders to support them in selecting the best Service Lines for their needs
 - b) Guidance to central commercial and procurement leaders within the Buyer to ensure understanding of the Service Line offerings
 - c) Guidance to individual Hiring Managers to understand the most appropriate Service Line
 - d) Insight into the Buyers use of Service Lines and spend optimisation to inform better Service Line utilisation
- 4.12.4 For the avoidance of doubt, the Buyer is not obliged to use the triage support service for all requirements and the Buyer will always ultimately retain the accountability for decision making on Service Line.

5 CONTINGENT LABOUR

See Annex 1 for Contingent Labour Services

6 RECRUIT TRAIN DEPLOY (RTD)

See Annex 2 for RTD Services

7 STATEMENT OF WORKS (SOW)

See Annex 3 for SOW Services

8 IMPLEMENTATION AND TRANSITION OF THE SERVICES

- 8.1 The Supplier shall produce an Implementation Plan in compliance with Call-Off Schedule 13 (Implementation Plan and Testing), if required, which shall include all elements of the RM6288 Workforce Solutions being utilised by the Buyer,

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and which details how and when implementation and transition will occur for the Buyer.

- 8.2 The Supplier shall ensure that appropriately skilled and qualified Key Staff including of Key Subcontractors are available during the Implementation Period regardless of other Supplier activities, to ensure that all deliverables in the plans are delivered within the timescales specified, and to the Buyer's satisfaction.
- 8.3 Subject to paragraph 8.4, the Implementation Plan shall include, where applicable:
- 8.3.1 All tasks required with for successful mobilisation, implementation and transition, including clear phasing, timelines and milestones with a transition schedule, work streams, tasks and activities;
 - 8.3.2 Logical work breakdown, key milestones and dependencies during transition and deployment;
 - 8.3.3 Testing and verification activities, including testing of related/impacted projects, software, and hardware;
 - 8.3.4 Contingency plans and work-around(s) in the event that problems or unforeseen circumstances arise;
 - 8.3.5 Specific activities related to new, existing, and/or upgraded technology platforms, including roles and responsibilities of external vendors and internal resources;
 - 8.3.6 Data mobilisation and transition process;
 - 8.3.7 Systems and/or data back-up(s), conversion plans;
 - 8.3.8 Hand-off(s) between developers, vendors, operational staff, and/or technical support, including incumbent suppliers;
 - 8.3.9 Communication(s) to the Buyer's Authorised Users;
 - 8.3.10 Transition review to assess and document results of the transition, defects found, correction actions to be taken, work-around(s) to be implemented;
 - 8.3.11 Risks and mitigation including management and escalation of these;
 - 8.3.12 Dependencies;
 - 8.3.13 TUPE responsibilities;
 - 8.3.14 Roles, responsibilities and resources including a detailed RACI (responsible, accountable, communicate, inform) for all parties;
 - 8.3.15 How success will be measured;
 - 8.3.16 Reporting on the transition;
 - 8.3.17 Training;
 - 8.3.18 Governance, controls and meeting schedules; and
 - 8.3.19 Acceptance / Sign-off Procedure.
- 8.4 Where the Buyer is an existing customer of the RM3749 Public Sector Resourcing framework, then an Implementation Plan may not be required or may not contain all the details set out in paragraph 8.3, as specified in the Order Form.

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- 8.5 For the Call-Off Contract, the Supplier will, if agreed in the Order Form, undertake implementation activities in accordance with Call-Off Schedule 13 (Implementation Plan and Testing) and any Implementation Plan will include where applicable the information set out in paragraph 8.3 above.

9 TECHNOLOGY

9.1 Vendor Management System (VMS)

- 9.1.1 The Supplier shall provide, host, manage and maintain an internet-enabled VMS that will act as the mechanism to manage and procure all the service lines and provide an end to end workflow.
- 9.1.2 The Supplier shall ensure that the VMS has achieved all specified security accreditations and has been fully tested.
- 9.1.3 The Supplier shall ensure that the VMS and all system components used in the delivery of the Services under this Call-Off Contract comply with Government Digital Services (GDS) design principles.
- 9.1.4 The Supplier shall provide full technical details about all aspects of their interface standards for using third party technology solutions e.g., Gs1-xml to the Buyer immediately upon request.
- 9.1.5 The Supplier shall ensure that all web-based components are accessible via all major website browsing software.
- 9.1.6 The Supplier shall ensure that the VMS and all system components have the ability to integrate with the Buyer's IT systems in order for the VMS to perform its functionality. Any costs of integration with Buyers additional IT systems will be set out in the Order Form.
- 9.1.7 The Supplier shall ensure the VMS has the functionality to be integrated with any Purchase to Pay (P2P) system, ERP systems, eMarketplace, and other procurement systems through open Application Programming Interfaces (APIs) using industry standards without the need for extensive customisation or configuration. Any costs will be agreed as set out in the Order Form
- 9.1.8 The Supplier shall be responsible for configuration, testing and accreditation of the VMS and customising solutions to the Buyer's requirements, and ensuring that the Implementation Plan meets the timescales specified by the Buyer.
- 9.1.9 The Supplier shall ensure that all system components of the VMS comply with the requirements including, but not limited to data management, maintenance, upgrade, downtime and accessibility in accordance with the requirements as set out in this Call-Off Schedule 20.

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- 9.1.10 The Supplier shall provide all software upgrades at no additional charge to the Buyer.
- 9.1.11 Software upgrades will be provided by the Supplier:
 - a) Within 3 months of a new release of a critical update. Critical update being one which is required for the stability of the VMS or other technology platforms
 - b) within 6 months of all other update releases
- 9.1.12 Where the Buyer's IT operating systems and software are not the most current versions, the Supplier shall ensure that access to the VMS remains available via a variety of web browsers which are compatible with the Buyer's IT systems.
- 9.1.13 Any costs associated with the transfer of licences at the point of request of transfer by the Buyer will be agreed at the point of request, however the Supplier shall not charge the Buyer more than actual cost (i.e., no mark-up shall be permitted).
- 9.1.14 The Supplier shall ensure that the VMS is capable of maintaining normal performance during periods of peak usage (i.e., high volumes of the Buyer's Authorised Users accessing and using the VMS at the same time), and not cause degradation to front line Buyer's Service provision.
- 9.2 The Supplier shall provide, host and maintain a VMS, which meets all the following requirements, as a minimum:
 - 9.2.1 **Single entry point** – a single point of access for requirements covering all Service Lines for the Buyer's Authorised Users.
 - 9.2.2 **Request/Approvals** – a process that requires the Buyer's Authorised Users to secure the relevant approvals within their organisation to allow the sourcing of their requirements.
 - 9.2.3 **Transparency** - open and transparent processes including date and time stamping of all activities executed on the VMS.
 - 9.2.4 **Worker Pay Rates** – functionality to engage Workers through Personal Services Companies (PSCs), Umbrella Companies, PAYE, Fixed Term Appointments (FTAs) or any other legally compliant routes, including transparency throughout the end to end process (from initial request from the Buyer's Authorised Users to invoicing the Buyer for ordered services)
 - 9.2.5 **Legislative Compliance** – functionality to demonstrate compliance with all relevant legislation (such as, but not limited, to IR35 regulations and Agency Worker Regulations)
 - 9.2.6 **Management** - functionality that allows management of all end to end delivery of each Service Line including, but not limited to:
 - a) On Boarding, compliance and online document storage in line with requirements of the Cabinet Office Baseline Personnel

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Security Standards (BPSS), National Security Vetting (as necessary) and any other On Boarding requirements that may be requested by the Buyer.

- b) evidence of training/qualifications and Continuous Professional Development (CPD), if required.
- c) storing Workers personal data in a manner which is compliant with the requirements of the Data Protection Legislation (as maybe updated from time to time).
- d) providing current rate benchmarking data.
- e) Performance management which tracks performance by assignment in line with relevant legislation and relevant Government policies.
- f) timesheet completion and approvals including the ability for hourly, quarterly, half and full days.
- g) Off Boarding, tracking process to ensure all requisite activities are completed prior to the end of an assignment such as knowledge and skills transfer, return of all official equipment, information and building passes.

9.2.7 **Payment (Purchase Order & Work Order Processing)** - the processing of purchase orders, invoicing (including full transparency in invoices), verification and payment, including integration with embedded payment cards.

9.2.8 **Performance reporting** - providing dashboard reporting against agreed Key Performance Indicators, tracking and reporting Hiring Manager and Contractor satisfaction throughout the end to end process, fill rates, regular reporting (as specified by the Buyer), and ad-hoc reporting.

9.2.9 **Modification** – functionality which enables the Supplier to create forms, alerts and reports at no additional cost to the Buyer (for example to allow for customised approvals screens) so that the VMS meets the individual and different requirements specified by the Buyer.

9.3 Management Information and Reporting

9.3.1 The Supplier will ensure that the VMS allows the Buyer to

- a) Undertake collection, storage of data and reporting, relating to provision of the Service Lines and provision of Management Information to the Buyer.
- b) access to self-service reporting to provide a real time view
- c) monitor the performance and compliance of the Supplier in their delivery of the Services

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- 9.3.2 The Supplier will track and report to the Buyer, via the VMS, hiring manager and Worker satisfaction on a monthly, quarterly and annual basis as a means to measure satisfaction at each step in the process, across all service lines. Where requested the Supplier will provide the Buyer with a snapshot to date of the data collected.

9.4 Functionality

- 9.4.1 The VMS must as a minimum include the following functionality:

- a) creation and rate card management
- b) self-service for all users
- c) mobile functionality for hiring manager and worker
- d) Supplier registration and management
- e) Worker and Buyers Authorised User feedback on the Supplier's performance
- f) timesheet functionality to clearly capture where a Worker has worked part of a Working Day ($\frac{1}{2}$ day or $\frac{1}{4}$ day). The timesheet functionality shall also provide notification to the Buyer where a Worker has submitted a timesheet for approval showing hours worked on a non-working day, such as a weekend or bank holiday.
- g) tracking and application of all appropriate legislation to ensure correct application of Worker pay rates.
- h) the ability to include Worker expenses within the timesheet/payment's functionality. The Supplier shall ensure that this functionality also enables scanned receipts to be uploaded to the system and made visible to the Buyer to meet their audit requirements.
- i) notification functionality that can be configured to meet the requirements of the Buyer for notification of the following, but not limited to, activities;
 - (i) Relevant approvals
 - (ii) Purchase Order/Work order approvals
 - (iii) Receipt of CV's/shortlist
 - (iv) Outstanding activity (no offer within defined timescales)
 - (v) End of Assignment
 - (vi) Extensions
 - (vii) Milestone payments
 - (viii) Transparency - with date and time stamping to ensure the Buyer's Workers and Authorised

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Users can view the current status of activities in real time.

- 9.5 The Supplier shall provide additional integration with other business technology systems if requested the Buyer, following initial implementation. The Supplier shall provide this service upon request from the Buyer. The Supplier shall ensure that any new integration activities do not affect any other users or the performance of the VMS. Any costs of integration will be agreed as set out in the Order Form.
- 9.6 The Supplier shall be responsible for advising the Buyer of the information that the Supplier requires to deliver the required interoperability, including timeframes and any other specific project management requirements.
- 9.7 The Supplier shall be responsible for ongoing development of the VMS to ensure availability of the latest system capabilities at their own cost.
- 9.8 The Supplier shall provide unlimited user licences, to the Buyer's Authorised Users at no cost.
- 9.9 The Supplier shall be responsible for ensuring the security and data integrity of all information held in the VMS and any other technology systems used to deliver the Services including protecting the system from malicious software.
- 9.10 The Supplier shall ensure that the VMS will facilitate delivery of the following benefits:
- 9.10.1 decrease costs across the RM 6288 Workforce Solutions;
 - 9.10.2 enhance programme efficiency and ensure access to best quality Workers.
- 9.11 **Other Technology Platforms**
- 9.11.1 Where the Supplier uses other technology platforms alongside the VMS in the provision of Services under this Call-Off Contract, the Supplier is required to ensure that any Buyer Authorised User is only required to login to the system once. The Supplier shall ensure that the Buyer Authorised User is redirected automatically between the platforms in a seamless manner.
 - 9.11.2 The Supplier shall be responsible for ensuring that all technology platforms used in the delivery of the Services under this Framework Agreement comply with GDS Design Principles.
 - 9.11.3 The Supplier shall be responsible for configuration, testing and accreditation of all required technology solutions to the Buyer's requirements, including in accordance with the requirements of Call-Off Schedule 13 (Implementation Plan and Testing).
 - 9.11.4 The Supplier shall be responsible for ensuring that all technology provisions adhere to the requirements including, but not limited to data management, maintenance, upgrade, downtime, accessibility etc. as set out in this Call-Off Schedule 20.

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- 9.11.5 The Supplier shall ensure that all systems provided under this Call-Off Contract have the ability to integrate with the Buyer's IT systems to streamline and create efficiencies. The requirements for integration with individual Buyer systems will be agreed between the Supplier and Buyer as part of this Call-Off Contract. Any costs of integration are to be agreed as set out in the Order Form.
- 9.11.6 The Supplier shall ensure all web-based systems are accessible via all major web-site browsing software.
- 9.11.7 The Supplier shall be responsible for the ongoing development and maintenance of the technology platforms to ensure they meet the changing requirements of the Buyer. The Supplier shall notify the Buyer of any significant changes to the development and/or maintenance of the technology platforms.
- 9.11.8 The Supplier shall be responsible for providing the Buyer with upgrades for all software within six (6) months of new software upgrades and/or releases being launched. The Supplier shall provide all software upgrades at no additional charge to the Buyer during this period.
- 9.11.9 Where the Buyer's IT operating systems and software are not the most current versions, the Supplier shall take best endeavours to ensure technology access is available via the older version, which is compatible with the Buyer's IT systems.
- 9.11.10 The Supplier shall provide a technology suite that in addition to the VMS will include:
 - a) a branded portal that will;
 - (i) allow candidates to register their interest in roles, create their profiles, search and apply for Contingent Labour jobs
 - (ii) provide industry information and articles for buyers and agencies allow agencies and other providers to register interest in receiving or supplying within one or multiple Service Lines
 - b) tools and functionality that support
 - (i) the active engagement and retainment of qualified talent in our segmented talent pools
 - (ii) support and manage all stages of the candidate onboarding process

9.12 Training

- 9.12.1 The Supplier shall provide system training to the Buyer at no additional cost.

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- 9.12.2 The Supplier shall provide the Buyer's Authorised Users with clear instructions on how to use the VMS which will enable the Buyer's Authorised Users to fulfil all operational functions.
- 9.12.3 Where requested by the Buyer, the Supplier shall provide refresher training and any training required for new software updates at no additional cost to the Buyer.
- 9.12.4 The Supplier shall ensure that all training material is provided to the Buyer prior to publication/delivery.
- 9.12.5 The Supplier shall ensure all training for the VMS and all other technology platforms is delivered via a route to be agreed with the Buyer and shall include, as a minimum:
 - a) face-to-face,
 - b) online;
 - c) webinar;
 - d) telephone.
- 9.12.6 The Supplier shall ensure appropriate Supplier Personnel are in place to meet all training requirements of the Buyer to allow full use of all VMS and other technology platforms functionality throughout the duration of the Call-Off Contract.
- 9.12.7 The Supplier shall provide suitably qualified and experienced Supplier Personnel to advise and assist the Buyer in procuring their resourcing requirements.

10 CUSTOMER SERVICE FUNCTION

- 10.1 The Supplier shall create, manage and maintain a Customer Service Function to manage and respond to any user enquiries, complaints, request for advice and requests for technical support from the following parties, but not limited to:
 - 10.1.1 Workers;
 - 10.1.2 Subcontractors;
 - 10.1.3 Buyers Authorised Users
- 10.2 The Supplier shall provide, implement, operate and maintain a clearly defined process for the management of enquiries and complaints, requests for advice and technical support, received from Buyers, Workers, Subcontractors and Buyers Authorised Users.
- 10.3 The Supplier shall provide a Customer Service Function that shall be staffed and operational from Monday to Friday inclusive, between the hours of 08:00hrs to 18:00 hrs GMT.
- 10.4 Buyers may require extended operational hours and will specify their requirement at Call Off Stage.

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- 10.5 The Supplier shall ensure the Customer Service Function supports the Buyer's management of enquiries and complaints, request for advice and technical support through all means of communication, including but not limited to:
- 10.5.1 online systems;
 - 10.5.2 email;
 - 10.5.3 letter;
 - 10.5.4 telephone;
 - 10.5.5 AI / Chatbots
- 10.6 The Supplier shall ensure all telephone calls are charged at no more than a standard call rate (no premium rate telephone numbers are permitted). Standard rate in the UK means calls to local and national numbers beginning 01, 02 and 03. Excluded numbers include non-geographic numbers (e.g. 0871) and all premium rate services.
- 10.7 The Supplier shall ensure that all Supplier Personnel appointed to the Customer Service Function have the relevant skills and knowledge of the Services, customer relations and relevant technology, to address and resolve all enquiries, complaints, and advice and support requests to the satisfaction of the Buyer.
- 10.8 The Supplier shall provide and maintain an appropriate level of Supplier Personnel availability, to consistently deliver an effective service to the Buyer via the Customer Service Function during operational hours as set in paragraph 10.3.
- 10.9 The Supplier shall provide online operating guidance on how to access the Customer Service Function to the Buyer as well as a generic Frequently Asked Questions or information page. This information shall be available to the Buyer on the Call-Off Contract Commencement Date.

11 MANAGEMENT INFORMATION

- 11.1 The Supplier shall produce a suite of management reports and dashboards for the Buyer which comply with the requirements set out in Call-Off Schedule 1 (Transparency Reports).

11.2 Performance Levels

- 11.2.1 The Supplier shall monitor its performance against each of the Performance Levels as set out in Call-Off Schedule 14 (Service Levels) and shall report to the Buyer as agreed.

11.3 Branding of the RM6288 Workforce Solutions

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- 11.3.1 The Supplier shall work with the Buyer to agree a series of on-going publicity and general promotional material and initiatives throughout the term of the Call-Off Contract to highlight awareness of the Services and future services to encourage uptake and use of the Services by the Buyer's Personnel
- 11.3.2 The Supplier shall ensure they take action for promotion of the Services and the Buyer shall not be charged for such Services. Any material shall be agreed in advance by the Buyer, and contain branding specific to the Buyer if required.

11.4 Spend Under Management and Savings

- 11.4.1 The Supplier shall work collaboratively with the Buyer to identify and deliver savings, and identify and act on opportunities for increased spend under management throughout the life of the Call-Off Contract.
- 11.4.2 The Supplier shall develop, implement, manage and report on, a plan for spend under management and savings detailing the following as a minimum (but not limited to):
 - a) year on year growth of business through the Buyer's Call-Off Contract, including approach and resources to achieve this;
 - b) optimum Routes to Talent to attract suitably qualified and experienced Workers in an efficient manner, including approach and resources to achieve this;
 - c) how the Buyer can buy more effectively and make incremental savings;
 - d) benefits methodologies and savings levers that can be applied;
 - e) lost savings opportunities; and
 - f) how savings will be tracked and reported to the Buyer as part of the monthly MI.

12 WORKFORCE PLANNING

- 12.1 As part of the overall delivery of the Call-Off Contract the Supplier shall offer workforce advisory services which will include, but are not limited to:
 - 12.1.1 Workforce analysis and advisory services to understand demand patterns and current utilisation of substantive and flexible workforce.

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13 WORKFORCE POLICY

- 13.1 The Supplier will understand, interpret and influence public sector policies around Workers, workforce management and Total Talent Acquisition.
- 13.2 The Supplier and the Buyer shall provide to each other any information which may be relevant in driving the objectives of continuous improvement and in particular reducing costs.

14 SOCIAL VALUE

- 14.1 The Supplier shall deliver social value benefits that are over and above the core deliverables of the Contract aligned to the Government's social value priorities as set out in the [Social Value Model](#).
- 14.2 Social value benefits shall as a minimum cover the following areas:
 - 14.2.1 Ensuring diversity and inclusion within the contractor workforce as set out in this Call-Off Schedule 20.
 - 14.2.2 Supporting the wellbeing of the contractor workforce as set out in this Call-Off Schedule 20.
 - 14.2.3 Providing opportunities for SMEs as set out in this Call-Off Schedule 20.
 - 14.2.4 Tackling modern slavery as set out in Joint Schedule 5 (Corporate Social Responsibility).
 - 14.2.5 Fighting climate change as set out in Joint Schedule 5 (Corporate Social Responsibility).
- 14.3 The Supplier shall identify additional opportunities to deliver social value benefits as part of a programme of continuous improvement, innovation and added value.
- 14.4 Social value benefits shall be delivered both at Framework level for the benefit of all Buyers, and at Buyer level in response to individual Buyers' social value policies and priorities. The Supplier shall work with both CCS and Buyers to identify suitable opportunities aligned to Government and Buyers' social value objectives.
- 14.5 The Supplier shall ensure Social Value forms part of the selection criteria for the Tailored Supply Chain.
- 14.6 The Supplier shall work with its Subcontractors to ensure that social value is embedded within the supply chain and shall ensure that there is a mechanism for Subcontractors to report on their social value activities.
- 14.7 The Supplier shall produce a Social Value Strategy and Social Value Action Plan in conjunction with CCS which will be made available to the Buyer.
- 14.8 The Supplier shall develop suitable channels of communication with the Buyer to discuss the Buyer's social value objectives and priorities and shall provide regular updates to the Buyer on the Supplier's social value activities, including

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new initiatives, implementation plans and timescales, outcomes, deliverables and success stories.

- 14.9 The Supplier shall operate at all times in accordance with Government policy on social value and shall adopt any policy changes that arise during the operation of this Call-Off Contract.

15 DIVERSITY AND INCLUSION

- 15.1 As part of the commitment to the delivery of a Civil Service that reflects the country we serve the Supplier will be required to ensure that the Services promote diversity and inclusion
- 15.2 [The Civil Service Diversity and Inclusion Strategy 2022 to 2025](#) outlines the key actions required to achieve excellence in public service delivery through best practice diversity and inclusion policies.
- 15.3 The Supplier shall develop processes for ensuring diversity and inclusion in accordance with the principles set out in the Civil Service Diversity and Inclusion Strategy and any related government policies. This shall include monitoring the diversity characteristics of Workers and taking action to address the findings in order to promote diversity and inclusion and support social mobility.
- 15.4 The Supplier shall adopt inclusive hiring practices that promote diversity and inclusion across all service lines and shall develop initiatives to target disadvantaged groups.

16 LEGISLATION CHANGES

- 16.1 The Supplier shall be required to be aware of and ensure compliance to all changes in practice in the recruitment market and changes in policy and legislation, including but not limited to:
- 16.1.1 Agency Workers Regulations (AWR)
 - 16.1.2 Employment Agencies Act 1973
 - 16.1.3 Conduct of Employment Agencies and Employment Businesses Regulations
 - 16.1.4 UK General Data Protection Regulations (UK GDPR) / Data Protection Act 2018
 - 16.1.5 Off-Payroll IR35 legislation
 - 16.1.6 National Minimum wage and National Living Wage
 - 16.1.7 Right to Work checks

- 16.2 The Supplier shall ensure that such changes are communicated in a timely manner to the Buyer where necessary, appropriate changes made to processes

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and procedures (i.e., AWR, IR35, Minimum Wage) in line with the Variation procedure as set out in Joint Schedule 2 (Variation Form).

17 VMS AND OTHER TECHNOLOGY PLATFORMS REQUIREMENTS

17.1 Maintenance and Downtime

- 17.1.1 The Supplier shall ensure that the technology systems have availability for use by the Buyer three hundred and sixty five (365) days of the year with the exception of those times where planned maintenance (which will be known as Permitted Maintenance) has been approved by CCS, in accordance with clause 8.1 of Call-Off Schedule 6 (ICT Services).
- 17.1.2 The Supplier shall ensure that all Permitted Maintenance is completed outside of Work Hours.
- 17.1.3 Where any maintenance is required that is ad hoc and unplanned maintenance (to be known as Emergency Maintenance) that is not part of the Maintenance Schedule because the Supplier or the Buyer reasonably suspects that the technology systems or the Services, or any part of the technology systems or the Services, has or may have developed a fault, the Supplier shall immediately notify the Buyer of any incidents which may cause loss of access or functionality within any of the technology systems.
- 17.1.4 The Supplier shall give as much notice as is reasonably practicable to the Buyer prior to carrying out any Emergency Maintenance.
- 17.1.5 In the event that an unplanned incidents/outage occurs that causes or is likely to cause a loss of service, the Subcontractor responsible for provision of the affected technology system shall advise the Supplier. The Supplier, on notification from the Subcontractor, shall ensure that the appropriate persons within their, and their Subcontractors' organisations are advised of the incident/outage and updated on status of the incident/outage until resolution to ensure that communications are issued to ensure the Buyers and Subcontractors can be advised.
- 17.1.6 Where there has been an incident/outage as detailed at paragraph 17.1.5 above then the Supplier and the appropriate Subcontractors shall complete analysis to establish the cause of the incident/outage and put in place processes to minimise re-occurrence of the incident/outage.
- 17.1.7 The Supplier and their Subcontractors, as appropriate, shall ensure all technology systems have the facility to provide secure backup of

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the systems in line with industry standards to safeguard against data loss in the event of hardware failure.

- 17.1.8 In the event of a hardware failure the Supplier shall immediately:
- a) work with their Subcontractors, as appropriate, to restore data from the backup; and
 - b) restore provision of the Services.

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Government	Percentage
Current government	85%
Previous government	15%

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Category	Percentage
U.S. should take action to address climate change	70%
U.S. should not take action to address climate change	30%

Response	Percentage
Yes, the U.S. should take action to address climate change	95%
No, the U.S. should not take action to address climate change	5%

The diagram illustrates a hierarchical tree structure. It begins with a single root node at the top. This root node branches into two child nodes. The left child node further branches into two child nodes, while the right child node branches into three child nodes. This branching pattern continues, with nodes further subdividing into smaller child nodes, creating a complex, multi-level hierarchy. The nodes are represented by small squares, and the edges are lines connecting them, showing the flow from parent to child.

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