

FRAMEWORK SCHEDULE 2: SERVICES AND KEY PERFORMANCE INDICATORS

PART A – GOODS AND SERVICES

1 INTRODUCTION

- 1.1 Crown Commercial Service (CCS) (the “Authority”) is seeking to establish a Framework Agreement for the provision of Contact Centre Services for all UK Central Government (CG) departments and the wider public sector (WPS) organisations (“Contracting Authorities”).
- 1.2 The Official Journal of the European Union (OJEU) contract notice provides details of those organisations who can access this RM3815 Contact Centre Services Framework Agreement. in section VI.3.
- 1.3 The purpose of this Part A (Goods and Services) of Framework Schedule 2 is to provide a description of the Goods and Services that the Supplier shall be required to deliver to the Authority and individual Contracting Authorities under the lotting structure of this Framework Agreement.
- 1.4 This Framework Agreement shall be managed centrally by the Authority and the individual Call Off Contracts shall be managed by the Contracting Authorities.
- 1.5 The Authority published a Prior Information Notice (PIN) 2016/S 183-328921 on 22.09.2016 in the Official Journal of the European Union (OJEU).
- 1.6 This procurement has been advertised by publishing a Contract Notice in the OJEU under the open procedure in accordance with the Public Contracts Regulations 2015 (the “Regulations”)..
- 1.7 The duration of the RM3815 Framework Agreement shall be for a period of four (4) years
- 1.8 The Services have been divided into the following Lots:
 - Lot 1 – Specialist Contact Centre Consultancy Services; and
 - Lot 2 – Contact Centre Services.

2 LOT DESCRIPTIONS

Lot 1 - Specialist Contact Centre Consultancy Services

The provision of Specialist Contact Centre Consultancy Services throughout the United Kingdom to Contracting Authorities.

Suppliers of Lot 1 shall provide advice and assurance on different delivery options to the Contracting Authority with a clear assessment of each option including, but not limited to, the practicality, timescales, cost, comparative value for money and risk. This shall include producing reports, outlining strategies, identifying programs of work and associated Project Plans to achieve the required efficiencies and outcomes.

The Supplier shall be able to provide consultancy services for Contracting Authority's :This will include but not limited to;

- Contracting Authority's Contact Centre current / new strategies
- Review, analysis and recommendations for existing / new Contact Centre
- Customer /process journey creation and mapping
- Cost optimisation
- Resource management
- Change management
- Procurement advice and support

The Supplier may be required to work collaboratively on projects with other suppliers and Contracting Authority personnel, to ensure greater value for money and results.

The Services within this Lot are contained in Annex 1 of this Part A (Goods and Services) of Framework Schedule 2 and are not an exhaustive list. Contracting Authorities may require other similar Services, which will be detailed in the Call Off Contract award procedure.

The individual Contracting Authorities shall confirm the scope of Services required within Call Off, in accordance with the Further Competition Procedure, detailed within Call Off Procedure (Framework Schedule 5).

The Supplier shall be able to provide all the Mandatory Requirements relating to Lot 2 as detailed in paragraphs 2 to 7 of Annex 1 of this document.

Any Call Off Contract under Lot 1 Specialist Contact Centre Consultancy Services shall not survive the expiry of the Framework Agreement by more than two (2) years.

Lot 2 - Contact Centre Services

The provision of Contact Centre Services throughout the United Kingdom to Contracting Authorities

which will meet the requirements of Contracting Authorities. This will include fully Outsourced Contact Centre Solutions.

The scope of this Lot includes the provision of multi (i.e. more than one) of the following:

- Facilities – as detailed in Annex 2 paragraph 4
- People – as detailed in Annex 2 paragraph 5; and
- Technology – as detailed in Annex 2 paragraph 6

OR

People only – as detailed in Annex 2 paragraph 5 only.

Suppliers shall be able to provide the following Service Types as detailed in Annex 2 Appendix A:

- Service Type 1 – Priority Services
- Service Type 2 – Critical Services
- Service Type 3 – Support and Contingency Services

The Supplier shall have a minimum of three (3) separate delivery centres and a minimum of one thousand (1000) operational seats, one or more of the delivery centres must be based in the UK.

The Supplier shall be able to provide all the Mandatory Requirements relating to Lot 2 as detailed in Annex 2 paragraphs 2 to 10 of this document.

Any Call Off Contract under Lot 2 Contact Centre Services shall not survive the expiry of the Framework Agreement by more than seven (7) years.

The Services within this Lot are contained in Annex 2 of this Part A (Goods and Services) of Framework Schedule 2 and are not an exhaustive list. Contracting Authorities may require other similar Services, which will be detailed in the Call Off Contract award procedure.

The individual Contracting Authorities shall confirm the scope of Services required within Call Off, in accordance with the Further Competition Procedure, detailed within Call Off Procedure (Framework Schedule 5).

The Supplier shall be able to provide all the Mandatory Requirements relating to Lot 2 as detailed in Annex 2 paragraphs 2 to 10 of this document.

Out of Scope

The Supplier shall be aware that the following services are out of scope of this Framework Agreement Lot 2:

- IT Help and Services desks. Environments designed to provide 1st, 2nd and 3rd level technical support to hardware and software users;
- Switchboard Services;
- Back office routines, which are unrelated to a customer service delivery process;
- Facilities only; and/or
- Technology only.

ANNEX 1 – LOT 1 - SPECIALIST CONTACT CENTRE CONSULTANCY SERVICES

1 CONTACT CENTRE PROJECTS – MANDATORY REQUIREMENT

- 1.1 The Supplier shall be able to develop a strategy, design and build projects and/or implement a solution for a Contracting Authority's Contact Centre operations. This shall include but not be limited to providing consultancy advice on :
- the Contracting Authority's Contact Centre strategy and /or business plan or developing a new strategy and / or business plan to deliver the Contracting Authorities policies, strategies, purposes and objectives.
 - developing change management policies and strategies to meet the Contracting Authorities' Contact Centre strategy.
 - reviewing and/or updating the Contracting Authority's Contact Centre(s) requirements, including planning how a new service could be delivered within the current Contact Centre operation; consolidation of Contact Centre sites; informing strategy i.e. from insource to outsource / outsource to insource.
 - supporting the Contracting Authority internal processes, in order to get a new Contact Centre solution approved;
 - the activities to procure a new Contact Centre solution, including devising, developing and implementing tailored procurement strategies and procedures, implementing and delivering procurement initiatives to deliver savings, added value benefits and improved value for money;
 - develop change management policies and strategies to meet the Contracting Authorities' Contact Centre strategy.
 - reviewing and/or updating the current Contracting Authority's internal processes including:
 - process maps; and
 - Agent's scripts.
 - Reviewing and advising he Agents within the Contact Centre(s) including, but not restricted to:
 - skills;
 - experience; and
 - training.
 - Reviewing and advising on the current technology including, but not restricted to:
 - customer relationship management tools;

- speech recognition;
 - interactive voice response; and
 - analytics;
 - Back office administration including, but not restricted to:
 - responses to complaints;
 - emails; and
 - mail.
 - Customer interaction including channels such as, but not restricted to:
 - telephone calls;
 - texts;
 - webchat; and
 - social media.
 - Performance Management including, but not restricted to:
 - development and/or review of KPI's;
 - SLA's;
 - response time;
 - reporting; and
 - customer satisfaction.
 - The commercial model including, but not restricted to:
 - the Contact Centre buildings/property;
 - cost modelling; and
 - risk.
 - Organisational planning including, but not restricted to:
 - workforce optimisation;
 - handling times;
 - operating hours;
 - capacity management; and forecasting.
- 1.2 The Supplier shall be aware of future technology developments within the Contact Centre sector and identify potential impacts to the Contracting Authority's Service provision.
- 1.3 The Supplier shall be aware of any future demographic changes which will impact on the demand and usage of the Contracting Authority's Contact Centre(s). This shall be identified and included within the project report, as well as possible mitigation or solution.

2 PROJECT REVIEWS, ANALYSIS AND RECOMMENDATIONS – MANDATORY REQUIREMENT

- 2.1 The Supplier shall provide the Contracting Authority a Project Plan, which includes outputs and milestones, also project updates including milestone delivery, blockers, risks and issues.
- 2.2 The Supplier shall produce a project report to the Contracting Authority, based on an agreed scope with appropriate deliverables, which may include, but will not be limited to:
- Identification of proposed Target Operating Model for the Contracting Authority;
 - A recommended Customer journey or journeys, detailing a Customer's experience from the initial engagement with the Contracting Authority;
 - An options appraisal including, but not limited to:
 - practicality;
 - timescales;
 - cost;
 - value for money; and
 - risk with a recommendation, providing supporting evidence and rationale for that option.
 - Developing and designing new training materials to be implemented throughout the Contact Centre(s);
 - Cost and efficiency saving opportunities in areas including, but not limited to:
 - channel strategy;
 - staff and processes; and
 - supporting technology.
 - Develop suitable service level agreements so that the Contact Centre performance can be measured and monitored by the Contracting Authority;
 - A knowledge transfer process to enable key learnings to be shared with the Contracting Authority;
 - Handover process;
 - Continuous improvement;
 - Client acceptance criteria;
 - Risk Management, including but not limited to:
 - project risks; and

- dependencies.
 - Financial Management, including but not limited to:
 - managing costs against budget; and
 - variances.
- 2.3 The Supplier shall give the individual Contracting Authorities sufficient notice of all meetings arranged by the Supplier, in order to facilitate the opportunity for attendance by the individual Contracting Authorities, the other members of the Project Team and any other attendees, as may be necessary.
- 2.4 For each Call Off the Supplier shall provide regular reports, as the individual Contracting Authorities may require. Each report shall include but not be limited to :
- Illustrate progress against the Delivery Timetable including a comparison with target improvements, where applicable;
 - Provide a forecast of the expected progress to the next reporting milestone;
 - Identify those matters which require a decision from the individual Contracting Authorities and, where necessary, provide assistance to the individual Contracting Authorities to make an informed decision on all such matters;
 - Track all risks and issues; and
 - Record and log all actions.
- 2.5 The Supplier shall organise and attend workshops as required within the Call Off Contract, the Delivery Timetable or as otherwise requested by the Contracting Authority.
- 2.6 The Supplier shall ensure that it holds a project evaluation review meeting and completes any actions in a timely manner.
- 2.7 The Supplier shall organise and facilitate workshops as required, to ensure any efficiencies identified are maintained and improvements are achieved.

3 COST OPTIMISATION – MANDATORY REQUIREMENT

- 3.1 The Supplier shall have processes and systems in place to ensure costs and pricing are managed appropriately, during the Call Off Contract. This shall include ensuring that the grade mix of the project team assigned will be managed to provide the right balance, in terms of quality and cost effectiveness.
- 3.2 The Supplier shall ensure that the project is completed to the Contracting Authority's budget and timeframe.

4 RESOURCE MANAGEMENT – MANDATORY REQUIREMENT

- 4.1 The Supplier shall ensure that project team members have suitable project experience and skill sets, to meet the Contracting Authorities requirements. This may include, but not be restricted to:
- Successful delivery of local and national projects, across either the public and private sector;
 - Managing mixed project teams, containing individuals from both the supplier and customer; and
 - Mentoring and coaching.
- 4.2 For projects that have a design, build or delivery element, the Supplier shall ensure that at least one member of the project team has PRINCE 2, or an equivalent project management qualification.
- 4.3 The Supplier shall provide each Contracting Authority with a named contact and specific project team, regardless of location and contract value.
- 1.1 The Supplier shall undertake all reasonable measures to ensure continuity of Supplier Personnel.
- 4.4 The Supplier shall provide Supplier Personnel who have the relevant professional qualifications, technical skills and experience in respect of the Service, as set out in Appendix A (Lot 1 - Qualifications and Experience).
- 4.5 The Supplier shall provide Supplier Personnel, whose standard of security clearance is compliant with the Authority and individual Contracting Authorities' security requirements, which will be confirmed at Call Off Contract stage.
- 4.6 In the event of the absence of Supplier Personnel previously allocated, the Supplier shall ensure that subsequent replacement Supplier Personnel shall be of the same level of relevant experience, and have the required level of security clearance. The Supplier shall ensure that any replacements are agreed with individual Contracting Authorities, and that suitable arrangements are made for handover to enable a smooth transition, minimise any detrimental effect and avoid any additional costs to the individual Contracting Authorities.
- 4.7 Where additional costs may arise, as a result of change of Supplier Personnel requested by the Supplier, the Supplier shall obtain prior consent from individual Contracting Authorities, unless otherwise agreed by the Parties; the Supplier shall meet all additional costs, in this instance.
- 4.8 Where additional costs may arise, as a result of change of Supplier Personnel requested by individual Contracting Authorities, the Supplier shall obtain prior consent from the individual Contracting Authorities, unless otherwise agreed by the Parties; any additional costs will be agreed

between the Supplier and individual Contracting Authorities, prior to the change.

- 4.9 Where Contracting Authorities have specialist requirements relating to individual projects and/or Service provisions, these will be specified by the Contracting Authority Scope at the Call Off Contract stage. For example, such specialist requirements may include, but are not limited to:
- specific security clearances;
 - sector specific requirements and/or experience and other provisions; and
 - standards connected to delivery of the Services to the individual Contracting Authorities.
- 4.10 The Supplier shall ensure the co-ordination of all outputs provided by its supply chain in the delivery of the Services, and shall effectively manage all interface risks to provide a seamless service to the Authority and/or Contracting Authorities.

5 CHANGE MANAGEMENT – MANDATORY REQUIREMENT

- 5.1 The Supplier shall develop change management policies and strategies to meet the Contracting Authorities' Contact Centre strategy.
- 5.2 The Supplier shall be able to implement the change management policies and strategies, as agreed with the Contracting Authority.
- 5.3 The Supplier shall manage the change management process, ensuring that all change requests are logged and responded to in a timely manner.
- 5.4 The Supplier shall produce and distribute technical notes and facilitate any workshops, as required by the Contracting Authority.

6 PROCUREMENT ADVICE AND SUPPORT - MANDATORY REQUIREMENT

- 6.1 Where the procurement of a Contact Centre solution is proposed, the Supplier and the Contracting Authority shall ensure that Lot 2 of this framework is the default route to market.
- 6.2 The Supplier may be asked to provide procurement advice and support to a Contracting Authority as part of their Call Off Contract. This may include, but not be restricted to:
- Compiling insights gained from market engagement to inform the procurement strategy;
 - Identifying and documenting the Contracting Authority's procurement strategy;
 - Producing an options appraisal of available route to market, with a recommended option;

- Developing the tender documentation to support the procurement and Contact Centre strategy, ensuring that the documents adhere to the Public Contract Regulations 2015 and the Contracting Authorities policy's and internal governance;
- Managing Supplier Bootcamp sessions;
- Assessing Supplier bids against the tender documentation;
- Providing advice and guidance, in dealing with complaints/challenges or identified issues of non-compliance; and
- Completing the award documentation, in line with the Contracting Authorities internal governance process.

7 TRAVEL AND RELATED COSTS MANDATORY REQUIREMENTS

- 7.1 The Contracting Authority shall specify requirements, policies and arrangements for travel costs, travel-related costs, travel time and subsistence at the Call Off Contract stage.

Appendix A – Lot 1 Qualifications and Experience

Grade	Description
Partner / Managing Director or equivalent	Minimum 15 years' experience of leading or directing major, complex and business-critical projects within the Customer Contact Centre industry. Able to deliver complex change programmes in challenging environments. Experience of process design and reengineering, change management and strategy. In depth knowledge of the public sector and of current policy and political issues affecting it.
Managing Consultant / Associate Director / Director or equivalent	Minimum 10 years' experience within the Customer Contact Centre industry and achieving specific objectives to agreed outcomes with the customer. Previous experience in managing project teams, project and risk management on at least five major projects. Advises client Senior Management Teams and Directors in the commercial and public sectors. Use of PRINCE2 or equivalent. In depth knowledge of the public sector, current policy and the political issues affecting it.
Principal Consultant or equivalent	Recognised expert within the Customer Contact Centre industry and has worked in a consultancy/training role. Minimum 5 years proven relevant experience managing a variety of complex projects including size, scale and contract value. Sound knowledge of the public sector, current policy and political issues. Assists in fee proposals. Previous experience in project management on at least three major projects, preferably in the public sector and using the PRINCE2 or equivalent method.
Senior Consultant / Manager or equivalent	Management of engagements and projects adhering to professional standards and strict costs controls. Minimum 5 years proven experience within the Customer Contact Centre industry and in a consultancy / training role. Previous experience in the project management in a wide range of high quality and relevant projects. Familiarity of the issues / problems facing public sector organisations
Consultant or equivalent	Notable subject matter experience, in-depth knowledge and relevant experience within the Customer Contact Centre industry. Evidence of a wide range of projects and client facing experience. Support work in process and organisational design and leading customer workshops and events.
Junior Consultant or equivalent	Demonstrable experience and exposure to a range of projects within the Customer Contact Centre industry. Evidence of client facing experience and relationship management. Provides support for planning and monitoring budgets and services and has experience of proposal preparation.

ANNEX 2 – Lot 2 Contact Centre Services

1 INTRODUCTION

- 1.1 The Crown Commercial Service (CCS) is looking for Suppliers who can bring highly innovative, transformational and, most importantly, scalable services to this Lot of this Framework Agreement. With such a broad range of Goods and Services and Contracting Authority's, the Authority is looking to step-change the commercial vehicle available, so that they can benefit from innovation, channel strategy, self service and optimisation & blending strategies across awarded Call Off Contracts. In turn, these diverse service offerings are anticipated to translate into a radical shift in the existing cost base.

2 MANDATORY REQUIREMENTS LOT 2 - CONTACT CENTRE SERVICES

- 2.1 The Supplier shall meet the following requirements in their entirety in order to provide the Goods and Services during the Framework Period and until any Call Off Contracts established under this Framework Agreement expire.
- 2.2 The Supplier shall provide Contact Centre Service for the service types as detailed in Appendix A; Services Types; Critical Services; and Support and Contingency Services
- a. **Service Delivery** (as detailed in paragraph 3)
- Service Level Agreements
 - Customer Relationship Management
 - Operating Hours
 - Capacity Management
 - Optimisation and Blending of Services
 - Back Office
- b. **Facilities** (as detailed in paragraph 4)
- c. **People** (as detailed in paragraph 5)
- Personnel and Vetting
 - Training and Development
- d. **Technology** (as detailed in paragraph 6)
- Software Solutions
 - Channel Technology and Services
 - Network and Telephony Services
 - Training
 - Incident Reporting and Resolution
 - Disaster Recovery
 - Management Information

- Audit Requirements
- 2.3 The Supplier shall be aware that the core requirements listed above are not exhaustive. The Supplier shall recognise that Contracting Authorities will specify their own unique requirements at Call Off subject to being relevant to the overall scope of this Lot.
- 2.4 The Supplier shall be aware that, unless otherwise specified by the Contracting Authority at Call Off, Contact volumes are not guaranteed and variations to Contact delivery will occur in day; in week; in month; in year and with seasonal peaks.

3 SERVICE DELIVERY – MANDATORY REQUIREMENTS

- 3.1 The Supplier shall have a minimum of three (3) separate delivery centres and a minimum of 1000 seats across the three delivery centres. One (1) delivery centre must be in the UK.
- 3.2 The Supplier shall have the capability to provide a scalable service which could range from 1-10 Agents working from home, activating only when the Service is required up to 20,000 or more active Agents working from varying locations.
- 3.3 Suppliers shall provide a flexible and scalable Contact Centre Services in line with the on-going demands of the Contracting Authority. This includes, but is not limited to:
- rapid recruitment of suitable call agent, management and administrative teams;
 - downsizing of operations in line with customer requirement and forecast;
 - ability to offer / source and kit out suitable premises to meet Contracting Authority requirements; and
 - IT and telephony that can react to Contracting Authority demand while meeting the Contracting Authority security and data protocols.
- 3.4 The Supplier shall take either an Existing Service or New Service and offer both operational and commercial solutions to support channel shift; taking advantage of consumer preferences and the type of information required, to provide alternative channels of communication that improve service and saves money for the Contracting Authority.
- 3.5 The Supplier shall deliver a fully or partly outsourced Contact Centre requirement, as per the Contracting Authority's requirement at Call Off. A fully outsourced requirement will include all Agent, management and support staff in line with the Contracting Authority's Requirements.
- 3.6 The Supplier shall apply Customer preferences (as defined in the Call Off Contract and the type of information required, to provide alternative channels of communication that improve service and saves money for the Contracting Authority.

- 3.7 The Supplier shall deliver a fully or Partly Outsourced Contact Centre Service, as defined in the Call Off Contract.

3.8 Operating Hours

- 3.8.1 The Supplier shall provide a 24 hours a day, 365 days a year, service. The actual operating hours will be defined by the Contracting Authority at Call Off Contract stage.
- 3.8.2 Suppliers shall also accommodate Fast Changes in Operating Hours as well as deliver the varied range of Operating Hours requirements. Varied Operating Hours and the timescales in which a Supplier will be required to perform a Fast Change will be specified by Contracting Authorities at Call Off. An example of a Fast Change would be providing a Sunday service within 14 days of a customer request.
- 3.8.3 The Supplier shall be aware that the Operating Hours specified by the Contracting Authority will be inclusive of both Front and Back of House services, unless otherwise specified by the Contracting Authority.
- 3.8.4 The Supplier shall receive, access, securely store and retrieve data extracts provided by the Contracting Authority.

3.9 Capacity Management

- 3.9.1 The Supplier shall provide a capacity management service as part of the Service. Suppliers are required to utilise their technical and market knowledge to understand and make accurate forecast of how much activity they will be required to manage and what the resource implication will be to manage the anticipated activities.
- 3.9.2 The Supplier shall provide a flexible service which will respond to changes in the Contracting Authority's business with a focus on the ability to increase First Contact Resolution.
- 3.9.3 The Supplier shall provide a flexible Service for Accommodation, Infrastructure and Agent Resources while providing continuity in respect of quality of service, if actual volumes prove to be higher, and manage staffing levels appropriately if actual volumes are lower as defined by the Contracting Authority in the Call Off Contract.
- 3.9.4 The Supplier shall adapt to changes which may occur as a result of the Call Off Contract being scaled up or down, to reflect the organisation at particular points in time. Examples of this may be a change in the areas of responsibility for Contracting Authorities', changes in locations and/ or changes in the nature of work activities and unforeseen events which increase the volumes of Contact. Key to this will be the Contracting Authorities' Historic Volumes and the Live Volumes Variance Forecasts managed by the Supplier and/or Contracting Authority.

3.10 Optimisation and Blending of Services

- 3.10.1 The Supplier shall continually review the Service delivered to ensure they are providing the optimal Service to meet the Contracting Authorities' Requirement. This may include the process of Optimising and Blending Resources across a Supplier's Call Off Contracts, where prior permission has been agreed by the relevant Contracting Authorities.
- 3.10.2 Following the award of each Call Off Contract, the Supplier shall work with the Authority to propose Optimisation and Blending opportunities across all of their existing Call Off Contracts. The Authority will also work with Contracting Authorities to review and approve Optimisation and Blending opportunities. Following this, the Authority or the Contracting Authority will advise the Supplier on the implementation of nominated opportunities.
- 3.10.3 The Supplier shall undertake planning activities to manage capacity and performance, throughout each Call Off Contract. This will include, but shall not be limited to:
- capacity planning processes, set against the context of delivering anticipated and flexible volumes of work;
 - capacity planning processes, in response to higher than anticipated levels of staff absence and attrition, including any lead in time for securing additional resource; and
 - capacity planning, to address planned and unplanned volume fluctuations on an in day, intra week and intra month basis, whilst maintaining quality of service (including assurance processes) and should include your typical lead times in which to handle increases in demand.
- 3.10.4 The Supplier shall be responsible for all or parts of the forecasting the Contact Centre Service Activity volumes as required by Contracting Authorities at Call Off.
- 3.10.5 The Supplier shall upon request by the Contracting Authority take responsibility for the live volumes variance forecasting for all the service types the Supplier is delivering. The Contracting Authority will specify at call off if the intent is for an initial period where there is joint responsibility for the live volumes variance forecasting before the Supplier takes sole responsibility at a date specified by the Contracting Authority.
- 3.10.6 The Contracting Authority shall require the Supplier to perform one of and/or a hybrid of the following scenarios at Call Off Contract stage :
- Supplier has full control and responsibility for the forecasting of both contact and service delivery;

- The Contracting Authority provides historic contact volumes and the Supplier has responsibility for forecasting of contact and service delivery;
 - The Contracting Authority works with the Supplier to review and agree on the appropriate forecasting of contact and service delivery; and/or
 - The Contracting Authority takes full responsibility for forecasting both contact and service delivery. Under this model, the Supplier simply provides the services requested.
- 3.10.7 The Supplier shall, where and when requested by the Contracting Authority, build forecast models which will analyse capacity and measure the impact on the overall provision of the Contact Centre Service. This may include, but shall not be limited to:
- advertising campaigns;
 - public holidays;
 - meetings; and
 - training sessions.
- 3.10.8 Suppliers shall where requested by Contracting Authorities run regular hypothetical 'What-If' Scenarios" (e.g. flu epidemic), in order to inform a scheduler of how alterations to shift patterns would impact the performance of the Contact Centre Service and draw up contingency plans to mitigate the impacts of such events.
- 3.10.9 Where any workforce inefficiencies are identified by either the Supplier or Contracting Authority, the Supplier shall ensure at all times that mitigation actions are in place and communicated/agreed with the Contracting Authority.
- 3.10.10 The Supplier shall operate a Service that reflects the varying requirements of service and preferences of the Contracting Authority's Customers, including changes to the assisted digital services, e.g. as a result of any Contracting Authority insight gained.
- 3.10.11 The Supplier shall apply the Government standard Digital by Default to the delivery of the Service.
- <http://webarchive.nationalarchives.gov.uk/20160609173223/https://gov.uk/service-manual/digital-by-default>
- 3.10.12 The Supplier shall identify situations where unnecessary Agent work can be removed by identifying the types of contact/enquiries that are being received, and determining whether these could be reduced. From time to time the Contracting Authorities work actively affects the volume and type of contact received, e.g. marketing or IT (for the website). Once these situations have been identified the Supplier will

actively work with the Contracting Authority to undertake actions to reduce the occurrence of the identified situations.

- 3.10.13 The Supplier shall provide the Contracting Authority with advice on the strategy for using digital services to enable more Customer self-service and also improve the quality of web services so that non self-service demand is reduced.

3.11 Back Office

- 3.11.1 The Supplier shall provide Back Office Services unless otherwise instructed by the Contracting Authority at Call Off Contract stage. Back Office Services shall include, but not be limited to:
- Record creation;
 - Data Administration;
 - Adhoc or regular reporting (Outside of contact centre performance reporting),
 - Receiving and making payments,
 - Vetting;
 - Application approvals;
 - Copying; and
 - Printing and Posting of contact generated literature.

4 FACILITIES – MANDATORY REQUIREMENT LOT 2

- 4.1 The Supplier shall provide a flexible approach to Secure Accommodation that meets all legislative requirements and the requirements of each Contracting Authority as defined by the Contracting Authority in the Call Off Contract. This will include the ability to scale up or down, in line with Contracting Authority Activity Levels and the Security requirements, set out in Annex C of this document.
- 4.2 Where appropriate and/or requested by the Contracting Authority, the Supplier shall manage single or multiple sites in the provision of the Contact Centre Service. This may be the Contracting Authority's or Supplier's own site(s).
- 4.3 Where required by the Contracting Authority the Supplier shall provide the Service from a Contracting Authority specified location.
- 4.4 The Supplier shall, where required by the Contracting Authority, provide the location/accommodation for the Contact Centre Service. This may be a single location or multiple locations.
- 4.5 Where permitted by the Contracting Authority, the Supplier shall utilise home workers or onshore/offshore resources to support demand peaks and/or to provide a more cost effective Contact Centre Service for the Contracting Authority. The Supplier shall obtain permission from the Contracting Authority before utilising these options.

- 4.6 Where permitted by the Contracting Authority the Supplier may provide an optimised mix of Agent locations e.g. Contact Centre based staff, home workers and onshore/offshore workers, in order provide a cost effective Contact Centre Service to the Contracting Authority.

5 PEOPLE – MANDATORY REQUIREMENT

- 5.1 Where required by the Contracting Authority, the Supplier shall manage the recruitment, management and development of appropriately skilled staff as specified by the Contracting Authority.
- 5.2 The Supplier shall provide a flexible staffing structure, which will provide full continuity of the Services to the agreed Service Level Agreements, as specified by the Contracting Authority at Call Off. In the event that actual volumes are subsequently higher or lower than forecasted by the Supplier and/or the Contracting Authority, the Supplier shall adjust the structure so that it can manage staffing levels against actual Volumes.
- 5.3 The Supplier shall provide the number of trained and security-cleared staff to meet the anticipated volumes, available at the specified operating hours, and deliver the service in the specified languages agreed at Call Off Contract stage. In addition to English, there may be a requirement to deliver the Services in Western European, Eastern European, Asian, Arabic and Oriental languages including, but not limited to,:
- Welsh;
 - French
 - Polish;
 - Czech;
 - Slovak;
 - Hindi;
 - Arabic;
 - Cantonese; and
 - Algerian.
- 5.4 The Supplier shall ensure that it can deliver all the Services in the languages specified by the Contracting Authority at Call Off, to a standard which will allow the staff member to undertake their role in accordance with the Contracting Authority's requirements.
- 5.5 The Supplier shall have processes in place to quickly ramp up /down staff requirements, owing to planned or unforeseen peaks and troughs in Activity levels, while meeting Contracting Authority recruitment requirements.
- 5.6 Where required by the Contracting Authority, the Supplier shall ensure that their recruitment approach for entry level vacancies, will utilise the extensive network of DWP Jobcentre Plus offices and job broking services.

- 5.7 The Supplier shall put in place an apprenticeship programme for any Call Off full life value of £10 million and above and duration of 12 months, and above in line with the Procurement Policy Note (PPN 14/15) – Supporting Apprenticeships and Skills Through Public Procurement.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/456805/27_08_15_Skills_Apprenticeships_PPN_vfinal.pdf

- 5.8 The Supplier shall identify and recruit suitably qualified staff to perform Contact Centre Services to include, but not be limited to:

Management Staff		Role Description
1	Account Director or equivalent	Member of staff responsible for managing the customer and delivery relationship on large contract(s).
2	Account Manager or equivalent	Member of staff responsible for managing the customer and delivery relationship on small, medium contract(s).
3	Operations Manager or equivalent	Member of staff who specialises in operational delivery design and implementation.
5	Learning Manager / Trainer or equivalent	Staff member responsible for delivering capability content, upskill and improvement plans for Services.
6	Business and Activity Analyst or equivalent	The team responsible for reviewing group and contract data to identify trends and improvement opportunities.
7	IT & Technology Staff or equivalent	Staff member that provides technology architecture advice, design and implementation solutions.

Operations Staff		Role Description
1	Site Manager or equivalent	Responsible for the managing and running all delivery on any particular site.
2	HR Manager or equivalent	HR Manager responsible for all the people related routines and activities for the site/contracts.
3	Quality Assurance or equivalent	Staff member who would review group quality design and delivery to ensure that individual contract & group quality is delivered.
4	Team Leader or equivalent	As per Appendix B Agent Skills Matrix
5	Intermediate Agent or equivalent	
6	Advanced Agent or equivalent	
7	Entry Level Agent or equivalent	
8	Back Office Agent or equivalent	

5.9 The Supplier shall ensure that they have a robust human resource capability, and adhere to all relevant Contracting Authority's policies throughout the term of the Call Off contract.

5.10 Personnel and Vetting

- 5.10.1 The Supplier shall, in addition to the following Framework requirements, be required to meet any personnel and vetting requirements required by Contracting Authorities at Call Off Contract stage.
- 5.10.2 The Supplier shall ensure that all staff are recruited in line with, and continue to meet, the Security requirements detailed in Annex C (Security) of this document, throughout the term of this Framework Agreement and any Call Off Contracts.
- 5.10.3 The Supplier shall ensure that all Supplier Personnel shall possess the qualifications, experience and competence appropriate to the tasks for which they are employed as set out in Appendix B (Agent Skills Matrix) of this document.
- 5.10.4 The Supplier shall ensure that all Supplier Personnel are instructed and fully trained by the Supplier, for the work they are undertaking, and have direct access to manufacturer's current technical manuals

and support services as set out in Appendix B (Agent Skills Matrix) of this document.

- 5.10.5 The Supplier shall ensure that all personnel supplying the Services of this Framework Agreement, and any Call Off Contracts, act in a responsible and professional manner, and provide the Services with all due skill, care and diligence as is to be expected of a skilled professional engaged in the supply of the required Services.
- 5.10.6 The Supplier shall ensure that Supplier Personnel have PRINCE2 accreditation standards or similar, where applicable, for project management of Call Off Contract implementations.

5.11 Training and Development

- 5.11.1 Suppliers will be required to ensure that their Staff are adequately trained and developed to ensure Contracting Authority requirements are met throughout the duration of the Call Off.
- 5.11.2 Where the Contracting Authority identify specific training and development requirements, the Supplier shall ensure their staff are trained and/or developed as per the Contracting Authority's requirements. However, Suppliers are expected to demonstrate an excellent grasp of the qualities, skills and qualifications, as dictated by the Contact Centre industry. An example of this would be that Staff will be required to deliver and enhance the Contact Centre Service delivery and ensure that their Staff are suitably skilled.
- 5.11.3 Where appropriate, and agreed by the Contracting Authority, training in partnership may be provided by Contracting Authorities and Suppliers. For example, train the trainer and Suppliers may be provided with training material or scripts. This will be determined by the Contracting Authority at Call Off.

1 TECHNOLOGY – MANDATORY REQUIREMENT

- 1.1 The Supplier shall, where required by the Contracting Authority, provide all Technology elements required to deliver the Contact Centre Service to Contracting Authorities. Contracting Authorities may require the Supplier to provide all or parts of the Technology requirements.
- 1.2 The Supplier shall deploy market leading Technology to deliver Contracting Authority requirements.
- 1.3 The Supplier shall deploy technology which enables 100% recording of all calls (Inbound and Outbound), which is stored securely and enables the retrieval of stored calls at short notice, which will be confirmed by the Contracting Authority at Call Off Contract stage.
- 1.4 The Supplier shall ensure that all Technology provided via the Framework Agreement is developed, implemented and maintained in accordance with Contracting Authorities', HM Government and CESG security standards and policies as set out in Annex C Security Lot 2, unless otherwise specified by the Contracting Authority at the Call Off stage.

- 1.5 The Supplier shall ensure that all Technology deployed meets all Security requirements (in addition to paragraph 3.8.4) as defined by the Contracting Authority at Call Off Contract stage.

1.6 Technology - Software Solutions

- 1.6.1 The Supplier is expected to have a range of software solutions designed to provide a range of Services within the Contact Centre environment that support day to day Contact Centre delivery services.

- 1.6.2 Examples of the software solutions the Supplier may be required to provide, upon instruction by the Contracting Authority, are listed below (a-h). However, this is not an exhaustive list and Suppliers may be required to provide additional software solutions to Contracting Authorities, as defined by the Contracting Authority at Call Off Contract stage.

(a) CRM (Customer Relationship Management (CRM)):

- The Supplier shall provide CRM Software, which will enable the Contracting Authority to view all Supplier/Customer interactions, across all touchpoints, which enable the Supplier and or the Contracting Authority to develop intelligent and appropriate messages/conversations/instructions; and
- The Supplier shall, unless otherwise instructed by the Contracting Authority, use a cloud-based CRM software, which provides all relevant Supplier Staff with instant access to the Customer database, productivity and social media needs.

(b) WM (Workforce Management (WM)):

- The Supplier shall provide Software which enables the determining and providing of Schedules, Forecasting and Adherence for a work force, against historical interaction volumes and known future events.

(c) CR (Call Routing (CR)):

- The Supplier shall provide Software which enables the routing of all Calls.

(d) Integrated Voice Recording (IVR)/Call Recording (Integrated Voice Recording):

- The Supplier shall provide a telephone system that lets Customer (callers) interact with the Supplier through either touch tone or speech recognition. The Supplier shall ensure that the IVR will ask the Customer to press a button on their telephone keypad to select which service they want (press one for sales, two for support etc.). The Supplier shall then ensure that the IVR solution routes the call to the most appropriate Agent to handle the Customer's enquiry;.
- The Supplier shall ensure that, where appropriate, the IVR software will ask Customers to use their own telephone keypad

to key information that will help the Agent to validate who they are (e.g. account numbers); and

- The Supplier shall ensure that, where appropriate, the IVR software will be programmed to interact with a database e.g. to provide status information or to give Customer's account balance.

(e) Analytics:

- The Supplier shall provide Analytic Software which meets the requirements of Contracting Authorities, as specified at Call Off. The Analytic software required by Contracting Authorities may include, but will not be limited to;:
 - Predictive analytics;
 - Customer analytics; and
 - Speech analytics.

(f) MIS (Management Information Systems (MIS):

- The Supplier shall provide Management Information System IS software which will enable reports to be produced to enable the Call Centre Manager to monitor the Call Centres performance through Wallboards, Real Time Displays, Reporting, Forecasting and Staff Allocation.

(g) Identification and Verification (ID&V):

- The Supplier shall ensure that an Identity verification service is used to validate Users or Customers information and that the information is associated with the identity of a real person;. and
- The Supplier shall ensure that the Identity Verification service will corroborate verify the authenticity of physical identity documents such as a driver's license or passport, called documentary verification, or may verify identity information against authoritative sources, such as a credit bureau or government data, called non-documentary verification.

(h) Knowledge Management:

- The Supplier shall provide a desktop application that allows Agents to access to a source of real time information to provide the answers to Customer enquiries. As the range of enquiries that an agent may have to handle is large, or the responses may change regularly, then the Knowledge Management System acts as a single source of content for the centre to use.

1.7 Technology - Channel Technology and Services

1.7.1 The Supplier shall be able to deliver channels of communication.

1.7.2 Examples of the channel technology and Services the Supplier may be required to provide, upon instruction by the Contracting Authority, are listed below (a-i). However, this is not an exhaustive list and Suppliers may be required to provide additional software solutions to

Contracting Authorities, as defined by the Contracting Authority at Call Off Contract stage :

(a) White mail:

- The receipt and sending of postal or courier related mail. Used in environments where a paper trail is required; often found in complex contract driven services.

(b) Telephony:

- Telephone contact available for both inbound and outbound calls, to support the daily Agent delivery of services. All calls, inbound and outbound must be fully recorded to enable quality monitoring, training and for regulatory purposes. Suppliers shall provide full call recording capability, which is a regulatory requirement for any sales activity that is procured via this framework. The call recordings may be required to be transferred at a time defined by the individual Customer at call off stage, in order for sales compliance and quality monitoring to take place, as well as Customer satisfaction surveys to be conducted.

(c) Email:

- Widely offered for inbound and outbound service. Electronic mail is a method of exchanging digital messages between computer users.

(d) Web self-service:

- This is a type of electronic support (e-support) that allows Customers and employees to access information and perform routine tasks over the Internet, without requiring any interaction with a representative of an enterprise.

(e) IVR: Interactive Voice Response (IVR):

- This a technology that allows a computer to interact with humans through the use of voice and DTMF tones input via keypad. In telecommunications, IVR allows customers to interact with a company's host system via a telephone keypad or by speech recognition, after which services can be inquired about through the IVR dialogue. IVR systems can respond with pre-recorded or dynamically generated audio to further direct users on how to proceed. IVR systems deployed in the network are sized to handle large call volumes and also used for outbound calling, as IVR systems are more intelligent than many predictive dialler systems.

(f) Web Chat:

- This a system that allows users to communicate in real time using easily accessible web interfaces. It is a type of Internet online media distinguished by its simplicity and accessibility to

users who do not wish to take the time to install and learn to use specialized chat software. This system allows users instantaneous access and only a web browser is required to chat. Users will always get the latest version of a chat service because no software installation or updates are required.

(g) Social Media:

- Scraping content, viewing and responding to social media quotes and questions on all types of platform. Including, but not limited too, Facebook, Twitter, WhatsApp, Tumblr, Instagram, Baidu Tieba, Pinterest, LinkedIn, Gab, Google+, YouTube, Viber, Snapchat, Weibo, WeChat and Netmums.

(h) SMS:

- This abbreviation stands for 'Short Message Service' and is also commonly referred to as a "text message". With a SMS, you can send a message of up to 160 characters to another device. Longer messages will automatically be split up into several parts. Most cellular phones support this type of text messaging.

(i) New Technology:

- Any emerging technology developments that are not currently within the portfolio mentioned in paragraph 6.6.

1.8 Technology - Network and Telephony System(s)

1.8.1 The Supplier shall provide a complete outsourced contact centre Service, with multiple access channels, to respond to all actions, enquiries, queries and complaints directed to the Contracting Authorities. As such, key infrastructure and systems are needed to log all contact matters, manage and monitor contact interactions, record direct and indirect interactions with Customers and report on all interactions and activities relating to Customers and productivity that includes, but is not limited to:

- receiving, making, recording and storing telephone calls;
- receiving and sending e-mails;
- Interactive Voice Response technology and messaging;
- the identification and routing of callers to the correct agent and location; and
- available network services, to providing the core software Service.

1.8.2 The Supplier shall provide and maintain a system(s) which shall have the capability to meet the requirements of the Authority and/or Contracting Authorities, as set out in this Framework Agreement Schedule 2: Services and Key Performance Indicators - Part A Services - Lot 2.

- 1.8.3 The system(s) shall be flexible and scalable in line with fluctuating Activity volumes and evolving Contracting Authority Requirements.
- 1.8.4 The Supplier understands and agrees that all information held in the System(s) shall remain the property of Contracting Authorities and shall be made available to Contracting Authorities if required.
- 1.8.5 The Supplier shall ensure that the System(s) in place are continuously reviewed, developed and improved in line with Contracting Authority requirements and wider technological developments.
- 1.8.6 The Supplier shall ensure that they comply with the Contracting Authorities' Change control process and are fully sighted in advance of any changes to the System(s).

1.9 Technology – Training

- 1.9.1 The Supplier shall be responsible for the provision of training for any Technology provided as part of this Framework Agreement. The Supplier shall ensure that Contracting Authorities' Users are fully appraised, ensuring effective use of the Technology, prior to a Call Off Commencement Date.
- 1.9.2 There may also be a requirement for the Contracting Authority to provide the training to the Supplier's staff in relation to service delivery. This would be defined by the Contracting Authority at the Call Off stage.

1.10 Technology – Incident Reporting and Resolution

- 1.10.1 The Supplier shall ensure the Technology supplied shall enable the reporting and the necessary functions to resolve any security incidents that arise in addition to, or in line with, the Contracting Authorities' stated requirements. This shall include, but not be limited to:
 - where systems have broken down; and
 - individuals have acted in breach of any protocols.
- 1.10.2 The Supplier shall ensure the Technology supplied shall have the required functionality in place to limit the impact of any Technology Failure in addition to, or in line with, the Contracting Authorities' stated requirements. This shall include, but not be limited to:
 - Protection of Data from loss; and
 - Protection of Data from damage.
- 1.10.3 The Supplier shall ensure that, in the event of any Technology downtime, there are processes and resources in place to maintain the continuity of Services in addition to, or in line with, the Contracting Authorities' stated requirements. The Supplier shall ensure that these processes are reviewed and updated on a minimum of six (6) monthly basis, unless otherwise specified by Contracting Authorities.

- 1.10.4 The Supplier shall ensure the recovery process and their Data, is maintained throughout and ensure that both the Contracting Authorities and the Contracting Authorities' information is protected against loss by the implementation of formal and agreed backup and restore procedures.
- 1.10.5 The Supplier shall ensure that the backup of the Technology and all Data content must be automated and require no User intervention.
- 1.10.6 The Supplier's restore process shall ensure that the security of the Technology and all Data content, and their information, is maintained throughout the process and that the information is protected against loss by the implementation of formal and agreed backup and restore procedures which meet the Contracting Authority's requirements, as set out in Section 10 – Standards of this Framework Agreement Schedule 2: Services and Key Performance Indicators - Part A Service - Lot 2 or are in addition to, or in line with, the requirements specified by Contracting Authorities.

1.11 Technology – Disaster Recovery

- 1.11.1 The Supplier shall ensure that the documented procedures (technical and business) for complete transition of the invocation of Disaster Recovery should be documented in a simple step by step checklist and stored at both the operational and Disaster Recovery Site in addition to, or in line with, the Contracting Authorities stated requirements.
- 1.11.2 The Supplier shall ensure that any unplanned downtime of the Technology is resolved within the following time periods in addition to, or in line with, the requirements specified by Contracting Authorities at the Call Off stage:
- Severity Level 1 Incidents – within 4 Service Hours of the Incident being assigned to the Supplier;
 - Severity Level 2 Incidents – within 1 Service Day of the Incident being assigned to the Supplier; and
 - Severity Level 3 Incidents – within 5 Service Days of the Incident being assigned to the Supplier.
- 1.11.3 The detail and timescales of each Level of Incident will be confirmed by the Contracting Authority at Call Off Contract stage.

1.12 Technology – Management Information (MI)

- 1.12.1 The Supplier shall ensure the Technologies shall support the production of Management Information (MI) required by the Contracting Authorities, to support the Service.
- 1.12.2 The Supplier shall provide MI in an electronic format, through an electronic link between a Contracting Authority's User and the Supplier's System(s). The Supplier shall also provide hard copy reports when requested by Contracting Authorities.

- 1.12.3 The Supplier shall ensure the Technology is capable of producing the MI, as a minimum, in the following formats (or compatible equivalent):
- Excel;
 - Access;
 - CSV;
 - Word; and
 - PDF.
- 1.12.4 The Supplier shall provide management information as specified by Contracting Authorities at the Call Off stage, which shall include but is not limited to:
- the number of enquiries received; and
 - performance against agreed Service Level Agreements (SLAs).
- 1.12.5 The Supplier shall provide Contracting Authorities with access to the Technology to view Real Time information and create and extract MI reports, unless otherwise specified by Contracting Authorities at the Call Off stage.

1.13 Technology – Audit Requirements

- 1.13.1 The Supplier shall ensure that the Technology provides an audit trail of all relevant activity, which allows the Contracting Authorities at Call Off to undertake a full audit of related Technology activities.
- 1.13.2 The Supplier shall ensure that audit functions in its System(s) comply with the Contracting Authorities' departmental Information System Security Standards (System Security Policy), as specified by Contracting Authorities at the Call Off stage.
- 1.13.3 The Supplier shall ensure that audit trails are protected to the same level as the information handled by the Technology.
- 1.13.4 The Supplier shall ensure that comprehensive, complete and accurate Records of all functions and User activity required in the performance of the Service. As a minimum, Records shall be kept of:
- Identifiers for the Enquiry;
 - The date, time and source of the Enquiry;
 - The action carried out, and the date and time the action was completed; and
 - Any customer feedback on the quality of the Enquiry.
- 1.13.5 The Supplier shall ensure that they retain full and accurate Records of authorisation and security actions in relation to the above functions.

- 1.13.6 The Supplier shall be required to follow the process for retaining and archiving Contracting Authority's Data specified by the Contracting Authorities as defined at Call Off Contract stage.

2 IMPLEMENTATION AND GO LIVE - MANDATORY REQUIREMENTS

This paragraph describes the mandatory implementation requirements that the Supplier shall fulfil in its entirety as part of the delivery of the Contact Centre Services

- 2.1 For each Call Off Contract when required, the Supplier shall appoint an implementation team with a named implementation manager who will have a minimum of two years' experience in a relevant Contact Centre environment. . Resources must be maintained during the implementation period regardless of other Supplier activities. The Supplier shall provide the name of the implementation manager to the Contracting Authority within 5 working days of the Call Off Contract being awarded. The implementation manager will remain in post until a date which will be agreed at Contract award stage.
- 2.2 The Contracting Authority shall require the Supplier to work co-operatively when required with the Contracting Authorities incumbent supplier to ensure a systematic, planned and robust transfer of all relevant validated historic data and active profiles from the incumbent supplier, which may be required to be updated and uploaded by the Supplier into their system free of charge during implementation, in accordance with the Data Protection Act (1998).
- 2.3 The Supplier shall ensure that adequate and appropriate resources are available at all times to ensure that Service Levels for Contracting Authorities are not compromised during times of peak demand.
- 2.4 The Supplier shall ensure that they consult at Implementation and Go Live stage with the Contracting Authorities IT infrastructure and/or network departments to ensure IT infrastructure is able to support the service provision. A testing period during the Implementation and Go Live stage for the IT infrastructure shall be agreed with the Contracting Authorities, IT Infrastructure and/or network departments as part of the implementation.
- 2.5 The Supplier shall understand the Contracting Authority's needs and must meet the criteria of the Government Digital Service principles for user testing and maintain this quality for the full life of the service. <https://www.gov.uk/service-manual/digital-by-default>
- 2.6 As part of the implementation, when requested by the Contracting Authority, the Supplier shall ensure a group of the Contracting Authority's representative test the system for ease of use and systems compatibility and feedback comments to the Supplier.
- 2.7 The Supplier shall ensure the testing of all systems and processes is completed before Go Live, and only implemented once sign off from the Contracting Authority is obtained.

3 ACCOUNT MANAGEMENT AND REPORTING – MANDATORY REQUIREMENTS

3.1 Framework Account Management

- 3.1.1 The Supplier shall provide a suitably qualified nominated Supplier Framework Manager who will take overall responsibility for delivering the Goods and/or Services required within this Framework Agreement, as well as a suitably qualified deputy to act in their absence.
- 3.1.2 The Supplier shall, within five (5) working days of the Framework Commencement Date, send to the Authority the name and contact details (including email address and telephone numbers) of the nominated Supplier Framework Manager and Deputy Framework Manager for this Framework Agreement.
- 3.1.3 The Supplier shall communicate any change in Framework Manager to the Authority, no less than one (1) month in advance of the planned change.
- 3.1.4 The Supplier's Framework Manager shall be familiar with all aspects of the Framework Agreement, and be suitably experienced in the role, ensuring that all the requirements of the Framework Agreement are met or exceeded. The Supplier shall have arrangements in place to deal with annual leave or any other (un)planned absence.
- 3.1.5 The Supplier's Framework Manager shall ensure that accurate process maps for the ordering and logistics processes are created and maintained, throughout the duration of the Framework Agreement, which shall include details of all processes undertaken by the Supplier to fulfil the supply of Services under this Lot.
- 3.1.6 The Supplier's Framework Manager shall ensure, where Service Levels are not being met, that appropriate extra resources are committed promptly and that action is taken to resolve any issues to the satisfaction of the Authority, which may include a Performance Improvement Plan (PIP).
- 3.1.7 Following the Framework Commencement date, the Authority shall produce and issue to the Supplier a draft Supplier Action Plan. The Supplier Action Plan shall, unless the Authority otherwise approves, be agreed between the Parties and come in to effect within two (2) weeks from receipt by the Supplier of the Supplier Action Plan, as specified in Framework Schedule 8 (Framework Management).
- 3.1.8 The Supplier Action Plan shall be managed and updated on an ongoing basis by the Authority. Any changes to the Action Plan shall be notified by the Authority to the Supplier. The Supplier shall not unreasonably withhold its agreement to any changes to the Supplier Action Plan. Any such changes shall, unless the Authority otherwise Approves, be agreed between the Authority and the Supplier and come in to effect within two (2) weeks from receipt by the Supplier of

the Authority's notification, as specified in Framework Schedule 8 (Framework Management).

- 3.1.9 The Supplier shall maintain a list of contract innovations that will deliver value throughout the lifecycle of the contract. These innovations shall be reviewed with Contracting Authority on a monthly basis.

3.2 Contacting Authority Contract Management

- 3.2.1 The Supplier shall provide a suitably qualified nominated 'Call Off Contract Manager' who will take overall responsibility for delivering the Goods and/or Services required within this Call Off Contract, as well as a suitably qualified deputy to act in their absence.
- 3.2.2 The Supplier shall, within five (5) working days of the Call Off Commencement Date, send to Contracting Authorities the name and contact details (including email address and telephone numbers) of the nominated Call Off Contract Manager and Deputy Call Off Contract Manager for this Call Off Contract.
- 3.2.3 The Supplier shall communicate any change in Call Off Contract Manager to the Contracting Authority, no less than one (1) month in advance of the planned change.
- 3.2.4 The Supplier's Call Off Contract Manager shall be familiar with all aspects of the Call Off Contract and suitably experienced in the role, ensuring that all the requirements of the Call Off Contract are met or exceeded. The Supplier shall have arrangements in place to deal with annual leave or any other (un)planned absence.
- 3.2.5 The Supplier's Call Off Contract Manager shall ensure where Service Levels are not being met, that appropriate extra resources are committed promptly and action is taken to resolve any issues to the satisfaction of the Authority, which may include a Performance Improvement Plan (PIP).

3.3 Framework Supplier Review Meetings

- 3.3.1 The Supplier review meetings shall take place with the Authority at an agreed location between both the Supplier and the Authority, throughout the Framework Period and thereafter until the Framework Expiry Date.
- 3.3.2 **The** Supplier review meetings shall be attended, as a minimum, by the Authority Representative(s) and the Supplier Framework Manager.
- 3.3.3 The Supplier shall agree the level of engagement and frequency with the Authority within one (1) month of the Framework Commencement Date, but, as a minimum, this shall include:

Frequency	Status	Format	Attendees	Information Required
Monthly	Operational	Meeting or telephone conference	To be agreed at Implementation	Monthly MI
Quarterly	Operational	Meeting	To be agreed at Implementation	Highlight Report Continuous Improvement Plan
Bi-annually	Operational / Strategic	Meeting	To be agreed at Implementation	Highlight Report, Mid-Year Review and Forecast Report
Annually	Strategic	Meeting	To be agreed at Implementation	Highlight Report, End of Year Review and Forecast Report

- 3.1.1 The purpose of the Supplier review meetings will be to agree strategic objectives, review Supplier performance, resolve issues, identify potential business opportunities and innovative solutions, and, where applicable, review the Supplier's adherence to the Supplier Action Plan.

3.4 Contacting Authority Supplier Review Meetings

- 3.4.1 The Supplier review meetings shall take place with Contracting Authorities at an agreed location, between both the Supplier and Contracting Authorities, throughout the Call Off Contract Period and thereafter until the Call Off Contract Expiry Date.
- 3.4.2 The Supplier review meetings shall be attended, as a minimum by Contracting Authorities' Representative(s) and the Supplier Call Off Contract Manager.
- 3.4.3 The Supplier shall agree the level of engagement and frequency with the Authority within one (1) month of the Call Off Commencement Date.
- 3.4.4 The purpose of the review meetings will be to review Supplier performance and resolve issues where required.

3.5 Framework Assurance

3.5.1 The Supplier shall provide the Authority with framework assurance on the following areas:

- business continuity;
- financial stability;
- Data and asset security;
- risk management;
- quality of service;
- Value for Money (VFM);
- accuracy of agreed management information and ad hoc reporting;
- environmental returns;
- initiatives; and
- continuous improvement and innovation.

3.5.2 The framework assurance requirements shall be managed and reviewed by the Authority, and the content incorporated within the Supplier Action Plan, as set out in Framework Schedule 8 (Framework Management).

3.6 Framework Key Performance Indicators and Performance Management

3.6.1 The Supplier shall comply with the Key Performance Indicators as set out in this Framework Schedule 2 and Section 3 (Key Performance Indicators) of Framework Schedule 8 (Framework Management).

3.6.2 The Supplier shall provide monthly, quarterly, bi-annual and annual Highlight Reports to the Authority, which shall include as a minimum, but not be limited to, the following information:

- Supplier's performance against Service Levels (as agreed at the Call Off stage);
- Identified risks and issues and measures put in place to mitigate;
- Proposals on and/or progress against agreed initiatives to perform within a leaner process;
- Proposals on and/or progress against agreed initiatives to provide economies of scale; and
- The Supplier shall utilise graphs and charts to indicate trends and variances.

3.7 Contracting Authority Service Levels Agreements

3.7.1 The Supplier shall be required to, as a minimum, meet the Service Level Agreements (SLAs) specified by the Contracting Authorities as

defined at Call Off Contract stage. Examples of the Service levels are set out below:

- Inbound Activity:
 - Average speed of answer, (ASA);
 - Call handle time;
 - Adherence to rota – FTE as well as time of day;
 - Management of a suitable buffer to ensure Service Levels are maintained;
 - Adherence script and process compliance;
 - Customer metrics and Net Promoter Score, (from Customer satisfaction surveys);
 - Outcome based metrics; and
 - Provision of robust auditable MI to demonstrate performance against service levels and service credit regime.
- Outbound Activity:
 - Right party Contact Rate;
 - Performance should be measured on a daily basis, actuals against target, and feed into a weekly and monthly performance tracker which will include the same level of detail.;
 - The Contracting Authority will create a data monitoring system, in conjunction with Supplier;
 - The Contracting Authority operations manager will hold daily performance meetings, with Supplier counterpart, on site. Actions to be discussed and noted to address any areas of concern and instigate immediate improvement. Continued poor performance will be subject to escalation through senior management; and
 - Performance tolerances.

3.7.2 The Supplier shall provide monthly, quarterly, bi-annual and annual Highlight Reports to Contracting Authorities, which shall include as a minimum, but not be limited to, the following information:

- Supplier's performance against Service Levels (as agreed at the Call Off stage);
- Identified risks and issues and measures put in place to mitigate;
- Proposals on and/or progress against agreed initiatives to perform within a leaner process; and
- Proposals on and/or progress against agreed initiatives to provide economies of scale.

3.7.3 The Supplier shall utilise graphs and charts to indicate trends and variances.

3.8 Management Information (MI) Reporting

- 3.8.1 The Supplier shall provide MI in accordance with the requirements, as set out in Framework Schedule 9 (Management Information).
- 3.8.2 The Supplier shall ensure they are capable of producing additional MI on the complete Services, in the following formats (or compatible equivalent), to the Authority and Contracting Authority's when requested:
- Excel;
 - Access;
 - CSV;
 - Word; and
 - PDF
- 3.8.3 The Supplier shall ensure that specific MI requirements of the Authority continue to be met throughout the duration of the Framework Agreement and any Call Off Contracts. The Supplier shall work co-operatively with the Authority to meet developing MI requirements at no additional cost.

3.9 Supply Chain Management

- 3.9.1 Suppliers shall be required to make this Framework Agreement and Call Off Contracts as accessible as possible to ensure the most appropriate Sub contractors are part of their supply chain whilst proactively supporting the Governments SME agenda and delivering a quality service ensuring value for money is achieved. Please note the Government intends to continue its relentless focus on ensuring SMEs are at the forefront of its commercial thinking
- 3.9.2 The Supplier shall comply with the requirements set out in Clause 25 (Supply Chain Rights and Protection) of the Framework Agreement and Framework Schedule 7 (Key Sub-Contractors).
- 3.9.3 The Supplier shall be the primary point of contact for all third party Sub-Contractors and shall therefore be responsible for managing, controlling and maintaining all relationships throughout the duration of the Framework Agreement and Call Off Contracts.
- 3.9.4 The Supplier shall ensure that they exercise due skill and care in the selection of any Sub contractors.
- 3.9.5 The Supplier shall proactively encourage SME's to become part of their supply chain to support the Governments SME agenda.
- 3.9.6 The Supplier shall ensure that all Sub contractors appointed have the technical and professional resource and experience to unreservedly deliver in full all the mandatory Service requirements set out in this Framework Agreement Schedule 2.

- 3.9.7 The Supplier shall formalise relationships with Sub contractors and manage any Sub contractors in accordance with Good Industry Practice.
- 3.9.8 The Supplier shall proactively seek to ensure quality and operational efficiencies within the supply chain.

3.10 Complaints Procedure

- 3.10.1 The Supplier shall comply with the requirements as set out in Clause 47 (Complaints Handling) of Framework Agreement.
- 3.10.2 The Supplier shall have in place robust and auditable procedures for logging, managing, escalating and resolving issues, complaints and problems reported by the Authority.
- 3.10.3 The Supplier shall accept issues, queries and complaints by telephone, fax, email and/or letter.

3.11 Framework Continuous Improvement

- 3.11.1 The Supplier shall comply with the requirements set out in Framework Schedule 12 (Continuous Improvement and Benchmarking).
- 3.11.2 The Supplier shall continually improve the way in which the required Services are to be delivered, throughout the duration of this Framework Agreement, to optimise savings and efficiencies and offer increased value for money across the Public Sector.
- 3.11.3 The Supplier shall maintain open channels of communication with the Authority to resolve issues, share lessons learned and present new ways of working during the Framework Agreement review meetings. Any proposed new ways of delivering the Services shall be brought to the Authorities attention and formally agreed prior to any changes being implemented.
- 3.11.4 The Supplier shall use their market knowledge and expertise to identify more efficient and effective forms of Service provision with quantifiable opportunities, which reduce cost without impacting on the quality of Services provided.
- 3.11.5 The Supplier shall demonstrate its capability of delivering the Services and flexibility and scalability of meeting the current and future demands in relation to the Service requirement of Contracting Authorities.
- 3.11.6 The Supplier shall conduct, Customer satisfaction exercises as agreed with the Contracting Authority at Call Off Contract stage.
- 3.11.7 The Supplier shall make available its Customer satisfaction exercise results to Contracting Authorities, upon request.

3.12 Freedom of Information (FOI)

- 3.12.1 The Supplier shall comply with the Authority's and/or Contracting Authority's instructions regarding FOI and ensure that all action

relating to FOI requests are completed within the Authority's and /or Contracting Authorities' specified timescales.

4 SUSTAINABILITY – MANDATORY REQUIREMENTS

- 4.1 The Supplier shall ensure that it adheres to Government guidance and best practice as set out in the Greening Government Commitments, and also in associated and supporting documentation and publications. The UK Government is committed to sustainability and places great importance on working with Suppliers to deliver contracts with sustainability incorporated.
- 4.2 The Supplier shall provide support to a number of strategic priorities related to the environment within wider government policy, which include, but are not limited to:
- a) Ensuring that redundant ICT (Information and Communications Technology) equipment is re-used (within government, the public sector or wider society) or responsibly recycled;
 - b) Promoting well-being;
 - c) Encouraging volunteering;
 - d) Delivering apprenticeships;
 - e) Following the principles of the Green Public Procurement (GPP) voluntary instrument;
 - f) Embedding Government Buying Standards in departmental and centralised procurement contracts, where appropriate; and
 - g) Supporting “green” economic growth by encouraging “green” technologies, promoting innovation, working with small businesses and protecting the environment, whilst also delivering value for money.
- 4.3 The Supplier shall comply with the legislative requirements as prescribed in Article 6 of the Energy Efficiency Directive 2012/27/EU (EED), and shall ensure that any goods required by the Supplier to fulfil the Service delivery requirements are compliant with the Directive.
- 4.4 All office equipment including network and desktop printers and multi-functional devices, which are wholly or partially used by the Supplier for the delivery of the Service, shall meet the requirements of the EED. It should be noted that this requirement does not necessitate that a Supplier is required to upgrade their existing equipment. However, any new equipment purchased for the purposes of delivering the Service shall be required to meet the levels set out in the EED.
- 4.5 The Supplier shall make a declaration of compliance to the Authority on an annual basis regarding the purchase of any new equipment purchased either wholly or partially to the delivery of the Service, as covered in the EED.

5 EXIT MANAGEMENT - MANDATORY REQUIREMENTS

This paragraph describes the exit management mandatory requirements the Supplier shall comply with during the Framework Agreement, and the term of any

Contracting Authorities Call Off Contract. Please refer to Framework Schedules 22: Data Security Schedule and Call Off Contract Schedule 10: Exit Management.

- 5.1 At the start of the Framework Agreement period the Authority shall require the Supplier to provide details of a proposed secure exit strategy and high level plan for all Contracting Authorities. The exit strategy high level and plan shall be agreed in writing with the Authority prior to any transitioning of the Contracting Authority under any Call Off Contracts. In implementing the exit strategy and high level plan the Supplier shall ensure that a smooth transition is effected for all Contracting Authorities from their current Call Off Contract with the Supplier across to any new contract arrangements under any new Supplier, and that the Supplier shall work collaboratively with any new supplier appointed.
- 5.2 At the end of this Framework Agreement and subsequent Call Off Contracts, the Authority and the Contracting Authorities shall require all current and historic data and all profiles to be securely cleansed, in a manner achieving the security outcomes described in Framework Schedule 22: Data Security Schedule and transferred by the Supplier to any new Supplier and shall maintain and destroy data in accordance with Framework Schedule 22: Data Security Schedule and Call Off Contract Schedule 10: Exit Management at no extra cost to the Contracting Authority. The Supplier shall confirm in writing when all data has been destroyed.
- 5.3 Upon expiry of the Call Off Contracts, the Supplier shall deliver the same exit strategy requirement to the successful Supplier of the next Contract, sourced by the Authority and/or the Contracting Authority.
- 5.4 The new supplier shall work with the Contracting Authorities incumbent Supplier to affect a systematic, planned and robust transfer of profiles and management information to ensure continuity of service.
- 5.5 In pursuant to section 10.4. The exit strategy shall include but not be limited to the following information:

Twelve (12) months prior to Go Live with a new supplier the Supplier shall provide:

- (i) The Contracting Authority with named Supplier personnel appropriate experienced who will work with the Contracting Authority to develop and implement the agreed exit strategy;
- (ii) Each Contracting Authority updated Call Off Contract Check List (clearly outlining where things have changed during the lifetime of the relevant Call Off Contract;
- (iii) Spend volume and transaction numbers broken down for the Contracting Authority;
- (iv) Performance data;
- (v) Employee data
- (vi) A mutually agreed communications plan to the Contracting Authority; and
- (vii) Executing mutually agreed strategy around live service requirements

3 months prior to go live with a new supplier the Supplier shall provide:

- (i) A refreshed Final Data Set, to capture any service requirements that had a longer lead time OR paid invoices that have come in after the contract expiry date

Go Live with a new supplier the Supplier shall provide:

Written confirmation to the Authority that all HMG data has been securely erased in a manner achieving the security principle implementation outcomes described in Framework Schedule 22: Data Security Schedule.

- 5.6 At an agreed time, not less than nine (9) months prior to the expiry of the Framework Agreement, the Supplier shall deliver their robust exit strategy that has been agreed with the Contracting Authority.

Annex C - Security

1 General Security

- 1.1 The Supplier shall ensure that Contracting Authorities' Data remains protected at all times, in accordance with Data Protection legislation and policies issued by Contracting Authorities.
- 1.2 The Supplier shall ensure Data is kept secure, as specified by the Authority or Contracting Authority, in accordance with the 'Official' classification security requirements, as set out in the link below, or in accordance with any subsequent replacement standards as specified by the Authority or Contracting Authority:
- https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/251480/Government-Security-Classifications-April-2014.pdf
- 1.3 The Supplier shall provide a service which shall include, but is not be limited to, the following security classifications:
- Official;
 - Cyber Essentials;
 - CESG Penetration Checks;
 - ISO27001 Information Security Management or equivalent;
 - ISO27002 Information Security Management;
 - HMG Baseline Personnel Security Standard (BPSS);
 - BS EN ISO 9001 or Equivalent accreditation; and
 - Enhanced security requirements, as specified by Contracting Authorities at Call Off Contract stage.
- 1.4 The Supplier shall comply with any restrictions or requirements of the Contracting Authorities' security policy. The Contracting Authority will specify its requirements at the Call Off stage and/ or during implementation.
- 1.5 The Supplier shall implement and maintain a security policy, which specifically addresses the protection of personal and other restricted information/ Data held by the Supplier on the Contracting Authority's behalf.
- 1.6 The Supplier's security policy shall address, as a minimum::
- Security management (risk assessment, response, evaluation, responsibilities and roles);
 - Supplier Personnel integrity (recruitment, training, vetting, and disciplinary procedures);
 - Compliance and Security policies; and
 - Management of suspected/actual breaches of security.
- 1.7 The Supplier shall ensure that the implementation of security controls and how they shall comply to CESG BC and HMG Security Policy Framework (as

detailed at the link below) and Industry best practice is documented, with associated security policies and standards (as detailed at the link below):

<https://www.gov.uk/government/publications/security-policy-framework>

- 1.8 The Supplier shall have a Cyber Essentials Scheme Certificate, at the commencement date of the first Call Off Contract. Cyber Essential Scheme requirements can be located at:

<https://www.cyberstreetwise.com/cyberessentials/files/requirements.pdf>

- 1.9 The Supplier shall ensure that, prior to the Services 'Go Live' and annually thereafter, that they will undertake Check Assurance with a CESG approved provider. Further information on CESG penetration testing can be found at:

<https://www.cesg.gov.uk/articles/using-check-provider>

<https://www.cesg.gov.uk/scheme/penetration-testing>.

- 1.10 The Supplier shall, where required, have the capability to employ encryption to information/Data which shall be sent across a network or extracted by electronic means. The Supplier shall ensure that the level of encryption complies in full with the Government Security Classification Policy rating of OFFICIAL is also applied when information and Data is transmitted across all applicable networks and/or in line with the Contracting Authorities' requirements.
- 1.11 The Supplier shall ensure the secure collection, transportation and storage of all confidential materials, so that, at no time, these materials are out of the Supplier's possession, or capable of being deciphered.
- 1.12 The Supplier shall have robust mechanisms in place to ensure that documents or information are transferred to authorised personnel only.
- 1.13 The Supplier shall, upon request of the Contracting Authority, be expected to demonstrate their security capabilities specific to a particular Contracting Authorities' requirement, prior to contract award.
- 1.14 The Supplier shall ensure that any suspected or actual security breaches, of the Data Protection Act, are reported to the Authority and Contracting Authorities immediately. Depending on the impact of the breach, the Supplier shall include details of any breaches within their monthly/quarterly performance reporting to the Authority and Contracting Authority.
- 1.15 The Supplier shall comply with all the relevant legislation, organisational and cross Government policy and guidelines in relation to Data and asset security.

- 1.16 The Supplier shall comply with any restrictions or requirements arising out of Contracting Authorities' security policies, which shall be specified at the Call Off stage and/or during implementation.
- 1.17 The Supplier shall provide details of their personnel security procedures and, upon request by Contracting Authority, details of all personnel that they intend to use in the delivery of the Sensitivity Review Services.

2 Technology – Security

- 2.1 The Supplier shall ensure the implementation of security controls and how they shall comply with ISO27001, Cabinet Office Security Policy Framework and Industry best practice is documented, with associated security policies and standards, as set out in paragraph 1 of this Annex C Framework Agreement Schedule 2: Services and Key Performance Indicators - Part A Services - Lot 2.
- 2.2 The Supplier shall organise and facilitate a review of the Technology on an annual basis from the point at which it is accredited, unless otherwise specified by Contracting Authorities' at the Call Off stage.
- 2.3 The Supplier shall ensure that all Data, documentation and information stored on or transferred to the Technology is secured in a manner that is commensurate with the Government Security Classification Policy rating of 'Official' at all times, unless otherwise specified by Contracting Authorities.
- 2.4 The Supplier shall conduct a Privacy Impact Assessment for individual Contracting Authorities where required, in line with the Privacy Impact Assessment Code of Practice, as specified by Contracting Authorities at the Call Off stage.
- <https://ico.org.uk/media/for-organisations/documents/1595/pia-code-of-practice.pdf>.
- 2.5 The Supplier shall ensure that all security controls are traceable to risks or other requirements, in line with Industry Standards, as specified by Contracting Authorities at the Call Off stage. The Supplier shall ensure that all security controls are fully specified in all documentation, including design and plans for secure operation.
- 2.6 The Supplier shall produce a report which details the residual risks identified, and shall secure acceptance in writing from the Contracting Authorities' Senior Responsible Officer (SRO) in respect of the report.
- 2.7 The Supplier shall ensure that all Technology Data, documentation and information shall be protected from loss, and that access is controlled and restricted to Users with appropriate security clearance, as specified by Contracting Authorities at the Call Off stage.

- 2.8 The Supplier shall ensure that the Technology is capable of withstanding Industry Standard penetration tests, which shall include an IT security check carried out in accordance with CESG policy and procedures.
- 2.9 The Supplier shall ensure that access to the Technology is restricted and permissible to authenticated Users.
- 2.10 The Supplier shall ensure that the method used to provide access to the System(s) shall not transmit or store security-related information (e.g. password) in such a way that it could be intercepted or accessed and used to gain unauthorised access, unless otherwise specified by Contracting Authorities at the Call Off stage.
- 2.11 The Supplier shall ensure that the Technology has functionality to enable management checks to detect, prevent and report upon attempts of unauthorised access and/or unauthorised changes to the System.
- 2.12 The Supplier shall ensure that the Technology shall automatically identify all security incidents and produce a report documenting the incident, in addition to or in line with the requirements specified by Contracting Authorities.
- 2.13 The Supplier shall ensure that the Technology enables an alarm function, in Real Time, which is not visible to the User and shall be activated by incidents specified by Contracting Authorities.
- 2.14 The Supplier shall ensure that alarm activated incidents are routed to a destination and recorded on audit logs, as specified by Contracting Authorities.
- 2.15 The Supplier shall ensure that the Technology has functionality to detect, log out and report authorised User access made without authority and/or business need, as specified by Contracting Authorities at the Call Off stage.
- 2.16 The Supplier shall undertake risk assessments to identify Data items and business processes which require encryption. The requirements of such risk assessments will be specified by Contracting Authorities at the Call Off stage.
- 2.17 The Supplier shall ensure that the Technology employs encryption to Data, which is transferred across a network or extracted by electronic means. The level of encryption shall be commensurate with the classification of OFFICIAL, or in line with the Contracting Authorities stated requirements.
- 2.18 The Supplier shall ensure that software upgrades for operating systems and essential programs (such as backup software) are applied, in accordance with Contracting Authorities' specified timescales and requirements, if they relate to security or operational weaknesses.

3 People Vetting

- 3.1 The Supplier shall comply with the Baseline Personnel Security Standard (BPSS) pre-employment controls, accessible via the link below:
<https://www.gov.uk/government/publications/government-baseline-personnel-security-standard>
- 3.2 The Supplier shall undertake mandatory pre-engagement checks of all Supplier Personnel, in accordance with the BPSS or an equivalent of the BPSS, as required by the Contracting Authorities, as a minimum.
- 3.3 The Supplier shall, for all UK Central Government Department Contracting Authorities, ensure a Baseline Personnel Security Standard (BPSS) or equivalent, is undertaken for all Supplier Personnel, in accordance with HMG Baseline Personnel Security Standard.
- 3.4 The Supplier shall comply with the BPSS, or an equivalent of BPSS, and the Personnel Security and pre-employment screening requirements, as specified during the Call Off stage by Wider Public Sector Contracting Authorities.
- 3.5 The Supplier shall ensure that all Supplier Personnel have appropriate security clearance and comply with any additional security requirements, specified by Contracting Authorities at the Call Off stage.
- 3.6 Where the following clearances are required by the Contracting Authority, the Supplier shall ensure these clearances are completed prior to the involvement of Supplier Personnel in the delivery of the Services under this Framework Agreement.:
- Developed Vetting (DV);
 - Security Clearance (SC); and
 - CTC (Counter Terrorist Clearance).
- 3.7 The Supplier shall provide details of their Supplier Personnel security procedures to Contracting Authorities. The Supplier shall also provide details of all Supplier Personnel to be involved in the delivery of the Services, when requested by Contracting Authorities.
- 3.8 The Supplier shall ensure that any Supplier Personnel involved in the delivery of the Services have, and maintain, the relevant security clearance.
- 3.9 The Supplier shall submit all required security application documentation for the agreed number of Personnel required to Contracting Authorities within agreed timescales, for Contracting Authorities to review and consider the application(s). Contracting Authorities will then undertake the security checks at their own cost.

- 3.10 The Supplier shall accept that Contracting Authorities reserve the right to pass on the security clearance cost(s) to the Supplier for any additional Supplier Personnel, outside of the agreed number at the Call Off stage.

Appendix A – Lot 2 - Service Types

		Service Type		
Requirement	Description	Service Type 1 - Priority Services	Service Type 2 - Critical Services	Service Type 3 - Support and Contingency Services
HOURS OF SERVICE	When the services are available and active	24 x 7	8am - 6pm Mon - Sat	Support Services = 9am - 5pm Mon - Fri Contingency Services could be 24 x 7
LOCATION	Where the services are delivered from	Multiple Locations Nationally	Ranging from 100 locations down to 1	Support Services = Usually 1 location. Contingency = 1 or multiple dependant on requirement
ACTIVITY TYPE & SLA	Inbound Calls	Yes & 5 second answer	Yes, usually 80% calls answered within 30 seconds	Yes, usually 80% calls answered within 30 seconds
	Outbound Calls	Yes	Yes	Will depend on requirement
	Email	Yes	Yes, usually with a 24 hour response	
	Website Traffic Incl Online Forms	Yes Direction and Information	Yes Direction, Information & Online interaction with forms	Yes Direction, Information & Online interaction with forms
	Webchat	No	Yes, varying in range	Yes, varying in range
	Social Media	Depends on the Authority - Yes	No currently	Depends on the Authority - Yes





	Back Office Routines	Depends on the Authority - Yes	Depends on the Authority - Yes	Depends on the Authority - Yes
LANGUAGES	The range of languages the services are provided in	Depends on the Authority - Yes	Depends on the Authority - Yes	Depends on the Authority - Yes
CAPACITY MANAGEMENT AND FORECASTING	The process of identifying the demand for services and matching it to the organisations available resources. Creating action plans for any gaps.	Essential to be able to meet SLA's as these are life and death. Expect forecasting to over anticipate volumes.	Due to significantly different SLA's, forecasting would be essential however decisions on customer satisfaction can be flexed where the capacity management is considered	Due to significantly different SLA's, forecasting would be essential however decisions on customer satisfaction can be flexed where the capacity management is considered
RECRUITMENT, SELECTION AND TRAINING	The process of hiring resources and ensuring they are capable in delivering the services in line with the customers expectations	Dealing with complex scenarios, likely to be heavily trained and also security cleared at a range (BPSS to CTC)	Dealing with a range of scenarios from simple to complex, therefore a range of skills would likely be in places. A full range of Security clearances required, albeit at the higher end. (BPSS up to CTC)	Due to information style requirements, the Agents are likely to be lower skilled. Not dealing with high level data and therefore lower end security required. (BPSS)
HARDWARE, INFRASTRUCTURE AND SOFTWARE SERVICES	The technology required to deliver the full range of services	Software product types as per Activity above, likely to have highly secure systems as dealing with essential recording and recovery services.	Software product types, as per Activity above, likely to have highly secure systems as dealing with confidential data and have important recording and recovery services.	Software product types, as per Activity above, likely to have relatively secure systems as dealing with a vast range of customer contact
AVAILABILITY, DISASTER RECOVERY AND BUSINESS CONTINUITY	The processes required to ensure that the service is available optimally, in line with the SLA's and KPIs set by the customer.	SLA's here are high and systems are essential, therefore requirements will be of an essential nature. Systems and services must fail over to an alternative site in minutes. Service availability must be around 99.5%.	SLA's here are high and systems are very important, therefore requirements will be of an very important nature. Systems and services must fail over to an alternative site within hours. Service availability must be around 98.5%	SLA's here will range from Important to non-essential. Data on systems will continue to require technical protection via backed up records and recordings. Systems and services must fail over to an alternative site within hours, unless outside of service times (e.g. Sunday). Service availability must be around 95%.

CUSTOMER SATISFACTION	The measures from the recipient customer as to how well the services are being received, including data based feedback on any improvements	Will typically be very binary .i.e. you did a good or a bad job. Because these will be highly emotive subjects, there will be little room, nor appetite, to evaluate the service after the event.	Will have a range of customer expectations due to the complex and varying nature of the subjects being discussed, requested, applied for etc... As a result the customer service measures will typically be broad and detailed.	
PROJECT AND CHANGE MANAGEMENT		This will be consistent	This will be consistent	This will be consistent
ACCOUNT MANAGEMENT, SERVICE MANAGEMENT AND ESCALATION	The way in which the external provider is setup to manage the services from Team Leader, right up to fully escalated issues at an organization's board level.	This will be consistent	This will be consistent	This will be consistent
SERVICE REPORTING AND SERVICE IMPLEMENTATION		This will be consistent, with an emphasis on different KPI's.	This will be consistent, with a different emphasis on KPI's.	This will be consistent, Similar to Critical.
CUSTOMER JOURNEY & PROCESS	The organisation processes that input and output from the customer services design.	This will be consistent	This will be consistent	This will be consistent
SECURITY	Buildings, Technology, Data, and personnel security protocols.	High	High/Medium	Medium/Low

High Level Overview of Services Types (for illustration, not limited to)

Priority Services		Critical Services		Support & Contingency Services	
Blue Light & Associated Services, Network Rail Track Emergency		Benefits Services, Passports, Visa's, Student Finance,		Help & Advice, Careers Guidance, Recruitment & Customer Services , Pandemic Response	
Security (Systems)		Security (Systems)		Security (Systems)	
Security (People)		Security (People)		Security (People)	
Security (Location)		Security (Location)		Security (Location)	
Importance		Importance		Importance	
Response Speed		Response Speed		Response Speed	
Knowledge		Knowledge		Knowledge	
IT & Systems		IT Systems		IT Systems	
Service Volumes		Service Volumes		Service Volumes	
Characterised by: critical contacts, speed of answer, 24/7/365 services, alongside varied contact volumes.		Characterised by: complex services, long AHT, high volume contacts, in the public eye / media scrutiny .		Characterised by: varied services focused on providing customer information, advice & guidance, short lead times	

Detailed Description of Segmentation Methodology Used

				
Security (Systems) Specific information security controls for IT systems & access based on business impact	Information classified as Top Secret	Information classified as Secret	Information classified as Official	No classification
Security (People) Specific information security personnel controls, checks & requirements	High Level (CTC etc.)	Baseline PSS	Internal measures	None
Security (Location) Specific physical controls & requirements for information security	Complex controls required	Major controls required	Minor controls required	No controls required
Importance Specifies the importance of managing each contact received i.e. public safety	All contacts critical	High volumes of critical contacts	Low volume of critical contacts	No requirement
Response Speed Requirement for contacts to be responded to in a timely manner i.e. calls answered	Immediate	Defined response requirements (some immediate / critical)	Defined response requirements (general)	No requirement
Knowledge The levels of knowledge required by staff to manage contacts / training required	Complex	Varied / Detailed	Detailed	Simple Transactional
IT & Systems Services require access to specific client, supplier or 3rd party systems	Combined Client & 3rd Party Systems	Delivered by 3 rd Party	Delivered by Client	Basic Systems
Service Volumes Requirements for successfully managing volumes	Varied volumes – event driven	Varied Volumes – seasonal	High volume / planned peaks	Static / low volume / Minor peaks

Appendix B - Agent Skills Matrix

		CRITERIA	Entry Level Agent or equivalent	Intermediate Agent or equivalent	Advanced Agent or equivalent	Back Office Agent or equivalent	Team Leader or equivalent
Skills & Knowledge	1	Education – Typical standard of education/qualifications to fulfil the role.	No professional qualifications are needed but there is a requirement for basic education.	No professional qualifications are needed but there is a requirement for basic education, GCSE passes preferable (English and Maths specifically)	Professional qualifications are required for the role. NVQ/City and Guilds in Contact Centre Services	No professional qualifications are needed but there is a requirement for basic education, GCSE passes preferable (English and Maths specifically)	Professional qualifications are required for the role. NVQ/City and Guilds in Contact Centre Services
	2	Training Time/Time to Competence – The expected time in which to achieve 'on target' performance for the role.	Minimal training with competence achieved in less than 3 months. Requirement to be customer facing (voice skill required)	Formal and on job training or experience within the role, with competence achieved in 3 – 12 months. Requirement to be customer facing (voice skill required). Multi-skilling across multiple products and capability to work across different systems / technologies	Extensive training or experience within the role, with competence achieved after 12 months. Voice skill with ability to manage multiple complex systems and products	Minimal training with competence achieved in less than 3 months. No voice skill required	Extensive training or experience within the role, with competence achieved after 12 months. Voice skill with ability to manage multiple complex systems and products
	3	Knowledge Area – refers to the number of subject areas and depth of knowledge required.	Minimum number of subject areas and minimum depth of knowledge required. Limited flexibility between processes/systems/clients needed to complete this role.	Small number of subject areas with large depth of knowledge required or large number of subject areas with little depth of knowledge required. Integration and multiple use of processes and systems.	Large number of subject areas with large depth of knowledge required. Excellent knowledge of processes and systems.	Small number of subject areas with large depth of knowledge required or large number of subject areas with little depth of knowledge required. Integration and multiple use of processes and systems.	Large number of subject areas with large depth of knowledge required. Excellent knowledge of processes and systems. Ability to coach and manage a group of people delivering day to day operations

		CRITERIA	Entry Level Agent or equivalent	Intermediate Agent or equivalent	Advanced Agent or equivalent	Back Office Agent or equivalent	Team Leader or equivalent
Responsibility	4	Decision-Making – refers to how much empowerment is given to make business related decisions.	Works to clear and rigid guidelines and minimal or no decision making required. Anything outside of guidelines must be escalated.	Requires own judgement to make decisions, though an escalation point may still be required.	Role requires ability to make decisions using significant discretion and judgement and may be involved in implementation of changes.	Clear and rigid guidelines and minimal or no decision making required. Anything outside of guidelines must be escalated.	Owens the day to day targets, ensuring that the team are skilled, organised and motivated to deliver the targets.
	5	Financial Authority/Impact – refers to how much impact and understanding there can be on the budget.	Minimal – role requires only basic transactional financial authority. These limits are pre-set and are defined on the process maps.	The role requires an understanding of the impact on the budget and this is applied when agreeing transactions. Authority within specified limits but there will be a need to use a degree of judgement.	Ability to impact on budgets/costs will be high and financial authority may be within greater specified limits. A greater degree of judgement may be applied in order to gain closure.	Minimal – role requires only basic transactional financial authority. These limits are pre-set and are defined on the process maps.	Owens the team financial parameters and can prioritise the activities to ensure targets are met and/or contingencies are put in place.
	6	Change/Business Improvement – requirement to identify business process improvements.	Can suggest a potential improvement to the process they are involved with. Can identify that a process can be done better.	The requirement is to identify the need for change and produce recommendations.	Identifies the need for a business/change improvement and can make recommendations for implementation. Within this role there would be a requirement to build a business case based on knowledge gained via the role and have a basic understanding of the potential cost savings and business benefits.	Can suggest a potential improvement to the process they are involved with. Can identify that a process can be done better.	Listens and understands the opportunities to improve the services. Can implement these in own team and propose broader service application to site and contract managers. Implements change effectively within own team environment

		CRITERIA	Entry Level Agent or equivalent	Intermediate Agent or equivalent	Advanced Agent or equivalent	Back Office Agent or equivalent	Team Leader or equivalent
Responsibility	7	Customer Relationship – refers to the nature of the contact with the customers	Transactional – basic fulfilment. A transaction that includes little or no advice, counselling or recommendations is performed.	Service provision – the role requires the handling of queries from customers and there is a need to have a good understanding of the customer’s requirement and how or who is best able to fulfil it. The role requires an ability to communicate with customers across various media.	Contact will require enhanced authority to influence, impact and manage the relationship with the customer	Transactional – basic fulfilment. A transaction that includes little or no advice, counselling or recommendations is performed.	Contact will require enhanced authority to influence, impact and manage the relationship with the customer, including the management of attrition back fill
	8	Client Relationship – refers to the nature of the contact with the client.	No Client contact although there will be an understanding of who they are and the importance of the service the role provides on behalf of the client.	Client contact. Produces and provides information or service direct to the Client.	Managing the Client expectations and perceptions of the organisation. Influence and impact the Client.	No Client contact although there will be an understanding of who they are and the importance of the service the role provides on behalf of the client.	Managing the Client expectations and perceptions of the organisation. Influence and impact the Client.

		CRITERIA	Entry Level Agent or equivalent	Intermediate Agent or equivalent	Advanced Agent or equivalent	Back Office Agent or equivalent	Team Leader or equivalent
Environment	9	Control of Work – refers to the control over flow of work presented.	Flexibility to control input or output for majority of time.	Medium volume with little or no control of work.	High volumes with little or no control over input and output of work for the vast majority of the time.	Flexibility to control input or output for majority of time.	Manages the flow of work on behalf of the team to ensure that optimal services are being delivered through the group to service targets
	10	Mental Demand of job – refers to the mental resilience required for the role due to the nature of the work.	Low due to repetitive tasks and clear guidelines on requirements.	Medium due to the need to make judgements on courses of action. May deal with unhappy/frustrated & hard to understand service users.	High due to the range of expectations on the role. May deal with angry, abusive, frightened, vulnerable service users.	Low due to repetitive tasks and clear guidelines on requirements.	High due to the range of expectations on the role. May deal with angry, abusive, frightened, vulnerable service users.