



Non Clinical Staffing

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1 Who we are

Nobody is better placed to help you meet the challenges of NHS staffing than the NHS Workforce Alliance. As the biggest public procurement partnership in the UK, we bring together a wealth of trusted procurement and commercial expertise, and are motivated by a genuine desire to make the NHS better.

You can trust us to act in the best interests of the NHS – always putting patient care first.

That's why we take the time to personalise our service, offer bespoke workforce solutions and use our influence to shape policy on your behalf. It's why we insist on the highest quality and compliance in every contract, and why we always demand the best value for the public purse.

Not because it's the commercial thing to do, but because it's the right thing to do.

So we promise you won't get a sales pitch from us, and we won't tie you into costly long-term contracts.

Instead, you'll get to work alongside a team of experts – your own peers – who understand the NHS inside out and share your values.

Together we will help you develop a workforce strategy fit for today and tomorrow.

Together we will get the right people placed in the right jobs, quickly and safely.

Together we will get it right for our NHS.

2 Framework overview

The Non Clinical Staffing (NCS) framework provides customers with an open, fair and transparent route when hiring non-clinical temporary staff that also delivers value for money. Roles include administrative and corporate staff, IT staff, Clinical Coders and Health Sciences staff, Legal Services, and Estates Management and Ancillary roles. The framework facilitates a range of worker engagement models, including traditional agency and fixed term, and services may be contracted directly, on an ad-hoc basis or via managed service models. The agreement allows roles to be sourced for the most junior to the most senior levels, including board level.

The pricing enables compliance with the NHS England agency price caps, and pay bands are in line with the NHS Agenda For Change pay scales. All suppliers are required to conduct worker compliance checks in line with the NHS Employers Check Standards and are subject to the NHS Workforce Alliance's Health Assurance Audit programme.

The Non Clinical Staffing framework agreement was let in full compliance with the Public Contract Regulations and the Sourcing Playbook, and is therefore compliant with all current procurement policy.

3 Contract structure

The Non Clinical Staffing framework agreement is split into seven lots, which are outlined below. More detailed information on the roles in scope is available from your NHS Workforce Alliance lead contact.

Lot	Lot name	Example roles and scope
1	Admin and clerical	Provision of administrative and clerical workers up to Agenda for Change Band 5. For example: Clerical Officer, Secretary, Finance Assistant, HR Assistant, IM&T Operator, Assistant Procurement Administrator, Project Support Officer
2	Corporate functions	Provision of corporate workers for Agenda for Change Bands 4 and above. For example: Finance Analyst, HR team member, Librarian Service Manager, Head of Procurement and Supply, Communications Officer, Operations Manager
3	IT professionals	Provision of IT workers. For example: Information Technician, IM&T Analyst/Technician, Information Analyst, IM&T Consultant, IM&T Service Manager, Health Informatics
4	Legal	Provision of legal roles. For example: Legal Assistant, Legal Secretary, Lawyer, Principal Lawyer, Senior Lawyer, Solicitor
5	Scientific, technical and clinical coding	Provision of science, technical and clinical coding roles. For example: Health Records Assistant, Clinical Coding Officer, Environmental, Marine Equipment Maintenance, Engineer, Surveyor
6	Estates, facilities management and ancillary staff	Provision of ancillary workers. For example: Catering Driver, Estates and Maintenance Workers, Porter, Domestic Support, Security, Sterile Services, Stores Clerk/Keeper
7	Managed service provision: master/neutral vendor	Delivery of managed service agency models, including Master Vendor, Neutral Vendor and any other model. All non-clinical roles are covered.

4 Contract benefits

- Access to an NHS England approved route to market for non clinical temporary staffing
- Access to a complete range of worker specialisms and professions via a wide range of experienced suppliers including SMEs, specialist niche suppliers and managed solution options
- Framework rates are capped to a maximum and to the NHS England agency price caps by default; additional savings can be achieved by the built in discounts for length of placement, volume and nominated workers
- Transparent rates and costs breakdown charges for both PAYE and limited company temporary workers, including fixed term appointments
- The NHS Workforce Alliance conduct audits to ensure worker compliance checks are conducted in accordance with NHS Employers Check Standards
- Direct award is fully enabled and supported by the NHS Workforce Alliance to enable quick access to workers when needed
- A range of tools are available to help with supplier selection including our rate card, award support tool and region/skills matrix
- Management information is available for all customers to detail reported spend and market analysis
- Free to use: you don't need a membership and framework fees are collected from suppliers

5 Who can access the framework?

All NHS Workforce Alliance contracts are open for use by NHS customers and all other public sector bodies including Central Government and wider public sector, including local government, universities, charities and blue light services. A full list [can be found here](#).

6 NHS England approved framework agreement

NHS England (NHSE) requires NHS customers to appoint all temporary staffing via NHSE-approved framework agreements.

All NHS Workforce Alliance agency frameworks, including RM6277 – Non Clinical Staffing, have NHSE approved status. This means that they comply with the price caps, and pay is in accordance with Agenda for Change (AfC) payscales. It also means that the agreements are let in full compliance with the Public Contract Regulations. We work closely with NHSE to support NHS policy and best practice, enable value for money, and assure quality of supply under our framework agreements through our robust Health Assurance Audit regime.

In November 2015, NHSE introduced caps on the total amount NHS providers can pay per hour for an agency worker. NHSE capped rates are now the default position, with maximum framework rates provided to control the override position in cases where patient safety is at risk and staff cannot be sourced within NHSE capped rates.

Suppliers must always offer whichever is lower of either the price cap or the framework rate.

7 NHS Health Assurance Audit

NHS Workforce Alliance runs a robust Health Assurance Audit process. This ensures that workers provided by suppliers through our frameworks are compliant with the NHS Employers Check Standards as well as the obligations set out in the individual framework agreements. These include confirming relevant policies, processes and practices are in place to manage ongoing compliance of workers, including subcontractors.

The process is designed to identify potential issues and work with suppliers to support safer recruitment practices, help reduce risk to patient safety and improve standards across the market.

Agencies from across the whole Alliance portfolio agreements can be audited, with a focus on driving the most effective processes for managing worker vetting across the industry.

Potential audit outcomes are:

- Pass
- Requires improvement
- Fail

Audits are conducted through a third party audit provider appointed by the NHS Workforce Alliance. We support the audit provider within our internal Health Assurance Audit function and will work with framework suppliers to promptly remediate any findings and reduce potential disruption to our customers.

Suppliers receiving a Fail outcome will immediately be suspended from the relevant frameworks and will be unable to supply new workers or engage in new work whilst suspended. Suspended suppliers will need to undergo a re-audit, and will remain suspended until they have passed the re-audit and receive NHS Workforce Alliance approval of framework reinstatement.

Throughout the life of our frameworks, suppliers have an ongoing obligation to ensure worker compliance; audit inspections can be carried out on both a pre-selected and ad hoc basis. If a supplier demonstrates repeated failures and does not engage with remedial steps, they may be permanently removed from the framework.

The Health Assurance Audit process is constantly evolving and improving and is, therefore, subject to change throughout its duration.

8 Awarding a contract under the agreement

The Non Clinical Staffing framework has been designed to provide flexibility to access workforce services in the way that best suits your organisation.

Some common methods of engaging an agency via this agreement are outlined below:

- Access the framework transactionally each time a worker or small group of workers is required
- Award to one or more suppliers (with clearly defined parameters for awarding placements as they arise) to source temporary workers as and when required, without commitment to volume or value

- Award a single supplier to manage your whole non clinical contingent workforce requirements, including managed service models via lot 7 of the framework
- Award a supplier to carry out a project on your behalf (see Output Based Delivery in section 11 of this user guide)
- Contract to source a supplier that meets the individual needs of your organisation, or source in collaboration with neighbouring trusts, allowing you to aggregate spend and maximise volume discounts

Whichever method you choose, the Alliance is available to assist you when needed.

A rate card and award support tool document are available from your Alliance contact to support your chosen award procedure. A video demonstration of the rate card and award support tool can be found on the [NHS Workforce Alliance YouTube channel](#).

This framework agreement can be accessed by direct award and further competition, and these procedures are detailed below.

Direct award

Direct award allows you to select a supplier based on information that is already available in the framework, including the framework award information, the rate card and award support tool.

This procedure allows quick access to supply and does not require opening a competition.

When to use direct award

We envisage that the majority of awards will be made by direct award. Direct award may be appropriate where:

- You are using lots 1-6 of the framework agreement
- You are using the standard framework agreement specification and terms, with no amendments necessary
- You are able to identify which supplier offers the most economically advantageous solution using the rate card and award support tool
- You are awarding for a single or small group of workers and there is little prospect of a reduction to the supplier fee because of volume

How to do a direct award

1. Start by clearly defining your requirement. This is likely to involve drafting a CV for the role(s) you are intending to source.
2. Agree how you are going to engage the worker, giving consideration to things like whether you will contract via the agency or engage on a fixed term contract on your own payroll. Other engagement methods are accommodated, and you should make sure you are adhering to all obligations and legislation, including IR35.

3. Identify the framework lot that best fits the type of worker you are intending to engage. The 'RM6277 Job Roles per Lot' document available from your Alliance contact can support with this.
2. Running an expression of interest exercise may reduce the number of suppliers to be considered. You should outline your requirement, volumes and timelines for delivery, as well as any relevant details about the requirement such as worker type and level of worker compliance or clearance. Provide a deadline for expressing an interest and be clear that failure to respond will exclude supplier from the eventual competition.
3. Apply the direct award criteria to your requirement. The rate card and award support tool can help with this. A demonstration of the rate card and support tool can be viewed online. This will typically involve either:
 - Using the 'award support tool' tab to identify the supplier(s) with the lowest hourly supplier fee (for agency supply)
 - Or, Using the 'fixed term' tab to identify the suppliers with the lowest percentage markup on annual salary (for fixed term)
4. Once you have identified the supplier to whom you wish to award, as above, you should reach out to them directly. A 'RM6277 supplier lot matrix and contacts' document is available via your Alliance contact.
5. If the first ranked supplier is able to satisfy your requirement, then award them by completing and issuing the 'RM6277 short order form template' and arranging a signature by both parties. The form can be acquired via your Alliance contact.
6. If the first ranked supplier is unable to satisfy your requirement, then go to the next ranked supplier until your requirement is fulfilled.

Further competition

Further competition (or sometimes called mini competition) allows you to invite bids on the basis of your specific contract requirements, and award to the supplier who is able to demonstrate the best commercial package on this basis.

When to use further competition

Further competition should be used when:

- You are using lot 7 of the framework agreement to award a holistic managed service type contract
- You are using any framework lot to award project works (see 'output based delivery' in section 11 of this document)
- You need to make adjustments to the framework agreement specification and terms
- You are unable to identify which supplier offers the most economically advantageous solution via direct award
- You are awarding, under any lot, for larger programmes of contingent labour, or more holistic deals, and there is potential to achieve commercial benefit due to volume.

Please note, we do not recommend further competition for single workers or small worker groups, as suppliers are unlikely to respond to such requirements.

How to run a further competition

1. Start by clearly defining your requirement. You should give consideration to key deliverables you wish to achieve, the types and volumes of workers in scope, how they will be engaged and how you are going to manage and monitor the contract (by reporting and performance against key performance indicators).
2. Identify the framework lot (1-7) that best fits the type of workers and overall solution you are intending to award. The document 'RM6277 Job Roles Per Lot' available from your Alliance contact can help with this.
3. Run an expression of interest exercise. You should outline your requirement, volumes, timelines for delivery and any relevant details about the requirement such as worker types and levels of worker compliance or clearance. Provide a deadline for expressing interest, and be clear that failure to respond will exclude supplier from the eventual competition.
4. Draft your invitation to tender (ITT) documentation. These should be in line with your public contract regulations compliant procurement procedures and should include:
 - Background and detailed specification of the requirement
 - Timelines and procedures of the competition
 - Clear and unambiguous information detailing the evaluation procedure you will undertake, including clear questions, marking schemes and evaluation criteria
5. Draft your contract using the 'RM6277 Template Order Form and Call Off Contract' available from your Alliance contact. Note that the short order form may not be used for a further competition.
6. Publish your ITT, detailed specification, supporting documents, drafted contract and invite response. You can do this via your own etendering portal or by any other means approved by your commercial team.
7. Manage the live competition in line with the award procedure detailed in your ITT documents, and receive responses on your stated deadline.
8. Conduct your evaluation in accordance with the evaluation methodology stated in your ITT. Score suppliers on this basis and provide feedback to all bidders against your stated marking criteria.
9. Manage signature of the contract and award to the winning supplier.

Meeting your obligations

- Ensure that you are accessing the agreement in line with your organisation's internal procurement policies, or any relevant HR policies around engaging temporary labour, and have all relevant internal approvals.
- Ensure that you are conducting your activity in line with the Public Contract Regulations and all other applicable procurement and employment legislation.
- Ensure that you are conducting your activity in line with all applicable taxation policy and legislation, and in particular, that you are meeting your obligations under the Off Payroll Working legislation (also called IR35) (see section 12 of this document).
- Ensure that the award is documented to the satisfaction of your commercial department. You may also need to register the award via Contracts Finder and Find a Tender Service, as may be appropriate. Your commercial team should be able to support this.

Other useful information

- You should be aware of the Conduct of Employment Agencies and Employment Business Regulations 2003 when engaging with agencies. These regulations include provisions around transfer fees and worker introductions. When issuing an expression of interest, you should be clear that you are not soliciting CVs, and when requesting CVs, you should include the following wording:

'Please note that I do not accept the provision of a CV as an introduction. An introduction will only be accepted at the point I contact you and request the candidate for an interview.'
- The framework agreement was awarded in accordance with PPN 06/20, and evaluation included a social value element. Social value criteria around fighting climate change and equal opportunity were tested during the framework procurement. If you are required to apply social value award criteria at call-off, our framework agreements enable this for all social value criteria. More information on using the Social Value Model can be found online.
- A detailed call-off procedure for the framework can be found in the document 'RM6277 Framework Schedule 7 - Call-Off Award Procedure' available via your Alliance contact. This also includes available call-off award criteria under Part 2.

9 Pricing and fees

The pricing for the Non Clinical Staffing framework is built around the NHS Agenda for Change pay bands, with all suppliers quoting a fixed fee against these bands.

Since the introduction of the NHSE price caps mentioned above, the NHS customer using the framework must be offered the lowest rate between either the cap rate or the framework rate.

Using a rate above the NHSE capped rate is at the sole discretion of the NHS trust. This should then be reported to NHSE by the trust as an override of the price caps. Such a mechanism must be on a shift basis.

Rate card and award support tool

Two versions of the rate card and award support tool are available: one for NHS contracting authorities and one for all other contracting authorities. The rate card and award support tool, including full accompanying guidance, can be obtained from your Alliance contact. [A demonstration video can be found online.](#)

The rate card gives you information on maximum supplier fees for hiring agency or fixed-term workers, and NHS England price caps are included in the NHS version. Users can enter a worker's pay rate into the rate card and a total charge rate will be calculated for whichever supplier is selected. This includes all statutory costs for hiring a temporary worker using this agreement.

The award support tool enables customers to identify which suppliers can provide different roles in different regions and specialisms. This will rate the eligible suppliers that can fulfil the criteria in price order to help you select the most economically advantageous tender.

Supplier fees

For agency supply, the supplier fee is expressed as an hourly or daily rate, depending on your preference.

The total charge rate is transparent and broken down into the following seven components:

- Worker's pay rate
- Working time regulations (holiday pay)
- Pension contributions (if applicable)
- Employers National Insurance Contributions
- Apprenticeship levy
- Discounts (if applicable)
- Supplier fee - capped by virtue of the framework agreement

Worker pay is set in accordance with the NHS Agenda for Change pay scales. Statutory charges are calculated in accordance with latest policy and legislation.

There are three levels of supplier fees to account for costs of additional health screenings and DBS checking:

- Fee type 1- patient facing DBS required
- Fee type 2 - non patient facing, DBS required
- Fee type 3 - non patient facing, no DBS required

For fixed-term appointments, the supplier fee is worked out as a percentage of the worker's annual salary (pro rata to the length of the placement if it is less than 12 months).

In either scenario, the supplier may not charge more than the capped rate under the framework agreement. Suppliers are, however, permitted to reduce their agency fees.

Discounts

Suppliers were given the opportunity to offer discounts as part of the framework evaluation. Suppliers may offer discounts to the Supplier Fee in the following circumstances:

- Where you introduce the worker to the agency (nominated worker discount)
- Where the length of placement exceeds 12 weeks (over 12 week discount)
- Where the volume of business exceeds certain thresholds (volume discount)

Discounts are applied automatically when your order or placement meets the criteria and are applied as a percentage discount to the Supplier Fee. Additional reductions to the Supplier Fee may be achieved by further competing your requirement.

The volume discounts are detailed below:

Volume of business level	Total annual value of business excl. VAT
1	£100,000 - £499,999
2	£500,000 - £999,999
3	£1,000,000 - £2,499,999
4	£2,500,000 - £4,999,999
5	£5,000,000 +

10 Transfer fees

Subject to the Conduct of Employment Agencies and Employment Businesses Regulations 2003 (the Conduct Regs), a supplier who operates as an employment business can charge transfer fees in the following circumstances:

- **Temporary to permanent:** when a temporary work-seeker is taken on permanently by the buyer
- **Temporary to temporary:** when the buyer requests that the temporary work-seeker is provided by another supplier or internal staff bank
- **Temporary to third party:** when the buyer requests that the temporary work-seeker is provided by a third party

In all cases, a transfer fee will be payable if the temporary work-seeker takes up employment with the buyer or is provided by another supplier or third party without the buyer engaging with the supplier.

Extended hire period

In accordance with Regulation 10(1) of the Conduct Regs, transfer fees are unenforceable unless a supplier has given the buyer an option for the temporary work-seeker to continue working for the buyer for a period of time (extended hire period) to avoid a transfer fee.

Under the RM6277 Non Clinical Staffing framework, the extended hire period is 12 weeks, with a minimum notice period of four weeks. This is likely to be higher if operating off-framework and so by the agency's terms and conditions.

Therefore, the most straightforward way to avoid paying a transfer fee under this framework is for the buyer to give notice in writing (such as an email) to the supplier for the appropriate extended hire period.

The supplier cannot charge a transfer fee when the assignment's duration is 12 weeks or more, provided the buyer has given the appropriate notice of at least four weeks, in accordance with the table below.

For the avoidance of doubt, a buyer may provide the appropriate notice up to the end of week eight and transfer the temporary work-seeker without a transfer fee at the end of 12 weeks.

Time working for the buyer	Extended hire notice to be given
1 week	11 weeks
2 weeks	10 weeks
3 weeks	9 weeks
4 weeks	8 weeks
5 weeks	7 weeks
6 weeks	6 weeks
7 weeks	5 weeks
8 weeks or more	4 weeks

14/8 week rule - break in service

The 14/8 week rule states that a transfer fee is not applicable where the transfer takes place within **whichever is later of**:

- 14 weeks from the first date of supply of the first assignment with the buyer, or
- 8 weeks from the end (the last day worked) of any assignment.

For the avoidance of doubt, for this rule to apply, the assignment must have ended.

To avoid a transfer fee, the buyer will need to leave the appropriate break in service of either 14 weeks since the assignment started or 8 weeks since the assignment ended, **whichever is the later**, before transferring the temporary work-seeker.

Time working for the buyer	Break in service required
1 week	13 weeks
2 weeks	12 weeks
3 weeks	11 weeks
4 weeks	10 weeks
5 weeks	9 weeks
6 weeks or more	8 weeks

Once the appropriate break in service has been observed, a transfer fee cannot be charged.

No extended hire period or break in service

If no extended hire period is given and there is no break in service, then the supplier may charge a transfer fee. The transfer fee will be calculated on the supplier fee element of the total charge rate only, in accordance with the table below:

Time working for the buyer	Transfer fee to be paid to the supplier
1 week	Supplier fee element for 11 weeks
2 weeks	Supplier fee element for 10 weeks
3 weeks	Supplier fee element for 9 weeks
4 weeks	Supplier fee element for 8 weeks
5 weeks	Supplier fee element for 7 weeks
6 weeks	Supplier fee element for 6 weeks
7 weeks	Supplier fee element for 5 weeks
8 weeks or more	Supplier fee element for 4 weeks

Example

A band 5 temporary work-seeker on the standard 37.5 hours per week, where the supplier fee element is £4.50 per hour, would incur a transfer fee of £168.75 per week (37.5 hours x £4.50 = £168.75).

Time working for the buyer	Extended hire period	Transfer fee
1 week	11 weeks	£1,856.25
2 weeks	10 weeks	£1,687.50
3 weeks	9 weeks	£1,518.75
4 weeks	8 weeks	£1,350
5 weeks	7 weeks	£1,181.25
6 weeks	6 weeks	£1,012.50
7 weeks	5 weeks	£843.75
8 weeks or more	4 weeks	£675

Fixed term assignment

When a work-seeker is on a fixed term assignment and as such is on the payroll and paid by the buyer, and the buyer wishes to employ them on a permanent basis, then the supplier may charge a fee if the fixed term assignment was less than 12 months.

The fee chargeable would be the difference in fee already charged and the fee which would have been payable had the assignment been for a period of 12 months. Fixed term assignments are charged as a percentage of the work-seeker's salary, based on the supplier's framework prices.

Example

After 8 months of fixed term employment, if the buyer wishes to recruit the work-seeker permanently, the supplier will charge a fee equal to the difference between the assignment length and 12 months. In this example, the fee would be proportional to the remaining four months supplier fee.

Using this example, if the work-seeker's salary is £30,000 and the supplier's fixed term fee is 10%, the costs are:

12 months fee: £3,000 (£30,000 x 10%)

Fee already paid for 8 months: £2,000 (£30,000 / 12 x 8)

Transfer fee for outstanding 4 months: £1,000

For the avoidance of doubt, no transfer fees will be payable after an assignment of 12 months or longer.

Original fixed term period	Transfer fee to be paid to the supplier
3 months	9 months supplier fee
4 months	8 months supplier fee
5 months	7 months supplier fee
6 months	6 months supplier fee
7 months	5 months supplier fee
8 months	4 months supplier fee
9 months	3 months supplier fee
10 months	2 months supplier fee
11 months	1 month supplier fee
12 months or more	No charge

11 Output based delivery

The framework agreement enables you to commission output based packages of work that outlines the achievement of specific services and deliverables (previously this was known as statement of works).

In this circumstance you are not contracting for workers on an hourly/daily rate, but rather for the suppliers achievement of your deliverables and meeting of milestones. The supplier is responsible for the delivery and outcome of your project and bears the risk and cost of complication or delay.

Charges payable for completion of the project, including any milestone payments, are agreed between yourselves and the awarded supplier upfront. The charges are made up of Labour Cost (which shall not exceed the maximum framework supplier fees for the amount of hours the supplier estimates the project to take) and a Project Management Cost (which accounts for project activity, equipment and any costs related to contingency or project risk).

Output Based Delivery is available under all lots of the framework. We recommend that an award for this service is made on the basis of a further competition in order to adequately test suppliers' proposed solutions and offerings.

Full details on output based delivery can be found in paragraph 5 of the Framework Specification.

12 Off-payroll working legislation (IR35)

When appointing a temporary worker under any circumstances, including via this framework agreement, you need to ensure that you are adhering to the off-payroll working legislation (IR35). Detailed information on IR35, including your own obligations, can be found on the [government website](#).

NHS Workforce Alliance have included specific contractual provisions in the terms of the framework agreement. These can be found at paragraph 31 of the Core Terms and paragraph 18 of the Framework Specification. You will also find a template Status Determination Statement for completion in the Assignment Checklist Template available from your NHS Workforce Alliance lead contact.

13 Terms and conditions

The terms and conditions of contract have been agreed with all suppliers as part of their award onto the framework.

The framework agreement and each resultant call-off contract is based on the Public Sector Contract. Copies of the Core Terms and associated schedules can be obtained from your NHS Workforce Alliance contact. A simplified Short Order Form is also available.

The call-off terms and conditions, the specification and associated appendices together with any special requirements will form the basis of the resulting contract between a framework supplier and customers.

When preparing the call-off terms and conditions for use in a further competition process, only minor changes are permitted to be made by customers. Any changes should be highlighted clearly so all suppliers are aware of them.

Once a contract has been concluded under the framework, a fully signed copy must be executed and retained.

TUPE

Where you believe that TUPE may apply to the contract transfer, the customer should request from the incumbent supplier a list of employees who are likely to be eligible for TUPE. This should be provided as part of the further competition process. More information can be found at Call-Off Schedule 2 - Staff Transfer of the Terms and Conditions.

GDPR

Where the supplier is involved in the processing of personal data under or in connection with this contract, the parties shall complete Joint Schedule 11 - Processing Personal Data.

14 Awarded suppliers

Full details of the suppliers awarded to the agreement, including information on lot coverage, and full contact information, can be [found on our website](#) or via your NHS Workforce Alliance lead contact.