



The Managed Service Programme (MSP) Toolkit

A snapshot into building a smarter contingent workforce strategy.



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The workforce landscape today

Across the UK's critical infrastructure sectors, organisations are operating under increasing pressure. Investment cycles are intensifying, regulatory and ESG expectations are rising, and the competition for specialist talent continues to grow.

Contingent workers no longer exist solely to cover peaks in demand. They now play a core role in delivering long-term programmes across energy, utilities, transport and nuclear environments. Yet many organisations still rely on fragmented, decentralised supply models that restrict visibility, limit control, and reduce scalability.

This toolkit is a practical guide designed to help you:



Assess your organisation's readiness for an MSP



Identify the most suitable MSP model



Plan and implement a first- or second-generation MSP



Build a business case and manage change effectively



Measure and realise long-term value are realised in practice

Major investment programmes such as **RIIO-ED2** and **AMP8** are accelerating demand for engineering, technical, and digital skills. Without a unified approach to managing contingent labour, organisations face increasing cost pressure and delivery risk.

Managed Service Programmes (MSPs) provide the structure, governance and agility required to scale effectively while maintaining control and strengthening compliance in an increasingly complex workforce landscape.



What is an MSP?

A Managed Service Programme (MSP) is a fully managed solution for your contingent workforce. It covers everything from sourcing and onboarding to supplier management, compliance and reporting. It centralises accountability and insight.

Rather than working with multiple recruitment agencies independently, an MSP creates a single, joined-up approach.

At its core, an MSP enables organisations to:

- Centralise control of contingent workers
- Standardise processes and compliance
- Improve speed, consistency, and quality
- Gain clear visibility of workforce data and spend
- Support better, data-led planning decisions



Are you ready for an MSP?

Not every organisation is at the same level of workforce maturity. Before deciding whether an MSP is the right next step, it's helpful to understand how your contingent workforce is currently managed and where the key challenges sit. Here are eight simple self-check statements to think about.

Score each statement from 1 (not true) to 5 (very true):

Statement	Your score
We lack clear visibility of our full contingent workforce	
Rates vary significantly for similar roles	
We frequently engage multiple recruitment suppliers	
Time-to-hire regularly impacts project delivery	
Compliance feels reactive rather than structured	
Total contingent spend is difficult to track	
Specialist or hard-to-source roles are increasing	
Hiring managers frequently operate outside of the process	

Your Results:

0-15: You may not yet need an MSP, but improved structure would support future growth.

16-25: Your contingent workforce is becoming increasingly complex. An MSP could provide greater visibility and control.

26-40: There is a strong case for implementing or optimising an MSP due to high complexity, risk, and scale.

If your score is **above 20**, there is a clear opportunity to improve efficiency, control and visibility through a more structured approach.

Do you currently have an MSP provider?

No → You're a prime candidate for your first MSP

Yes → It may be time to review or change your provider

MSP delivery models

The right MSP delivery model can define how quickly you hire, the quality of talent you attract, and the control you maintain. Explore the key differences and what they mean for your organisation below.

Read more about MSP delivery models



Neutral Vendor MSP



Within this model, agencies like Rullion independently manages multiple agencies without directly supplying candidates. The Neutral Vendor MSP prioritises transparency, governance, and fair distribution of roles across suppliers.

Master Vendor MSP



In this model, agencies like Rullion would act as the primary or sole supplier, fulfilling the majority of roles directly while coordinating any supporting agency relationships. The Master Vendor MSP prioritises speed, simplicity and cost efficiency.

Which model is right for you?

- How complex is your current supplier network?
- How strong is current governance and compliance?
- How critical is speed-to-hire?
- How important are direct fulfilment and continuity?

Master Vendor MSP

Speed

Faster fulfilment for repeat skills.

Access To Niche Skills

Relies on primary supplier's expertise for in-scope roles and escalation to approved suppliers.

Supplier Relationship Management

One dedicated MSP contact managing a smaller, focused supplier group.

Cost Control

Strong for repeat hires.

Risk

Over-reliance on one supplier.

Neutral Vendor MSP

Speed

Dependent on supplier responsiveness.

Access To Niche Skills

Immediate access to full approved supplier network.

Supplier Relationship Management

One dedicated MSP contact managing compliance, and consistency across a broader supplier.

Cost Control

Competitive supplier engagement may reduce rates.

Risk

Possible slower time-to-fill if not managed well.

Rullion offers both Neutral Vendor and Master Vendor MSP models, tailoring the approach to your organisation's structure, workforce complexity, and strategic goals.

However, we excel in Master Vendor delivery across critical infrastructure, consistently achieving **90%+ direct fulfilment** for clients where continuity, compliance, and delivery are paramount.



Hiring support to strategic insight

Over time, a mature MSP evolves from a centralised recruitment function. Managing day-to-day hiring tasks to delivering strategic workforce intelligence that enables better planning, decision-making and long-term resilience.

Through structured data, supplier performance tracking, and workforce analysis, an MSP helps organisations forecast demand, identify skills gaps, and optimise how talent is sourced, deployed, and managed. As the programme develops, the focus shifts from short-term efficiency gains to long-term strategic value.

How MSPs develop over time



Early Stage MSP

Transactional, reactive hiring with limited visibility. Control is the primary focus here.



Developing MSP

Managed, centralised processes with clear governance. Consistency is the primary focus here.



Advanced MSP

Insight-led data, enabling reporting and trend analysis. Planning is the primary focus here.



Strategic MSP

Forecasting, optimisation, and workforce design. Transformation is the primary focus here.

Where value appears first (and where it grows)

As data quality improves and partnerships mature, the benefit of an MSP compounds. Unlocking new opportunities for efficiency, resilience, and performance.

Early value

Compliance & risk

Better visibility

Cost control

Supplier consolidation

Mid-term value

Workforce intelligence

Supplier optimisation
with stronger governance

Improved
hiring performance

Social value
& ED&I impact

Long-term value

Skills forecasting

Strategic
workforce planning

Innovation
& automation

Elevated CSR, Social
value & ED&I impact

Continue your journey

You've just scratched the surface. You've seen how our MSP approach works; now dive deeper to see what it can achieve for your organisation.

The full MSP Toolkit explores:

- Understanding MSP costs & business value
- Proven results from organisations like yours
- Building your business case for an MSP
- Your 90-day MSP journey
- What the future of MSPs really looks like

Access the full MSP toolkit

