**Framework Schedule 1 (Specification)**

This Schedule sets out what CCS and our Buyers want.

The Supplier must only provide the Deliverables for the Lot that they have been appointed to.

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

The Deliverables and any Standards set out in Paragraph 1 below may be refined (to the extent permitted and set out in the Order Form) by a Buyer during a Competitive Selection Process to reflect its Deliverables requirements for entering a particular Call-Off Contract.

## **Our social value priorities**

These are our priorities in this procurement:

* Diversity and Inclusion
* Equal Opportunity and Social Mobility
* Wellbeing

The Buyer can identify specific social value priorities at call-off.

**RM6295 Outsourced Services**

This Schedule sets out what we and our Buyers want. Suppliers shall be required to deliver the Deliverables to the Buyer under the Call-Off Contract for the Lot(s) and Service capabilities they have been appointed to.

For all Deliverables, the Supplier must help Buyers comply with any specific applicable Standards to the Buyer.

The Deliverables and any Standards set out in Framework Schedule 1 below may be refined (to the extent permitted and set out in the Order Form) by a Buyer during an Award without Competition or Further Competition Procedure to reflect its Deliverables requirements for entering a Call-Off Contract.

**Contents**

[**1. Framework Summary 2**](#_heading=h.gnwdrbzdaoen)

[1.1. Introduction 2](#_heading=h.mau3hf2t1ccx)

[1.2. How this Specification works 2](#_heading=h.6kvzmxbe6dyh)

[1.3. How this Specification is arranged 3](#_heading=h.yp6oshbn5157)

[**2. Mandatory Requirements Summary - Lot 1 & Lot 2 4**](#_heading=h.n15o6z3twnfo)

[2.1. Project Management 4](#_heading=h.bds7zxs79on3)

[2.2. Managing a Quality Service 5](#_heading=h.aezgovypf10x)

[2.3. Innovation 6](#_heading=h.3w84zpbdq32)

[2.4. Transformation 7](#_heading=h.6hdfbjj9p4dc)

[2.5. Social Value 8](#_heading=h.da0n6ffw3k1w)

[**3. Mandatory Deliverables - Lot 1 & Lot 2 9**](#_heading=h.bgv9s6i7px0j)

[3.1. People 9](#_heading=h.75c2rqc5ldxq)

[3.2. Facilities 11](#_heading=h.ct03807chc40)

[3.3. Technology 12](#_heading=h.9fca6e2gniq5)

[3.4. Service Delivery 15](#_heading=h.kv6jckn58teb)

[3.5. Social Value 18](#_heading=h.9pgicho98kaj)

[**4. Core Capabilities - Lot 1 - Citizen Experience 24**](#_heading=h.x3szsd3ilevq)

[4.1. Scope of Capabilities - Citizen Experience 24](#_heading=h.4jyc9jcqy30v)

[4.2. Included Service Definitions (non-exhaustive list) 25](#_heading=h.9ehz7phhghwl)

[**Core Capabilities - Lot 1 Process Administration 27**](#_heading=h.th97tkn83a9d)

[4.3. Scope of Capabilities - Process Administration 27](#_heading=h.dhpit879awfi)

[**5. Lot 2 – Human Resources, Payroll, Procurement and Financial Administration 30**](#_heading=h.nltxhhdjv85n)

[5.1 Human Resources 30](#_heading=h.5h8r5uok484o)

[5.2 Payroll 32](#_heading=h.4fs6dxfzg2mo)

[5.3 Procurement: 34](#_heading=h.ueq4ulfrddec)

[5.4 Financial Administration 36](#_heading=h.y22shi2adhsk)

[**6. Additional Capabilities Lots 1 & 2 - Transformational Advice/Smaller Requirements/Surge Capacity 38**](#_heading=h.hkju73g3v0yc)

[6.1. Transformational Advice 38](#_heading=h.623vz57cghqd)

[6.2. Surge Capacity 39](#_heading=h.ck1vmri6sv9v)

[6.3. Smaller Requirements 39](#_heading=h.5meczv9783ea)

[**Annex 1 - Scope of Services 41**](#_heading=h.6vz49p1vsexf)

[**Annex 2 - CPV Codes 57**](#_heading=h.1uf8rzkkhs97)

1. Framework Summary

| **Lot 1** | **Lot 2** | **Additional (Optional)** |
| --- | --- | --- |
| * Citizen Experience (CX) * Process Administration | * Human Resources (HR) * Payroll * Procurement * Financial Administration | * Surge Capacity * Small Requirements * Transformational Advice |

NB: Suppliers can bid to provide services on either Lot 1 or Lot 2, but can achieve a place on both Lots. Citizen Experience is a mandatory capability on Lot 1, whilst Process Administration is an optional capability.

Suppliers must be able to provide at least one of the capabilities when tendering for a place on Lot 2, but can provide any number of these capabilities up to and including all four.

* 1. Introduction
     1. This Framework Contract relates to RM6295 Outsourced Services Framework which was procured by Crown Commercial Service with the aim of taking the next steps towards optimised citizen experience and business services.
     2. The services under this Call Off Contract aim to provide end-to-end solution, where desired by the Buyer, for the provision of contact centre and business service solutions, underpinned by efficiency, quality and value for money.
  2. How this Specification works
     1. The purpose of this Framework Specification is to set out the characteristics of the Services that the Supplier will be required to make available to the Buyer under this Call-Off Contract, together with any specific standards applicable to the Services. This document is supported by the Supplier capability matrix which indicates the service capabilities that each supplier is able to deliver.

* + 1. When a Buyer is seeking to determine which suppliers could potentially deliver their Statement of Requirements they should consider this Specification and the Supplier capability matrix.
    2. Lot 1 delivers citizen experience services through contact centre capability. Buyers are also able to access services in relation to back office Process Administration. Refer to section 4 of this document to understand service scope.
    3. Lot 2 delivers Human Resources, Payroll, Procurement and Financial Administration through business process service capability. Refer to section 5 of this document to understand service scope.
    4. The suppliers on both Lots 1 and 2 have indicated other optional capabilities:
* Surge Capacity
* Smaller Requirements
* Transformational Advice
  + 1. These service capabilities can also be accessed through either Lot 1 or Lot 2 dependent upon the Buyers statement of requirements. Refer to section 6 of this document to understand service scope.
  1. How this Specification is arranged
     1. Section 2 of this document summarises the Suppliers Mandatory Requirements for both Lots 1 & 2 and any additional capabilities arranged by the following themes:
* Project Management
* Managing a Quality Service
* Innovation
* Transformation
* Social Value
  + 1. Section 3 of this document sets out the Suppliers Mandatory Deliverables for both Lots 1 & 2 and any additional capabilities arranged by the following themes:
* People
* Facilities
* Technology
* Service Delivery
* Social Value
  + 1. Section 4 of this document sets out the Suppliers Core Capabilities for Lot 1:

1. Citizen Experience
2. Process Administration

arranged in the following sections:

* Scope of Capabilities
* Included Service Definitions (non-exhaustive list)
  + 1. Section 5 of of this document sets out the Suppliers Core Capabilities for Lot 2:

1. HR
2. Payroll
3. Procurement
4. Financial Administration

arranged in the following sections:

* Scope of Capabilities
* Included Service Definitions (non-exhaustive list)
  + 1. Section 6 of this document sets out the Suppliers Core Capabilities for Lot 1 and Lot 2 for the additional service capabilities:
* Transformational Advice
* Surge Capacity
* Smaller Requirements

1. **Mandatory Requirements Summary - Lot 1 & Lot 2**
   1. Project Management
      1. The Supplier shall provide high quality project management capabilities to oversee the design, implementation and delivery of solutions offered through the Framework that effectively manage the relationship between the Customer and Supplier through thorough engagement and collaboration with all relevant areas of the Buyer’s Organisation. The Supplier should monitor and enhance the performance of the People and Technology involved in the delivery of the overall solution.

* + 1. The Supplier shall utilise its Project Management capabilities to develop and deliver an Implementation Plan which shall absorb any existing workforce as necessary, and identify the necessary talent required to implement the solution and deliver the services, utilising effective recruitment and training methodologies to appropriately prepare the workforce required. Where applicable, this same level of support shall be provided to the Buyer’s internal workforce involved in service delivery.
    2. The Supplier shall adhere to key milestone dates, working with the Customer to seamlessly integrate the solution into existing, or new, processes and activities as required. Effective implementation and communications plans will be agreed with the Customer and will be established to update on milestone achievements, understand and mitigate risks, and to address any issues or delays within the implementation process.
    3. The Supplier shall implement and adhere to a clear and effective Exit Management strategy that ensures no degradation of service is experienced by Customers on receiving back ownership of a solution, or or transfer of ownership to a new Supplier.
  1. Managing a Quality Service
     1. The Supplier will work with the Customer to understand the service outcomes required, and will provide an effective account and stakeholder management function to ensure the Buyer and end-users derive maximum benefit from the services delivered. Sub-contractors and delivery partners may be utilised where efficient to the provision of a solution and should be managed effectively with seamless integration into the solution. The selection and management of the sub-contractor will be the responsibility of the Supplier, unless otherwise agreed with the Customer.
     2. The Supplier shall design and maintain its own Quality Management and Continuous Professional Development Management processes and procedures that are relevant to each contract to ensure services are delivered by a workforce with the relevant skills, experience, qualifications and associated support to deliver the services. These measures will be communicated in the design of the solution to the Customer and shall be reported through SLAs, KPIs, as well as any other reporting methodologies, regularly throughout the contract.
     3. The Supplier shall ensure Continued Professional Development opportunities are provided to the workforce that enhance their skills, experience and capabilities and offer the chance for career progression where possible. The Supplier shall engage its management capabilities to avoid undesired attrition within the workforce.
     4. The Supplier shall provide effective and efficient volume management techniques, processes and protocols to provide the Customer with the most time efficient, outcomes focussed and cost effective solution as possible.
     5. The required standards of data management and data security shall be applied to all data managed, processed or handled through the delivery of any solution. The Supplier will develop and maintain effective rectification plans e.g: business continuity and disaster recovery, to mitigate risk and maintain service delivery and effective data management and security.
  2. Innovation
     1. The Supplier shall offer new and innovative ideas, processes and technologies that will enhance and improve the services and outcomes available to the Customer,in order to provide the most effective and up-to-date solutions and services available.
     2. The Supplier shall as required, provide and utilise the most appropriate and efficient Data Analytics and Market Insights capabilities to identify opportunities and methods to suggest, and implement, solutions to Customers through digital capability and process enhancements..
     3. The Supplier will continuously enhance its capabilities, and where required integrate and manage third party solutions, to provide the services offered under the Framework. The Supplier will effectively access market solutions to identify, implement, test and embed enhancements to improve services and benefit the Buyer.
     4. The Supplier will continually review performance against Key Performance Indicators, Service Level Agreements and any other performance metrics. The Supplier will endeavour to achieve the best utilisation of people and technologies to for example, but not limited to:
* Streamlining operations to enhance overall efficiency and effectiveness
* Utilising data-driven insights to improve service quality and decision-making
* Implementing integrated systems to ensure seamless communication and collaboration
* Automating repetitive tasks to utilise resources for higher-value activities
* Establishing robust mechanisms for real-time monitoring and reporting
* Creating flexible processes that can adapt to changing business needs
  1. Transformation
     1. Suppliers shall provide solutions that reform the processes and activities within any requirement sourced through the Framework. The Supplier will work with the Customers to design, implement and maintain solutions that utilise people and technology to maximise the efficiencies, outcomes and cost savings achievable within the Contract. The Supplier shall agree appropriate and reasonable governance processes to define responsibilities, dependencies, implementation costs, investment responsibilities, Intellectual Property Rights and any transfer costs.
     2. Suppliers shall agree with the Customer to implement techniques and measures to assess the efficiency of the service solution in order to identify areas for improvement and to measure the effectiveness of the solution provided by the Supplier in addressing these weaknesses. The Supplier will continue to evolve the solution and implement new processes and technology solutions to improve the efficiencies and outcomes throughout the life of any contract awarded through the Framework.
     3. Suppliers should be able to design and provide solutions with a view of maintaining Customer oversight of service delivery, with a view to handing back ownership and delivery of the services to the Customer in the future (where clearly requested by the Customer). Clear milestones and progression shall work towards this outcome, with methodologies and strategies in place to ensure that the solution, processes, and automations can be left with the Customer on exit from the contract.
     4. The Supplier shall work in true partnership with the Customers accessing the Framework to understand their business and strategies in providing best in class services within the Departments and to the Citizens. Relationships with key Stakeholders within the Customer organisations shall be built and maintained to allow for proper and effective discussions to take place that will truly move the service delivery to a place where the most modern and effective capabilities and processes are utilised in transforming the services and outcomes for the Customer.
  2. Social Value
     1. Social Value opportunities should be maximised within any call off contract around any, or all, of the Public Sector key themes detailed in section 3.5 of this document.
     2. The themes key to this Framework in terms of your obligations to this Authority will focus on three key areas:

a) Diversity and Inclusion;

b) Equal Opportunities and Social Mobility; and

c) Wellbeing

* + 1. Your commitment to improvements in your policies and activities that focus on these themes will be mandatory throughout your participation on the Framework.The Authority will require baseline management information from your organisation that focus on the above areas and will require annual reporting and communications that evidence social value delivery.
    2. Data and information that will be collected to support the above measurements and improvements will focus on diversity and recruitment, skills development and social mobility and wellbeing policies.
    3. Suppliers should be able to demonstrate their commitments to the above themes at all times.

1. **Mandatory Deliverables - Lot 1 & Lot 2**
   1. People
      1. The Supplier shall manage the recruitment, management and development of all appropriately skilled staff required for the delivery of services including suitable agents, project, management, quality assurance, training and administrative teams as agreed within the Call Off specification and tender documentation.
      2. The supplier shall provide all services relating to people, including but not limited to:
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 Buyer in the Call-Off Contract. In the event that actual volumes are subsequently higher or lower than forecast by the Supplier or the Buyer, the Supplier shall, subject to agreement with the Buyer, adjust the structure so that it can optimise staffing levels against actual volume and provide real time scheduling.
3. Languages: In addition to English and Welsh, the Supplier shall, where required by the Buyer, deliver the services in other recognised languages
4. The Supplier shall deliver the appropriate account and operational management to ensure service delivery.
5. The Supplier shall ensure that all Supplier personnel, including any temporary staff and sub-contracting staff, are security cleared to the level required by, and agreed with, the Buyer. This may include but is not limited to; Counter Terrorism Check (CTC), Security Clearance (SC), DBS check or security vetting to Baseline Personnel Security Standard (BPSS).
6. The Supplier shall ensure that all Supplier personnel meet any additional vetting requirements as required by the Buyer and possess the qualifications, experience and competence appropriate to the tasks for which they are employed.
7. Suppliers shall ensure that all deployed personnel shall work collaboratively with the Buyer to deliver the Buyer’s required services. Training shall be provided to keep existing personnel adequately skilled throughout their deployment. Activities may include but are not limited to;
8. Training in relation to technology provided;
9. Training in relation to operational activities and bespoke professional knowledge.
10. Training in relation to emotional intelligence and customer service skills; and
11. Development and maintenance of training material.
12. Should temporary staff be used to deliver any part of the Services, the Supplier shall be aware of, and ensure compliance with, all changes in practice in the recruitment market and changes in policy and legislation, including but not limited to the Agency Workers Regulations:<https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/32121/11-949-agency-workers-regulations-guidance.pdf>.
13. The Supplier shall ensure compliance with the National Minimum Wage (NMW) and National Living Wage (NLW) legislation as required by the Contracting Authority in relation to payment of personnel when delivering any part of the Services. Buyers may require payment of personnel above those stipulated within NMW and NLW legislation:<https://www.gov.uk/national-minimum-wage-rates>.
    * 1. Subcontracting**:** Use of Subcontractors is fully permissible but these shall be notified to the Buyer as part of any proposal or through contract variation with full transparency to the Buyer. The Supplier retains overall responsibility for the delivery of all deliverables under the Framework Contract. Unless otherwise explicitly agreed by the Buyer, all subcontractors shall be onshore. Where support functions are based outside of the UK the Supplier must notify the Buyer of the service solution proposals. The Supplier shall proactively encourage SMEs to become part of their supply chain to support the Government’s SME agenda.
      2. Partnerships:Where requested by the Buyer, the Supplier shall work collaboratively, in Partnership with other Framework Contract suppliers to deliver on the Buyer’s strategy. This may include the use of collaboration agreements.
    1. Facilities
       1. The Supplier shall provide a flexible approach to secure compliant accommodation, home-working facilities, or a hybrid model that meets all legislative requirements and the requirements of each Buyer, as defined by the Buyer in the Call-Off Specification and Contract. This will include the ability to scale up or down, in line with Buyers’ operational and security requirements.
       2. The supplier shall provide all services required to service People and technology delivery, including but not limited to:

Locations: The Supplier shall enable the delivery of services from within the United Kingdom & Northern Ireland, at the following locations;

a) Homeworking - non-site based agents;

b) Buyer Site - agents supplied at Buyer’s choice of location; and

c) Supplier Site - agents supplied at the Supplier’s operational location.

* + 1. All service delivery locations, both onshore and offshore as defined in Joint Schedule 1 - Definitions, shall be agreed in advance by the Buyer.
  1. Technology
     1. The Supplier shall, as required by and agreed with the Buyer, provide all technology elements as required to deliver the services specified by the Buyer in the Call-Off Contract, including all software, hardware and cloud based solutions that can react to the Buyer’s demand, while meeting the Buyer’s security and data protocols.
     2. The Supplier shall keep fully up to date on all relevant technology developments and propose new technology solutions that will support the Buyer more efficiently, more cost effectively, or with improved outcomes and will implement as required by and agreed with the Buyer.
     3. The Supplier shall ensure that all technology provided via the Framework Contract is developed, implemented and maintained in accordance with the Buyers’, HM Government and NCSC security standards, unless otherwise specified by the Buyer in the Call-Off contract.
     4. The Supplier shall be responsible for the management of updates, patches and release for technology used in the delivery of the services. It is expected that the Supplier will provide notice to the Buyer of any activity associated with this.
     5. The Supplier shall be responsible for the technology integration activity, working with the Buyer, and/or Incumbent Supplier, as necessary to meet mobilisation deadlines.
     6. The supplier shall provide all services required to provide, implement, integrate and maintain technology, including but not limited to:

1. Omni channel technology and services
2. Software
3. Data Management Services
4. Hardware
5. Management of the wider technology ecosystem
6. CRM and ERP Management: The Supplier may be responsible for adopting the Customer Relationship Management (CRM) and Enterprise Resource Planning (ERP) platforms on behalf of the Buyer.
7. Supplementary technology for integration: Where required by the Buyer, the supplier shall be required to provide supplementary technology for integration activity, including but not limited to:
8. AI;
9. Back Office Processing; and
10. Process Administration
    * 1. Legacy Services: It is envisaged that where possible, a Buyer will provide data to the Supplier to load into the Buyer’s current and historic ERP. Where this is not possible, the Supplier may provide a service to ensure they are able to access their legacy data. Where a Buyer requires Legacy services, they may either:
11. Grant the Supplier access to use systems to access legacy data on their behalf; or
12. Require the Supplier to host Legacy systems on their behalf.
    * 1. Reporting and Business Intelligence: Where the Supplier will be processing data for the various business functions of the Buyer, the Supplier may be required to provide a Data Analytics Capability to improve the efficiency, effectiveness, compliance and user experience of the Buyers Organisation. The Supplier may maximise the use of the reporting tools, effectively extracting and analysing data to better inform the Buyer of its business patterns, workflows and performance helping continuous improvement.
         1. The various data solutions may include:
13. Analytics;
14. Visualisation tools; and
15. Dashboards.
    * + 1. Where this service is provided, Suppliers will:
16. Be responsible for the data quality of the data it processes, particularly around data accuracy and avoiding processes which risk data quality (such as manual inputs by the Supplier);
17. Host any additional Data Services, which are outside of the Buyers ERP platform, in a cloud secure platform to be agreed with the Buyer (in alignment with ISO27100 requirements);
18. Make available use of analytics and insights;
19. Where a hosted Data Service is provided, the Supplier shall provide an API interface; and
20. May require the use of secure APIs as a first approach where a Data Service is hosted, where requested by the Buyer.
    * 1. Application Management Services (AMS): The Supplier may provide technical application support to the Buyer, such as:
21. Business Process & Security Maintenance
22. Application Maintenance
23. Application Change and Enhancement
24. Data Management Services
25. Service Management Appraisals
26. Identity and Access Management (IAM)
    * 1. Technical Support: The Supplier may provide access to application and infrastructure technical support to users where required by Buyer:
27. Call logging and tracking;
28. Issue identification and resolution;
29. General technical advice; and
30. The Supplier will be required to work proactively and in collaboration with the Buyer and other third parties, such as system vendors and technology partners.
    * 1. Additional IT Services: The Supplier may provide support services to applications that interface into the core ERP and technology systems.:
      2. ERP Support/Maintenance: Where Government Buyers procure their core technology platforms separately, Suppliers may provide support to maximise the value of the Buyers technology investment on behalf of the Buyer, Suppliers may be required to:
31. Configure the ERP, including Master Data Management;
32. Manage patches and releases;
33. Provide day to day operation activities; and
34. Provide Change/Configuration/Build/Release Management Services.
    * + 1. Some Buyers may procure their ERP through this framework. Buyers may require the Supplier to manage procurement of the ERP through other CCS frameworks. Alternatively, Buyers may require the supplier to provide the ERP or source directly from the ERP provider. The Supplier shall be responsible for implementing and integrating the ERP platform.
    1. Service Delivery
       1. The Supplier shall create and maintain a strategic relationship with the Buyer which will, as a minimum
          1. ensure that the Services are of a consistently high quality and meet the requirements of the Buyer;
          2. ensure the Services are provided in line with Good Industry Practice and are evaluated and are continuously improved, where possible, throughout the term of the Call-Off Contract;
          3. create an environment of continuous improvement, share knowledge and best practice, benchmark data, and improve service usage within the Buyer;
          4. generate an improved understanding and have a responsibility for increasing education within the Buyer of all available Service Lines;
          5. manage demand more effectively, through the Supplier’s provision of expert market advice;
          6. improve understanding of the national and regional changes in the supply market and proposing how to respond effectively to these changes so that the Buyer benefits.
       2. Implementation and transition: The Supplier shall lead implementation and transition activities from the point of Contract Award, including project management during mobilisation. The Supplier shall project manage the implementation in accordance with recognised project management principles. The Supplier shall deliver, as a minimum:
35. a detailed task level plan;
36. an exit and transition plan;
37. experienced implementation resources and processes;
38. a governance framework;
39. identification of Buyer’s dependencies;
40. maintenance of a joint risks and issues log between the Supplier and the Buyer;
41. technology solution as required;
42. data management and transfer; and
43. management of any TUPE related activity
    * 1. Exit and transition: In addition to the requirements set out in Call-Off Schedule 10, the Supplier shall lead on a lesson learnt workshop prior to the end of any Call-Off Contracts as requested by CCS or the Buyer.
      2. Service/account management and reporting: The Supplier shall, where applicable to individual service requirements and scope, deliver the following activities, including but not limited to:
44. assurance activity;
45. complaints procedures & complaints handling;
46. analytics and insights;
47. market insights;
48. freedom of information requirements;
49. subject access requests;
50. fraud/suspicious activity prevention and reporting;
51. auditing check and assessments;
52. change request management and implementation;
53. contract management;
54. training;
55. incident reporting and resolution;
56. resolution planning; and
57. issue identification, root cause analysis, escalation and remediation.
    * 1. The Supplier shall meet these requirements whether the services are based on site or via a home-working, or hybrid delivery model.
58. Operating hours: The Supplier shall have the capability to provide flexible operating hours in line with Buyer requirements.
59. Capacity management: Suppliers shall, where required by the Buyer:
60. proactively make recommendations from their technical and market knowledge to accurately inform forecast capacity requirements;
61. make recommendations and work with the Buyer to manage the resource and cost implications anticipated as a result of citizen or industry contact activity; and
62. fulfil the volumes required by the Buyer and manage fluctuations in volumes.

1. Policy, governance and legislation: this may include but is not limited to:
2. Policy audit and compliance;
3. Managing and implementing policy changes and updates;
4. Embedding changes into technology systems; and
5. Adherence to legislation and implementations and adoption of subsequent changes
   * 1. Optimisation and blending of services: The Supplier shall continually review the service delivered to ensure they are providing the optimal Service to meet the Buyer’s 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 Buyers.
6. User experience: The Supplier shall deliver user experience improvement activities that may include but are not limited to:
7. user training and end user guidance;
8. continual user satisfaction surveys and standard measures;
9. responsibility for user facing systems, either as ‘skins’ over existing technology infrastructure or their own/subcontracted stand-alone integrated systems;
10. usability tests and assessments;
11. mobile and response services to employees;
12. development teams, consisting of, user researchers, content designers and front-end developers;
13. complaints monitoring;
14. trend monitoring including common issues, time to answer;
15. call listening/monitoring for quality purposes; and
16. continuous improvement plan

b) Innovation and continuous improvement: The Supplier shall develop, present and, where instructed, lead on innovation activities during the lifecycle of the Framework Contract and any Call-Off Contracts. The Supplier shall present Analytics and Insights to the Buyer to improve citizen experience and drive commercial efficiencies.

* + 1. Digital Transformation: The Supplier shall deliver digital transformation activity as outlined in any Buyer Call off specification. The Supplier will collaborate with the Buyer to identify, design and implement any new technologies that will deliver improved service delivery and value for money.
  1. Social Value
     1. General
        1. The Supplier shall deliver social value benefits that are over and above the core deliverables of the Contract aligned to the Government’s social value priorities as set out in the [Social Value Model](https://www.gov.uk/government/publications/procurement-policy-note-0620-taking-account-of-social-value-in-the-award-of-central-government-contracts). Social value benefits shall as a minimum cover the following areas:

1. Ensuring diversity and inclusion within the contract workforce as set out in this Framework Schedule 1;
2. Supporting the wellbeing of the Contract Workforce as set out in this Framework Schedule 1
3. Providing equal opportunities social mobility within the Contract Workforce as set out in this Framework Schedule 1
4. Tackling modern slavery as set out in Joint Schedule 5 (Corporate Social Responsibility); and
5. Fighting climate change as set out in Joint Schedule 5 (Corporate Social Responsibility).
   * + 1. The Supplier shall identify additional opportunities to deliver social value benefits as part of a programme of continuous improvement, innovation and added value.
       2. Social value benefits shall be delivered both at Framework level for the benefit of all Buyers, and at Buyer level in response to individual Buyers’ social value policies and priorities. The Supplier shall work with both CCS and Buyers to identify suitable opportunities aligned to Government and Buyers’ social value objectives.
       3. The Supplier shall ensure Social Value forms part of the selection criteria for the Tailored Supply Chain.
       4. The Supplier shall work with its Subcontractors to ensure that social value is embedded within the supply chain and shall ensure that there is a mechanism for Subcontractors to report on their social value activities.
       5. The Supplier shall produce a Social Value Strategy and Social Value Action Plan in conjunction with CCS which will be made available to the Buyer. CCS will capture baseline Social Value data from Suppliers at Framework launch and will monitor performance against this baseline annually during the lifetime of the Framework.
       6. The Supplier shall develop suitable channels of communication with the Buyer to discuss the Buyer’s social value objectives and priorities and shall provide regular updates to the Buyer on the Supplier’s social value activities, including new initiatives, implementation plans and timescales, outcomes, deliverables and success stories.
       7. The Supplier shall operate at all times in accordance with Government policy on social value and shall adopt any policy changes that arise during the operation of this Call-Off Contract.
     1. Diversity and Inclusion
        1. Suppliers shall have a fair and equal pay policy and aim to pay all employees the National Living Wage, irrespective of age where the same role is being performed. The Supplier shall ensure compliance with the National Minimum Wage and National Living Wage legislation: <https://www.gov.uk/national-minimum-wage-rates>.
        2. All organisations with 250 or more employees shall publish and report specific figures about their gender pay gap, and we expect Suppliers to progress towards equalising this.
        3. The Supplier shall ensure compliance with the Working Time Directive in relation to delivery of any part of the Services. <https://www.gov.uk/maximum-weekly-working-hours>.
        4. Tackle inequalities through upskilling and supporting people to be successful in employment, especially those from vulnerable or disadvantaged group.
        5. Pay people fairly for the work they do and work with other companies with similar values and policies.
     2. Equal Opportunity and Social Mobility
        1. We expect Suppliers and their Supply Chains to support and encourage employment and skills development opportunities through the performance of this Framework Agreement, with a specific focus on opportunities for priority groups within the local community, including but not limited to:
6. people with disabilities;
7. Ethnic Minorities; and
8. long-term unemployed.
   * + 1. This support may be through various activities such as, for example:
9. Apprenticeship and work experience placements;
10. Part-time and full-time employment and flexible working opportunities;
11. Supporting individuals to fulfil their potential with further education, employment or training e.g. coaching, mentoring, CV and interview skills;
12. Providing funded training and professional development opportunities for existing employees; and
13. Offering a range of employee assistance schemes.
    * 1. Wellbeing

* + - 1. Suppliers shall support their contract workforce with commitments to improve and enhance their health and wellbeing. This can be delivered via activities including but not limited to:

1. Demonstrate action to support the health and wellbeing, including physical and mental health, in the contract workforce; and
2. Influence staff, suppliers, customers and communities through the delivery of the contract to support health and wellbeing, including physical and mental health.
   * 1. Modern Slavery
        1. CCS requires Suppliers to comply with the provisions of the Supplier Code of Conduct <https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/779660/20190220-Supplier_Code_of_Conduct.pdf> and the standards set out in Joint Schedule 5 on Corporate Social Responsibility including the reporting (see Framework Schedule 5 Management Charges and Information) and continuous improvement (see Call-Off Schedule 3 Continuous Improvement) requirements.
        2. Suppliers shall further support the elimination modern slavery throughout their supply chains for example, by:
3. The Suppliers shall at all times be compliant with the provisions of the Modern Slavery Act 2015 <https://www.gov.uk/government/collections/modern-slavery-bill>
4. The Suppliers shall annually complete the Modern Slavery Assessment Tool as directed by CCS.

<https://supplierregistration.cabinetoffice.gov.uk/msat>

1. The Suppliers shall make the outcomes of their Modern Slavery Assessment available to the Buyer when requested
   * 1. Standards in the supply chain
        1. Labour standards in the supply chain - CCS and Buyers expect that Framework Suppliers will address and manage the risk of labour standards violations in the supply chain. The Supplier shall be aware of and adhere to:
2. where applicable, the International Labour Organization (“ILO”) Forced Labour Protocol;
3. where applicable, OECD Guidelines on Conflict Minerals <https://www.oecd.org/en/publications/2016/04/oecd-due-diligence-guidance-for-responsible-supply-chains-of-minerals-from-conflict-affected-and-high-risk-areas_g1g65996.html>; and
4. duties imposed on commercial organisations by the Modern Slavery Act 2015 in relation to transparency in the supply chain. <https://www.legislation.gov.uk/ukdsi/2015/9780111138847/pdfs/ukdsiem_9780111138847_en.pdf>
   * + 1. CCS will expect Suppliers to measure and report the number, value and % of total contract spend of opportunities awarded to: SMEs, VCSEs, Mutuals as per Joint Schedule 12 - Supply Chain Visibility
     1. Carbon Reduction Plans
        1. Suppliers are expected to adhere to the PPN 06/21 Taking Account of Carbon Reduction Plans in the procurement of major government contracts. This requires the supplier's commitment to achieving Net Zero by 2050 in the UK, and setting out the environmental management measures that they have in place and which will be in effect and utilised during the performance of the contract. This includes, but is not limited to:
5. Confirming the bidding supplier’s commitment to achieving Net Zero by 2050 for their UK operations;
6. Providing the supplier’s current emissions for the sources included in Scope 1 and 2 of the GHG Protocol, and a defined subset of Scope 3 emissions;
7. Providing emissions reporting in CO2e (Carbon Dioxide Equivalent) for the six greenhouse gases covered by the Kyoto Protocol;
8. Setting out the environmental management measures in effect, including certification schemes or specific carbon reduction measures you have adopted, and that you will be able to apply when performing the contract and that support achieving Net Zero by 2050; and
9. Publication of the CRP on the supplier’s website.
10. Core Capabilities - Lot 1 - Citizen Experience
    1. Scope of Capabilities - Citizen Experience
       1. Definition: Services focused on managing interactions with citizens across various channels (e.g. phone, voice recording, email, webchat, social media) to deliver information, resolve inquiries, and provide support.
       2. The scope of Lot 1 is for the provision of citizen experience contact centre services which will include, but is not limited to:
11. People (can be provided with or without technology)
12. Facilities (and/or home/hybrid working capability)
13. Technology
14. Service delivery

* + 1. Suppliers shall be able to provide a flexible and scalable outsourced citizen experience / contact centre services through the full suite of requirements listed in 4.1.2, or any mix dependent upon the Buyer statement of requirements.
    2. Suppliers shall have the ability to deliver the following service delivery types:

1. Priority services: health, pandemic and emergency services (blue light) critical Contracts that can be 24/7/365, volumes often variable, availability and speed of response is a prerequisite;
2. Critical services; complex Contracts, often high volume and high degree of training required for longer AHT engagement with high public scrutiny such as benefits services, community services and finance/debt advice;
3. Support and contingency services; delivering or supplementing a Buyer programme, delivering a Citizen Experience Centre with help, advice, campaigns, careers, recruitment;
4. Business as usual citizen and industry services; delivery of services related to existing or new public sector processes which are not to be delivered on a temporary basis; and
5. Project based services; delivery of short-term or temporary services, often to cover volume surge, with a defined outcome and timeline for delivery.
   * 1. The Supplier shall be aware that, unless otherwise specified by the Buyer in the Call-Off Contract, Contract volumes are not guaranteed and may be subject to variation.
     2. The Supplier will continually review performance against Key Performance Indicators, Service Level Agreements and any other performance metrics. The Supplier will endeavour to achieve the best utilisation of people and technologies to for example, but not limited to: increased first resolution contact;
        + increased customer satisfaction scores
        + reduced transfers back into the Buyer
        + reduced repeat contacts
        + reduced call abandonment
        + reduced unnecessary contacts
        + reduced complaints
   1. Included Service Definitions (non-exhaustive list)
6. Inbound and outbound call handling - Answering and making phone calls for customer service or other inquiries
7. Email and web chat support - Assisting customers through email and website chat functionalities
8. Multi-channel communication platform management (omnichannel) - Managing a system that allows communication across various channels (phone, email, chat, sms, video chat, etc.)
9. Social media engagement (monitoring, responding, content creation) - Interacting and analysing data with customers on social media platforms
10. Citizen self-service portal development and maintenance (including knowledge base integration) - Maintaining a website where citizens can find answers and complete tasks themselves
11. Call scripting and quality assurance - Developing guidelines for call centre agents and monitoring their performance
12. Real-time call monitoring and coaching - Listening to live calls and providing feedback to agents during the call
13. Speech analytics and reporting - Analysing call recordings to identify trends and areas for improvement
14. Customer satisfaction surveys and feedback analysis - Collecting and analysing customer feedback to measure satisfaction
15. Call deflection through self-service options - Encouraging customers to use self-service options to reduce call volume
16. Integration with CRM and other back-office systems - Connecting the contact centre software with other business systems
17. Multilingual support services - Providing customer services in multiple languages
18. Reporting and analytics on key performance indicators (KPIs) - Tracking and analysing important metrics related to contact centre performance
19. Workforce management and scheduling - Scheduling and managing the team of contact centre agents
20. Disaster recovery and business continuity planning - Ensuring the contact centre can continue to operate during emergencies
21. Resource Management - Providing additional staff to support the contact centre during peak times
22. Front Office / Face to Face Services - Providing customer service in person (if applicable)
23. Content Moderation - Monitoring and removing inappropriate content from online platforms (if applicable)
24. Interactive Voice Response (IVR) - An automated phone system that allows callers to navigate menus and access information or complete tasks without speaking to a live agent
25. Management Information System - A system that collects, analyses, and reports on data to help managers make informed decisions
26. Identification and verification system - A system that confirms a user's identity and verifies their access rights within a system
27. Knowledge Management Systems - A system for creating, storing, sharing, and using organisational knowledge and information
28. Data Management - The process of collecting, storing, organising, and analysing data to ensure its accuracy, accessibility, and usability
29. Robotic Process Automation - Software that automates repetitive, rule-based tasks typically performed by humans, improving efficiency and accuracy.

Core Capabilities - Lot 1 Process Administration

* 1. Scope of Capabilities - Process Administration
     1. Definition: Services encompassing the management and execution of routine administrative tasks to ensure smooth business operations.
     2. The supplier shall provide all services relating to service delivery, including but not limited to:

1. Workflow processes and management: The Supplier shall deliver workflow processes where required by the Buyer. These may be provided directly by the Supplier or a Third-Party Subcontractor and include, but are not limited to:
2. Printing including specialist print;
3. Payment processing;
4. Mail drops;
5. Application processing;
6. Back Office Processing
7. Document creation and development;
8. Outbound marketing; and
9. Other fulfilment services
10. Back office: The Supplier shall provide back office services where required by the Buyer in the Call-Off Contract. Back office services may include, but are not limited to:
11. Record creation;
12. Data and grants administration;
13. Ad Hoc or regular reporting (outside of contact centre performance reporting);
14. Receiving and making payments;
15. Vetting;
16. Application progression and approvals;
17. Programme administration and delivery;
18. Copying;
19. Printing and posting of contact generated literature.
    * 1. Included Service Definitions (non-exhaustive list)
20. Data Entry and Document Management - Providing manual and automated data entry, data cleansing, verification and formatting. Including document scanning, indexing, storage, retrieval and security.
21. Case Management - The process of assessing, planning and evaluating the options available to meet a specific requirement
22. Workflow Automation - The provision of software to automate the flow of tasks and data, in order to streamline the workflow
23. Licensing and Permit Administration - Managing the system involved with the provision of Licences and Permits including the sending of renewal reminders and tracking of current holders
24. Grant and Benefit Application Processing - Managing the process of Grant and Benefit applications including verification of eligibility and distribution of payments
25. Travel and Expense Management - The process of managing any expense involved in business travel. Including making the booking, providing approvals, and the reimbursement of employees
26. Meeting and Event Coordination - Management of the logistics and administration behind an event including venue sourcing and registration
27. Freedom of Information (FOI) request processing - The process of receiving, organising, reviewing and responding to Freedom of Information Requests
28. Records Management and Archiving - The process of creating, storing, using, maintaining and disposing of records
29. Research and Data Analysis - The process of cleaning, analysing, interpreting and visualising raw data
30. Project Management and Support - Providing people, systems and expertise to achieve specific project objectives
31. Reporting and Data Visualisation - The process of taking raw data and transforming it into timely, understandable and useful reports and graphics
32. Mailroom Management and Distribution - Overseeing inbound and outbound deliveries and ensuring they get to the correct person, and managing a record of these deliveries
33. Printing and Copying Services - Providing printing and copying services
34. Inventory Management - Managing business processes involved in the management of inventory including stock control, replenishment, and tracking
35. Asset Management - The monitoring and management of assets. Includes services such as maintenance scheduling and tracking asset lifecycle
36. Facility Management Support - The processes involved in running a successful facility including appropriate allocation of space and work order processing
37. Data Cleansing and Deduplication - The process of detecting and correcting incorrect, corrupted, duplicate, incomplete, and irrelevant data within a data set
38. Business Continuity Planning and Disaster Recovery Support - Design of a system of prevention and recovery from potential threats
39. Enforcement/Penalty Charge Notices - Process of identifying those who are to be charged, distribution of notices, collection of penalty, and potential for enforcement where required
40. Operational activities - Including but not limited to; revenues & benefits processing, and administrative activities including but not limited to; bus pass applications, disability badges, schools application processing
41. Delay Repay Processing - Management of the processes involved in Delay Repay situations including capture of claims, approval of claims, and distribution of payments
42. Biometric Capture - Process of recording information relating to someone's physical, biological or behavioural characteristics
43. Subject Access Requests - Process involving collection of subject access requests, organisation, evaluation of eligibility, and distribution of information
44. Lot 2 – Business Services

Suppliers can tender for any or all of the Core Capabilities within this Lot and must provide all of the services included therein. Any of these capabilities may require an element of Process Administration that will support the operational activities of the Buyer, where they are supplementary to the contract requirements of the Buyer, a full list of services provided under Process Administration can be found in this specification document at 4. Core Capabilities - Lot 1 - Process Administration.

* 1. Human Resources
     1. Definition: Services related to the complete employee lifecycle, from recruitment and onboarding to payroll and benefits administration.
     2. Included Services:The following is a non-exhaustive list of the services available under the Human Resources Capability:
        1. Recruitment and Talent Acquisition Support - Supporting the recruitment process including job description development, candidate sourcing, and applicant tracking system management
        2. Onboarding and Offboarding Processes - The processes involved in bringing staff into an organisation and transitioning staff out of the organisation including paperwork, IT access, and training
        3. Employee Record Management - The process of storing, filing, and organising employee data collected during the employee lifecycle
        4. Leave and Absence Management - The process of approving, tracking and reporting on employee leave and absence
        5. Performance Management - Management of the whole performance review process including goal setting, performance reviews, and feedback
        6. Benefits administration - The process of determining and managing the benefits offered to a company's employees
        7. Training and Development Program Management - Designing, developing, implementing, and maintaining learning and development program(s)
        8. Employee Relations Support - Helping to manage the relationship between an employer and employees through tasks such as grievance procedures and conflict resolution
        9. Compensation and Benefits Analysis and Design - Analysis of current compensation and benefit procedures and assistance in development of new/improved procedures
        10. Regulatory Compliance - Helping buyers to comply with applicable laws, regulations, standards, and other rules
        11. Employee Wellness Programs and Initiatives - Development and running of wellness programs and initiatives
        12. Talent Management and Succession Planning - Process of identifying, attracting, developing and retaining the right people
        13. Employee Engagement Surveys and Initiatives - Development, implementation, and management of activities related to employee engagement
        14. Internal Communications and Policy Development - Development of guidelines for the organisation and the sharing of these with internal stakeholders
        15. Diversity and Inclusion Programs - Development and implementation of programs designed to address issues around diversity and Inclusion and create a culture of respect
        16. Background Checks and Reference Verification - Process of carrying out applicable background checks and verification of references as part of employee onboarding
        17. Exit Interviews and Offboarding Surveys - Carrying out of the necessary processes when offboarding an employee
        18. Accounts Payable and Receivable - Undertake accounts payable and receivable functions in respect of government .
        19. Pensions - comprehensive management of employee pension schemes, covering enrolment, contributions, disbursements, and compliance with regulations. This includes administration, contributions management, retirement planning, annuity payments, and ensuring adherence to relevant pension laws and reporting standards.
  2. Payroll
     1. Definition: Services encompassing the accurate and timely calculation, processing, and disbursement of employee salaries and deductions.
     2. Included Services :The following is a non-exhaustive list of the services available under the Payroll capability
        1. Payroll Processing and Tax Calculations - A service including calculating total salary calculation, withholding deductions, filing income tax and national insurance, and delivering payment
        2. Payslip Generation and Distribution - Process of creating payslips and distributing them with the appropriate person at the right time, including both paper and electronic options
        3. Electronic Funds Transfer (EFT) - The transfer of money from one account to another entirely digitally
        4. Direct Deposit and Cheque Printing - Managing payments using cheques or direct deposits
        5. Garnishment and Deduction Processing - Handling the process of validating disputes, modifying invoices and account statements for situations such as child support
        6. Year-end Tax Reporting and Filing - Managing the process for creating, reporting, and filing the year-end tax report and required monthly reporting such as RTI submissions (including P60s and other legislative reporting requirements)
        7. Payroll Tax Management and Remittance - The process of submitting payroll taxes, deductions, and contributions to the appropriate organisation
        8. Benefits Administration Integration - Delivering integration between benefits management and payroll operations. Including automated data exchange between benefits providers and payroll systems for updates, deductions, and regulatory compliance, ensuring accurate coordination of employee benefits.
        9. Time and Attendance Tracking System Integration - Building and integrating a system that tracks and presents employee attendance information
        10. Leave and Absence Pay Calculations - The process of altering payments due to employees based on their leave and absences
        11. Bonus and Commission Processing - the payment of bonuses and commissions
        12. Payroll Audits and Reconciliations - The process of ensuring all the information, transactions, and records related to payroll are complete, complaint and accurate
        13. Regulatory Compliance Reporting - The process of reporting a companies compliance status
        14. Payroll System Management and Updates - Management of a payroll system and the updates/improvements that are available
        15. Employee Self-Service Portal for Pay Slips and Tax Documents - Development, implementation, and maintenance of an employee self-service portal containing information of pay slips and tax documents
        16. Payroll Data Analysis and Reporting - Examining, analysing, and reporting on a company’s payroll data to produce findings useful for decision making
        17. New Hire Payroll Onboarding - The process of getting new employees set up on the company’s payroll system
        18. Pensions - Calculation and deduction of pension contributions
  3. Procurement:
     1. Definition: Services encompassing the entire procurement lifecycle, from identifying a need to receiving and paying for goods or services.
     2. Included Services : The following is a non-exhaustive list of the services available under the Source-to-Pay capability :
        1. Needs Identification - The process identifying the problems of a target group and the available solutions
        2. Requisition Processing - The creation, submission, and filing of requisition documentation
        3. Source Selection and Supplier Identification - Evaluation and selection of competitive proposals and identification of suppliers suitable to deliver this
        4. Supplier Management and Relationship Building -The process of initiating and developing relationships with suppliers
        5. Drafting and negotiation of Contracts and Pricing Terms - Assisting and negotiating for companies in their procurements
        6. Purchase Order Management - The process of organising and tracking a company's purchase order documents
        7. Goods or Services Receipt and Inspection - The process of verifying the delivered goods or services against the order specifications to ensure accuracy and quality.
        8. Invoice Processing and Matching with Purchase Orders - Handling and comparison of invoices received with the relevant purchase orders to ensure consistency and correctness.
        9. Payment Processing and Disbursement to Suppliers - Administrating payments to suppliers in accordance with the agreed terms.
        10. Dispute Resolution and Invoice Reconciliation - Addressing and resolving any discrepancies and reconciling invoices with orders and receipts.
        11. Spend Analysis and Cost Optimisation - Analysing expenditure data to identify opportunities for cost reduction and efficiency improvements.
        12. Supplier Performance Management - Monitoring and evaluating supplier performance to ensure they meet contractual obligations and quality standards.
        13. Reporting and Analytics on Key Performance Indicators (KPIs) - The generation and analysis of reports on procurement KPIs to assess performance and aid decision-making.
        14. Contract Lifecycle Management - Managing contracts throughout their life, including creation, execution, renewal, and closure.
        15. Contract Compliance Monitoring - Ensuring that suppliers and procurement processes adhere to the terms and conditions outlined in contracts.
        16. Identification and Management of Risk - Recognising and managing procurement risks to minimise potential impacts.
        17. Automation of Tasks and Workflows to Improve Efficiency - Implementing automation solutions to streamline procurement processes.
        18. Continuous Improvement Initiatives for the Source-to-Pay Process - Ongoing efforts to enhance the efficiency and effectiveness of the procurement process.
        19. Integration with Enterprise Resource Planning (ERP) Systems - Coordinating procurement activities with ERP systems for streamlined operations.
        20. Data Cleansing and Normalisation for Accurate Reporting - Ensuring data integrity through cleaning and normalisation to facilitate accurate procurement reporting.
        21. User Training on Source-to-Pay Processes and Systems - Providing training to users on procurement processes and the systems that support them.
        22. Regulatory Compliance and Audits - Ensuring procurement activities meet all regulatory requirements and are prepared for audits.
        23. E-Procurement Platform Implementation and Management - Deploying and managing electronic procurement platforms to digitise purchasing activities.
        24. Supplier Onboarding and Offboarding Processes - Managing the introduction and exit of suppliers in the procurement framework.
        25. Sustainability and Ethical Sourcing Practices - Integrating sustainable and ethical practices into procurement decisions and supplier relationships.
        26. Procurement Training for Internal Stakeholders - Educating internal parties on procurement best practices and procedures.
        27. Supply Chain Management - Overseeing and optimising the flow of goods and services from acquisition to delivery.
        28. Low Value/Below Threshold Procurement - Managing procurement of items or services that fall below financial thresholds, often with simplified processes.
  4. Financial Administration
     1. Definition: Services encompassing the financial administration processes of a business, from bookkeeping to tax management.
     2. Included Services: The following is a non-exhaustive list of the services available under the Financial Administration capability:
        1. Order to Cash - Facilitating the efficient set-up and maintenance of customer data, managing collection strategies and catalogues, issuing invoices and matching receipts, handling unapplied receipts, and undertaking debt collection activities.
        2. Cash Management - Ensuring efficient cash management in compliance with HMT guidance, conducting bank reconciliations, and managing payment runs and cash transactions.
        3. Expenses - Overseeing the setup and maintenance of employee data, expense categories, exchange rates, corporate credit cards, and managing advance payments and expense claims.
        4. Inventory Management - Managing master inventory categories, attributes, and performing transactional activities to maintain accurate stock records.
        5. Project Accounting - Creating and maintaining project master data, performing Source-to-Pay (S2P) and Order to Cash (O2C) activities for all projects.
        6. Record to Report - Maintaining chart of accounts, managing the posting of manual journals, month-end closures, and providing reconciliation services for key accounts.
        7. Tax Management - Performing transactions and master data maintenance related to tax, automating tax treatments, and managing the creation of tax returns.
        8. Non-Current Assets Management - Handling transactional and master data maintenance, managing additions, asset revaluation, and coordinating annual physical verification of assets.
        9. Query Resolution and Advisory Services - Providing services to address inquiries and offer advisories related to financial administration.
        10. Purchase Order Management - Organising and tracking purchase order documents effectively within the financial administration framework.
        11. Accounts Payable and Receivable - Undertake accounts payable and receivable functions in respect of government
        12. Financial Planning and Analysis - Develop and maintain financial models for budgeting and forecasting. Perform cost-benefit analysis and scenario planning.
        13. Risk Management and Compliance - Identifying financial risks and implementing risk mitigation strategies. Ensuring compliance with public sector regulations and policies, including audit preparations.
        14. Budget Management - Budget preparation and monitoring services. Provide support with budget realignment and resource allocation based on strategic priorities.
        15. Grants and Fund Management - Administering and monitoring the allocation and expenditure of grants or specific funding. Ensuring compliance with funding requirements and reporting obligations.

1. Additional Capabilities Lots 1 & 2 - Transformational Advice/Smaller Requirements/Surge Capacity
   1. Transformational Advice
      1. Suppliers indicating their ability and willingness to provide Transformational Advice applicable to each core capability for which they have been awarded a place on the framework shall provide these services where they are awarded a relevant contract after taking part in a call off competition or are awarded a call off contract without competition.
      2. Transformational advice shall be provided in relation to any subject that falls within the scope of the Framework services and shall relate to the strategy, design, implementation and management of solutions that could be awarded under core capabilities of the Framework.
      3. Transformational advice will constitute such advice that will support the Customer(s) in buying and implementing Framework services that will utilise people, facilities and technology to transform services that it currently provides (or intends to provide) from their current ways of working to a state that provides more efficient outcomes, more valuable outcomes and/or more cost efficient outcomes.
      4. Suppliers may only provide services under the Transformational Advice capability where they have been awarded a place on the Framework to provide the Core Capability upon which the Transformational Advice is being given - i.e. if a contract is being awarded to provide Transformational Advice upon Payroll Services, the Supplier must have been awarded a place on the Framework to provide Payroll Services and have indicated their ability and willingness to provide Transformational Advice services as part of their Framework obligations.
   2. Surge Capacity
      1. Suppliers indicating their ability and willingness to provide contracts to provide adequate staff, supplies, equipment, structures and systems in response to sudden and unexpected peaks in demand within each core capability for which they have been awarded a place on the framework shall provide these services where they are awarded a relevant contract after taking part in a call off competition or are awarded a call off contract without competition
      2. A contract can be awarded under the Surge Capacity capability where the Customer has identified the need to supplement existing services delivery through either an insourced provision, or through an existing outsourced provision either provided through the Framework, or via any other contracting mechanism. The contract can be awarded to any Framework Supplier, irrespective as to whether they provide the services being supplemented.
      3. Suppliers may only provide services under the Surge Capacity capability where they have been awarded a place on the Framework to provide the Core Capability alongside which the Surge Capacity capability is being applied - i.e. if a contract is being awarded under the Lot 2 Payroll Services capability, with the Surge Capacity capability applied in conjunction, the Supplier must have been awarded a place on the Framework to provide Payroll Services and have indicated their ability and willingness to provide Surge Capacity services as part of their Framework obligations.
   3. Smaller Requirements
      1. Suppliers indicating their ability and willingness to provide contracts below the thresholds indicated within each core capability for which they have been awarded a place on the framework shall provide these services where they are awarded a relevant contract after taking part in a call off competition or are awarded a call off contract without competition.
      2. A contract can be awarded under the smaller requirements capability where the contract is anticipated to fall below the minimum thresholds that Suppliers were required to demonstrate their past experience capabilities in order to achieve a place on the Framework, as illustrated in the table below

| **Capability** | **Measure** | **Threshold** |
| --- | --- | --- |
| Citizen Experience | FTE | 50 |
| Process Administration | FTE | 50 |
| Payroll | Payslips/Month | 1000 |
| HR | Employee Headcount | 500 |
| Procurement | Value of Orders/Month | £1million |
| Financial Administration | Transactions/Month | 5000 |

* + 1. Suppliers may only provide services under the Smaller Requirements capability where they have been awarded a place on the Framework to provide the Core Capability alongside which the Smaller Requirements capability is being applied - i.e. if a contract is being awarded under the Lot 2 Payroll Services capability, with the Smaller Requirements capability applied in conjunction, the Supplier must have been awarded a place on the Framework to provide Payroll Services and have indicated their ability and willingness to provide Smaller Requirements services as part of their Framework obligations.

**Annex 1 - Scope of Services**

Below is a non-exhaustive list of services that can be delivered via RM6295 - Lot 1 Citizen Experience and Process Administration

Citizen Experience

* Signposting
* Appointment Management
* Funds Administration
* Scheme Management
* Revenue Collection
* Campaign Management
* Surge Capacity
* Citizen Advisory Services
* Application Management
* Process Administration
* Workflow
* End to End Services
* Benefits Administration
* Debt Advice
* Pension Advice
* Audit/Assessment Capability
* Whistleblowing Services
* Triage Services
* Out of Hours Services
* Case Management
* L&D Services
* Watchdog Services
* Information Services
* Local Authority Services
* Data Management
* Emergency Services
* Complaints Handling
* Listening Scheme
* Overseas Services
* Policy/Legislation Advisory Services
* Claims Administration
* Recruitment Services
* Grants Administration
* Video Support Services
* Performance Analytics
* Omnichannel Support
* AI-Powered Chatbots
* Crisis Management and Resilience
* AI-Driven Customer Support
* Business Continuity Planning
* Remote Workforce Management
* Cybersecurity Measures
* Flexible Service Models
* Omnichannel Communication
* Emotional Intelligence Training
* Cloud-Based Solutions
* Cloud Contact Centres
* Customer Data Analytics
* Security and Compliance
* Self-Service Portals
* Integration with CRM Systems
* Voice Recognition Technology
* Voice-Activated Assistants
* 24/7 Availability
* Automated Workflow Management
* Personalisation
* Data Security and Privacy
* Multilingual Support
* Sentiment Analysis
* Natural Language Processing (NLP)
* Proactive Customer Engagement
* Workforce Automation
* Robotic Process Automation (RPA)
* Automated Quality Assurance
* Virtual Customer Assistants
* Predictive Analytics
* Omnichannel Integration
* Sustainability Practices
* Sustainable Vendor Partnerships
* Digital Transformation
* Waste Reduction Initiatives
* Remote Work Solutions
* Energy-Efficient Technologies
* Privacy-Conscious Personalisation
* Customer Journey Mapping
* Personalised Self-Service
* AI-Driven Personalisation
* Customer Feedback Loops
* Feedback-Driven Employee Training
* Voice of the Customer Programs
* AI-Driven Sentiment Analysis
* Feedback-Driven Service Personalisation
* Virtual Reality (VR) Support
* AI-Powered Virtual Assistants
* Personalised Customer Experiences
* Self-Service Solutions
* Data Privacy and Security
* AI and Automation
* Journey Analytics
* Cross-Functional Collaboration
* Real-Time Support
* Customer Feedback Systems
* Multilingual Chatbots
* AI-Powered Language Translation
* Language Specific Call Centres
* Localisation of Customer Service Tools
* Remote Multilingual Teams
* Data Analytics and Insights
* Data-Driven Decision Making
* Churn Prediction Models
* Automation and AI Integration
* Predictive Analysis
* Social Media Engagement
* Personalisation Strategies
* Data-Driven Insights
* Social Listening Tools
* Cloud-Based Contact Centres
* Multilingual Support Solutions
* Personalisation and Customer Insights
* Omnichannel CRM Systems
* Unified Customer Experience
* Social Media Integration
* Cybersecurity in Customer Service
* Cloud Security Solutions
* Zero Trust Architecture
* Data Privacy Compliance
* Real-Time Monitoring and Analytics
* Outsourcing to Emerging markets
* Cost-Effective Solutions
* Sustainable Outsourcing Practices
* Customer Experience Enhancement
* Quality Assurance and Monitoring
* AI Powered Quality Monitoring
* Speech and Sentiment Analysis
* Compliance and Risk Management

Process Administration

* Workflow Automation
* Digital Twin Technology
* Business Process Management (BPM) Software
* Robotic Process Automation (RPA)
* Cloud-Based Workflow Solutions
* Workflow Analytics
* Intelligent Document Processing (IDP)
* Document Management Systems
* Automated Workflow Management
* Cloud-Based Document Management
* Digital Signature Integration
* AI-Powered Document Processing
* Integration with ERP Systems
* Compliance and Regulatory Management
* Collaborative Document Editing
* Blockchain for Document Security
* Financial Process Automation
* Cloud-Based Solutions
* Blockchain Technology
* Process Mining
* Data Analytics and Reporting
* Compliance Automation
* Digital Payment Solutions
* Enterprise Resource Planning (ERP) Systems
* Real-Time Analytics and Reporting
* Cloud-Based ERP
* Enhanced Data Security
* Subscription-Based Pricing Models
* Integration with Other Business Software
* AI and Machine Learning Integration
* Cybersecurity Measures
* Secure Access Service Edge (SASE)
* Multi-Factor Authentication (MFA)
* Cloud Security Solutions
* Blockchain for Security
* Virtual Assistants and Chatbots
* Automation of Routine Tasks
* Multilingual Support
* Security and Compliance
* Internet of Things (IoT) Integration
* Edge Computing
* Predictive Maintenance
* Remote Monitoring and Management
* Data Analytics and Insights
* Sustainability and Green Practices
* Sustainable Supply Chain Management
* Paperless Offices
* Cloud Computing
* Digital Transformation
* Data Analytics
* Cybersecurity
* Customer Relationship Management (CRM) Integration
* Internet of Things (IoT)
* Business Process Outsourcing (BPO)
* Digital Workflow Management
* Sustainable Outsourcing Practices
* Talent Management and Skill Development
* Business Process as a Service (SaaS)
* Nearshoring
* Data Security and Compliance
* Hybrid Outsourcing Models
* Artificial Intelligence (AI) Integration
* Workflow Optimisation
* Automated Data Entry
* Natural Language Processing (NLP)
* AI-Driven Chatbots
* Sentiment Analysis
* Predictive Analytics
* Lean Six Sigma Methodologies
* Root Cause Analysis
* Value Stream Mapping
* Customer Focus
* Standard Work
* Process Automation
* Compliance and Regulatory Technology
* Transaction Monitoring Systems
* Cybersecurity Compliance Tools
* Regulatory Reporting Automation
* Environmental Social, and Governance (ESG) Compliance
* Know Your Customer (KYC) Solutions
* AI-Powered CRM Analytics
* Cloud-Based CRM Solutions
* Omnichannel Integration
* Mobile CRM Access
* Real-Time Data Synchronisation
* Customer Journey Mapping
* Data Analytics and Business Intelligence
* Augmented Analytics
* Cloud-Based BI Solutions
* Real-Time Analytics
* Self-Service BI
* Data Visualisation
* Embedded Analytics
* Data Governance
* Blockchain for Transaction Processing
* Tokenisation
* Supply Chain Finance
* Regulatory Compliance
* Smart Contracts
* Central Bank Digital Currencies (CBDCs)
* Hyperautomation
* Knowledge Management Systems
* Mobile Accessibility
* User Design Experience
* Employee Engagement Tools
* Data Security and Privacy
* Employee Self-Service Portals
* Mobile HRIS Applications
* Advanced Reporting and Analytics
* Customisable Workflows
* Cloud-Based HRIS
* Remote Work Enablement
* Artificial Intelligence and Machine Learning

Below is a non-exhaustive list of services that can be delivered via RM6295 - Lot 2 Business Services (HR, Payroll, Procurement and Financial Administration).

HR

* Employee Experience Platforms
* Employee Engagement Tools
* AI-Driven HR Analytics
* Flexible Benefits Automation
* Onboarding Solutions
* Remote Work Enablement
* Performance Management Systems
* Employee Self-Service Portals
* Payroll Automation
* Cloud-Based Payroll Solutions
* Payroll Data Analytics
* On-demand Payroll
* Integration with HRIS
* AI and Machine Learning in Payroll
* Compliance Automation
* Global Payroll Management
* Mobile Payroll Applications
* Diversity and Inclusion Initiatives
* Flexible Work Policies
* Employee Resource Groups (ERGs)
* Inclusive Leadership Development
* Inclusive Recruitment Strategies
* Workforce Planning and Forecasting
* AI and Machine Learning
* Workforce Analytics Dashboards
* Talent Pool Optimisation
* Flexible Workforce Models
* Skills Gap Analysis
* Remote Work Integration
* Strategic Workforce Alignment
* Diversity and Inclusion Metrics
* Scenario Planning
* Talent Analytics
* Recruitment Analytics
* Attrition Risk Analysis
* Compensation and Benefits Analysis
* Performance Management
* Workforce Planning
* Employee Engagement Analysis
* Predictive Analytics
* Onboarding Automation
* Data-Driven Onboarding Insights
* Remote Onboarding Solutions
* Learning and Development Platforms
* Gamification
* Learning Analytics
* Virtual Reality (VR) Training
* Mobile Learning
* Content Curation
* Blended Learning
* Microlearning
* Flexible Work Arrangements
* Outsourced HR Services
* Employee Well-Being Programs
* Flexible Scheduling
* Remote Work Solutions
* Hybrid Work Models
* Legal and Compliance Support
* Gig Economy Integration
* Remote Working Enablement
* Upskilling and Training Programs
* Flexible Workforce Management
* On-Demand Talent Platforms
* Cloud-Based HR Solutions
* AI-Driven Recruitment
* Integrated Payroll Systems
* Data Analytics for HR
* Remote Workforce Management
* Benefits Administration
* Talent Management Systems
* Compliance Management
* Social Media Recruitment
* Social Media Analytics for Recruitment
* Chatbots for Candidate Engagement
* Employee Advocacy Programs
* AI-Powered Candidate Screening
* Social Media Employer Branding
* Real-Time Compliance Monitoring
* Compliance Training and Education
* Remote Workforce Compliance
* GDPR and Data Privacy
* Ethical Compliance Practices
* Cross-Border Compliance Management
* AI-Driven Compliance Tools
* Outsourced Benefits Administration
* Data Security and Privacy
* Compliance and Regulatory Management
* Personalised Benefits Packages
* Outsourcing Partnership Models
* Global Benefits Administration
* Wellness Programs and Incentives
* Cybersecurity for Remote Working
* Remote Employee Well-Being Programs
* Cloud-Based HR Platforms
* Digital Collaboration Tools
* Virtual Onboarding Solutions
* Remote Leadership Training
* Virtual Team Building Activities
* AI-Driven Performance Analytics
* Customisable Performance Dashboards
* Predictive Talent Management
* Employee Well-Being and Engagement Platforms
* Gamification of Performance Metrics
* Automated Onboarding Processes
* Integration with Payroll Systems
* Real-Time Feedback Tools
* AI-Powered Chatbots
* Personalised Dashboards
* Enhanced Security Features
* Artificial Intelligence in Recruitment
* Automated Interview Scheduling
* Employee Retention Prediction
* Talent Pool Management
* Predictive Analytics for Talent Acquisition
* Chat-bot Assisted Recruitment
* Bias Reduction in Hiring
* Virtual Reality for Training
* Diversity and Inclusion Workshops
* Soft Skills Development
* Customer Service Training
* HR Chatbots
* Multilingual Support
* Data Analytics and Insights
* Compliance and Policy Management
* Mental Health and Wellbeing
* Employee Onboarding
* Training and Development
* Employee Wellness Programs
* Mental Health Support
* Employee Assistance Programs (EAPs)

Financial Administration

* Robotic Process Automation (RPA)
* Cognitive Automation
* Cost Optimisation
* Process Mining
* Integration with ERP Systems
* Hyperautomation
* Compliance Automation
* Automated Financial Reporting
* Data Analytics and Business Intelligence
* Real-Time Data Processing
* Automated Reporting
* AI-Driven Insights
* Self-Service Analytics
* Data Visualisation
* Data Governance and Compliance
* Blockchain for Financial Transactions
* Supply Chain Finance
* Decentralised Finance (DeFi)
* Cross-Border Payments
* Smart Contracts
* Regulatory Compliance and Reporting
* Accounts Payable and Receivable Management
* E-Invoicing and Digital Payments
* Compliance and Risk Management
* Blockchain for Transaction Security
* Vendor and Customer Portals
* Cloud-Based Solutions
* Outsourcing Partnerships
* Automation and AI Integration
* Virtual Bookkeeping Services
* Subscription-Based Pricing Models
* Cloud-Based Accounting Software
* Virtual CFO Services
* Compliance and Regulatory Updates
* Customised Reporting
* Blockchain for Security
* Data Analytics and Insights
* Integration with Business Tools
* AI and Automation
* Expense Management Solutions
* AI-Powered Expense Tracking
* Integration with Accounting Software
* Subscription and SaaS Models
* Mobile Expense Reporting
* Employee Self-Service Portals
* Automated Receipt Scanning
* Cloud-Based Financial Services
* Financial Data Integration
* Cloud-Based Tax Solutions
* AI-Driven Financial Analytics
* Blockchain for Secure Transactions
* Regulatory Compliance Automation
* Cloud-Based ERP Systems
* Cybersecurity in Financial Services
* AI and Machine Learning
* Cloud Security
* Regulatory Compliance
* Threat Intelligence
* Data Encryption
* Outsourced CFO Services
* Data-Driven Decision Making
* Regulatory Compliance Management
* Strategic Financial Planning
* Financial Forecasting and Modelling
* Virtual CFO Platforms
* Cloud-Based Accounting Solutions
* Cash Flow Management
* Performance Metrics and KPIs
* Mergers and Acquisitions Support
* Financial Reporting and Analysis
* Sustainability Reporting
* Blockchain for Financial Transparency
* AI-Driven Financial Analysis
* Financial Risk Management
* Predictive Analytics
* Cybersecurity Risk Management
* Regulatory Compliance Solutions
* Automated Risk Assessment
* ESG Risk Integration
* Digital Transformation in Finance
* Cloud Computing
* Customer Experience Optimisation
* Blockchain Technology
* Artificial Intelligence and Machine Learning
* Regulatory Technology (Regtech)
* Blockchain for Transparent Auditing
* GDPR and Data Privacy Management
* Cloud-Based Compliance Services
* Automated Reporting Systems
* Technology Integration
* Risk Management Solutions
* Strategic Advisory Services
* Cost Optimisation Strategies
* Performance-Based Outsourcing
* Continuous Improvement Programs
* Artificial Intelligence in Financial Processes
* Risk Management and Compliance Automation
* Shared Services Model
* Strategic Vendor Management
* Cloud-Based Financial Management
* Tax Preparation and Filing
* AI-Powered Tax Software
* Blockchain for Tax Compliance
* Real-Time Tax Analytics
* Virtual Tax Consultations
* Automated Tax Document Management
* Global Tax Compliance Solutions
* Outsourced Tax Advisory Services
* Sentiment Analysis
* Portfolio Optimisation
* Customer Service Chatbots
* Robo-Advisors
* Fraud Detection
* Natural Language Processing (NLP)
* Risk Management
* Data-Analytics for Strategic Decision-Making
* Cloud-Based Financial Management Solutions
* Talent Management in Financial Outsourcing
* Sustainability and ESG Reporting
* Cybersecurity in Financial Outsourcing
* AI and Machine Learning in Financial Analysis
* Digital Transformation in Financial Services
* Payroll Processing Services
* Cloud-Based Payroll Solutions
* Global Payroll Solutions
* Automated Compliance Management
* AI-Powered Payroll Chatbots
* Mobile Payroll Applications
* Customisable Payroll Services
* Integrated HR and Payroll Systems
* Financial Technology Integration

Procurement

* Procurement Analytics
* Spend Analysis
* Market Intelligence
* Contract Management
* Supplier Performance Analytics
* Category Management
* Sustainability Analytics
* Real-Time Data Analytics
* Supplier Risk Management
* Cost Modelling
* Predictive Analytics
* Procurement Innovation Labs
* Blockchain for Supply Chain Transparency
* Robotic Process Automation (RPA)
* Artificial Intelligence and Machine Learning
* Risk Management Solutions
* Collaborative Procurement Networks
* Digital Procurement Platforms
* Data-Driven Decision Making
* Supplier Relationship Management
* Sustainable Procurement Practices
* E-Procurement and E-Auctions
* Procurement Outsourcing Models
* Digital Procurement Solutions
* Strategic Sourcing
* Outsourced Procurement Teams
* Tail Spend Management
* E-Procurement Platforms
* Risk Management in Procurement
* Supplier Diversity Programs
* Collaborative Networks and Partnerships
* Diversity Certification Support
* Supplier Diversity Analytics
* Supplier Development Initiatives
* Global Supplier Diversity Expansion
* Regulatory Compliance and Risk Management
* Inclusive Sourcing Strategies
* Procurement Talent Management
* Digital Procurement Platforms
* Procure Analytics
* Talent Development and Retention
* Procurement Process Automation
* Diversity and Inclusion in Procurement
* Blockchain in Procurement
* Collaborative Procurement
* Sustainable Sourcing
* Agile Procurement
* Category Strategy Development
* Data Security
* Cost Reduction
* Compliance and Auditing
* Supplier Verification
* Payment Processing
* Supply Chain Transparency
* Decentralised Procurement Platforms
* Cost Reduction Strategies
* E-Procurement Solutions
* Process Automation
* Total Cost of Ownership (TCO) Analysis
* Demand Management
* Procurement as a Service (PaaS)
* E-Procurement Tools
* Artificial Intelligence in Procurement
* Contract Management Software
* Supplier Collaboration
* Digital Transformation
* Cost Optimisation
* Sustainability and Ethical Sourcing
* Customer-Centric Procurement
* Global Sourcing
* Collaborative Supplier Relationships
* Data Analytics in Procurement
* AI and Machine Learning
* Cloud Based Supplier Management Solutions
* Supplier Collaboration and Innovation
* Data Analytics and AI
* Supplier Performance Management
* Cloud-Based Procurement Systems
* AI-Driven Supplier Selection
* Supplier Relationship Management (SRM) Platforms
* Blockchain for Transparency
* Sustainability and Green Procurement
* Cybersecurity in Procurement
* Smart Contracts
* Risk Management and Compliance
* AI-Powered Contract Analysis
* Contract Lifecycle Management (CLM) Software
* Cloud-Based Contract Management Solutions
* Technology Integration
* Ethical Sourcing
* Regulatory Compliance
* Performance Monitoring
* Supply Chain Disruption Management
* Supplier Relationship Management Platforms
* AI-Driven Procurement
* Ethical Procurement Practices
* Circular Economy Initiatives
* Risk Management in Ethical Procurement
* Local Sourcing
* Ethical Supplier Relationships
* Transparency and Traceability
* Human Rights Compliance
* Procurement Outsourcing Strategies
* Social Impact Procurement
* Green Supply Chain Management
* Circular Economy Practices
* Life Cycle Assessment
* Carbon Footprint Reduction
* Sustainable Product Innovation
* Sustainable Procurement Policies
* Supplier Sustainability Assessment

Payroll

* Cloud Based Payroll Solutions
* Mobile Payment Management
* Employee Self Service Portals
* Integration with HR & Accounting Software
* Compliance & Regulatory Updates
* AI Driven Payroll Automation
* Data Security & Privacy
* Environmental Sustainability
* Green Payroll Solutions
* Remote Work Payroll Management
* Green Certifications for Payroll Providers
* Energy-efficient Payroll Software
* Pay Transparency
* Pay Gap Reporting
* Data Encryption
* Multi-Factor Authentication
* Blockchain Technology
* Smart Contracts for Payroll
* Payroll Data Analytics
* Real-Time Payroll Processing
* Employee Benefits Management
* Cross Border Payroll Solutions
* Blockchain for Compliance & Auditing
* Outsourcing Payroll Services
* Cost Effective Outsource Models
* AI & Automation in Payroll
* Enhanced Security Features
* Real-Time Updates
* Payroll Analytics & Reporting
* Real-Time Payroll Analytics
* Compliance & Regulatory Reporting
* AI & Machine Learning in Payroll
* Real-Time Payments
* On Demand Pay
* Mobile Payment Platforms
* Instant Payroll Processing
* Flexible Payroll Options
* Flexible Pay Schedules
* Salary Sacrifice Schemes
* Mobile Payment Solutions
* Multi-Currency Payroll
* Mobile Payroll Applications
* GDPR Compliance Features
* Integration into HMRC Systems
* Integration with Time Tracking Systems
* Remote Workforce Payroll Management
* Global Payroll Integration
* Cyber Security Aware Systems
* Integration with Time & Attendance Systems
* Mobile Access to Payroll & Benefits
* Pension Auto Enrollment
* HR & Payroll Solutions
* Customisable Payroll Solutions
* Scalable Solutions for Growing Businesses
* Data Security & Privacy Enhancements
* Automated Compliance Updates
* Self Service Compliance Portals
* Blockchain for Compliance Verification
* AI Powered Compliance Audits

**Annex 2 - CPV Codes**

* 66000000 Financial and Insurance Services
* 75000000 Administration, defence and social security services
* 79000000 Business services: law, marketing, consulting, recruitment, printing and security
* 79342300 Customer services
* 79342320 Customer Care Services
* 79418000 Procurement Consultancy
* 79512000 Call Centre