Department for Work & Pensions

DWP Estates

DEPARTMENT FOR WORK AND PENSIONS

INTEGRATOR 2 AGREEMENT

SCHEDULE 2.1B – ACCOUNT MANAGEMENT

STATEMENT OF REQUIREMENTS

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1. INTRODUCTION

1.1. Objectives

1.1.1. This Account Management Service Statement of Requirement details the Authority's general service requirements and account management, and therefore should be read in conjunction with the appropriate Service Statement of Requirements for specific service areas.

1.1.2. All capitalised terms in this Schedule 2.1B (Account Management) are defined in Schedule 2.1A (Overview), Schedule 1 (Definitions) or in the body of this Schedule 2.1B (Account Management), as the case may be.

1.1.3. Nothing contained in this Schedule 2.1B (Account Management), irrespective of its terms, shall limit or reduce the Supplier's obligations and responsibilities set out in the Clauses or Schedule 1 (Definitions) and the remainder of this Schedule 2.1 (Statement of Requirements).

1.1.4. Without prejudice to the above, the Supplier shall provide the Account Management Services as part of the Services and such Services shall be delivered in accordance with this Agreement and using efficient business processes and ways of working having regard to the Authority's obligation to ensure value for money. The Supplier shall ensure the Account Management Services shall comply with all requirements set out in this Agreement, including, without limitation, this Schedule 2.1B (Account Management).

1.1.5. During the Term the Supplier will:

(a) proactively manage the Services and the Supplier's relationship(s) with the Authority and Authority Supply Chain Members, creating a culture and environment that promotes a full understanding of requirements, investing time and resource to develop and maintain knowledge of the dynamics that impact the Authority, the Authority Estate and customers;

(b) enable the Authority to make informed tactical and strategic decision making through the provision of MI, business insights, trend analysis and best practice recommendations;

(c) provide the infrastructure enabling the Authority to leverage the Authority Supply Chain fully through the connection of data sources, performing scenario analysis, trend analysis, forecasting techniques and the provision of reporting capabilities;

(d) provide insights, guidance and expertise for senior leadership and stakeholders to drive strategic management across the Authority Estate;

(e) provide independent MI, insights, and trends across the Supply Chain;

(f) capture statutory and legislative data and data referred to in the Health and Safety Policy , to enable DWP to achieve demonstrable compliance across the Authority Estate;

(g) ensure governance is in line with Authority's Control Framework (see section 4 of this Statement of Requirement); and

(h) give assurance to the Authority in relation to all aspects of data to ensure accuracy, optimisation, and accordance with the requirements of part 12 of Schedule 8.1(Governance).

1.2. Overview of Requirements

1.2.1. The Supplier shall, using (as a minimum) the standard of care and Good Industry Practice required by this Agreement, carry out all activities, operations and functions expressly stated in or reasonably to be inferred as required by all Statement of Requirements, in order to:

(a) meet the objectives of;

(b) achieve the outputs described in; and

(c) provide all,

the Services described in or which may be reasonably inferred as being the responsibility of the Supplier by, this Statement of Requirements (and all component parts of Schedule 2.1(Statement of Requirements)).

1.2.2. As set out in the Agreement, the Services include the Mobilisation Services and Operational Services:

(a) the Mobilisation Services are services rendered during the Mobilisation Phase; and

(b) the Operational Services are services rendered from the Operational Services Commencement Date to the expiry of the Term in accordance with the Detailed Solutions developed by the Supplier and Approved by the Authority.

1.2.3. The Supplier shall, during the Mobilisation Phase (as stated in Schedule 6.1 (Mobilisation)), provide for Approval by the Authority an "Account Management Detailed Solution" that shall include details on how quality assurance (including legal assurance) and management will be deployed in the delivery of the Agreement and be used to ensure the Services are delivered:

(a) to a legally compliant and fit for purpose standard;

(b) on time;

(c) within budget; and

(d) in accordance with all contractual and statutory obligations.

1.2.4. Once Approved by the Authority, the Supplier shall execute, deliver and manage the Account Management Detailed Solution in line with requirements of this Agreement.

1.3. The Supplier's Role

1.3.1. The Supplier will provide the Services as set out in the Agreement, including without limitation the Statement of Requirements, and in accordance with this Agreement. The Supplier shall:

(a) provide Services that are not only automated by the System(s) Solution but also require Supplier Personnel in order to be delivered to support the Authority with strategic and operational planning, providing deeper insight and prediction to support decision making. This may include providing recommendations to the Authority through insightful and commercially astute data analysis, participating in Authority meetings and supporting strategic decision making with industry knowledge, data analysis and business intelligence.

(b) provide initial and ongoing training and guidance to Authority Employees regarding how the Supplier System(s) Solution operates and is best used. The Supplier shall seek the Approval of the Authority of all training material, guidance documentation and methods of delivery;

(c) familiarise itself fully with the context in which the Authority operates including but not limited to the Authority's standards, processes, policies and all associated contract documents and the Authority's obligations under such contract documents;

(d) provide on-going impartial, professional advice based on industry best practice and statutory duties relating to the Authority Estate, upon receipt of:

(i) new information and/or legislation update; and

(ii) industry and/or professional body advice and or best practice.

Such advice shall be quality assured and insofar as it raises legal issues it will be assured by a lawyer / legal firm qualified in the particular field;

(e) as and when required and appropriate, take part in consultation processes with trade union representatives in conjunction with the Authority;

(f) provide a robust governance framework in compliance with the Authority Control Framework (see Section 4 of this Statement of Requirement (Authority's Control Framework)), outlining the

management of the relationship between all stakeholders including the Authority and Authority Supply Chain, ensuring a detailed suite of Detailed Solutions will be provided and updated to facilitate effective relationships to support the running of the services;

(g) provide all Supplier Personnel and Key Personnel required to operate the Services at all times and shall warrant all Supplier Personnel are suitably competent and experienced to deliver the Services (see Section 3 of this Statement of Requirement);

(h) enable the Authority to achieve one of its primary concerns: the health and safety of individuals at all times. The Supplier shall deliver the Services with due regard for the highest possible level of health and safety and the Authority's policies, processes and ways of working with regards to health and safety, social value and sustainability;

(i) conduct ethical and transparent business dealings, ensuring Supplier Personnel uphold the highest possible level of integrity and probity;

(j) have full recognition that a successful Supply Chain will require high levels of cooperation between the Authority, Supplier and Authority Supply Chain Members;

(k) protect and uphold the brand values and reputation of the Authority and ensuring that this is not in any way damaged, compromised or brought into question; and

(l) not use the Authority's brand and the relationship as a supplier to the Authority for any advertising and or promotional purposes without the prior written permission from the Authority.

1.3.2. From time to time the Supplier may be required to provide additional support (within the scope of Services) in respect of other programmes being developed by the Authority and this may include supporting the Authority in assessing multiple data sets, assisting in the development of business cases, business and/or delivery models and any other ancillary or incidental matters as may be required or reasonably inferred.

1.4. The Authority's Role

1.4.1. The Supplier shall provide the Account Management Services to enable the Authority to:

(a) act as an informed, agile and strategic estates organisation;

(b) manage the Supplier and as such from time to time audit the Supplier's Solution, systems, processes, plans and ways of working employed by the Supplier;

(c) seek to be an exemplar organisation in relation to health and safety and require the highest level of health and safety legislative compliance;

(d) own and be accountable for the Health and Safety Policy;

(e) provide governance of design standards, Response Times and determining and communicating the Authority's business requirements;

(f) provide policy in relation to the Authority Estate, including occupier policy such as energy consumption targets and other sustainability related issues;

(g) create, maintain and own the strategy for the Authority Estate including portfolio planning and also acquisition and disposal strategy;

(h) be responsible for financial planning, budgeting and internal recharging;

(i) be responsible for stakeholder engagement, management and MI, reporting to these stakeholders, (based on MI reporting by the Supplier to the Authority);

(j) procurement and contract management of the Supply Chain;

(k) provide human resources and operational excellence in respect of Authority Employees; and

(l) payment of invoices and overall budget control.

1.5. The Authority's Organisational Structure

1.5.1. The Authority's organisation is split into seven groups which, from the 15 March 2021, are:

(a) Change and Resilience;

(b) Digital;

(c) Finance;

(d) People, Capability and Place;

(e) Policy;

(f) Service Excellence; and

(g) Work and Health Services.

1.5.2. The Authority is currently undertaking a review of its organisational structure for Estates and its operating model. The Authority's Estates team

is within the People, Capability and Place group and is led by the Director of Estates and is currently structured into the following Service Lines:

(a) **Portfolio Strategy & Leasehold Management (PS&LM):** responsible for the strategic and future planning of the Authority Estate, aligning closely with senior representatives of the wider Authority organisation to understand their strategic requirement, providing business intelligence, undertake scenario planning and feasibility assessments factoring in demand and driving the portfolio agenda;

(b) **Service Delivery:** ensures the day to day needs of the Authority Estate are met, oversees customer interfaces on site, drives lifecycle, minor projects and oversees asset management, have performance, budget, and audit responsibilities of the Authority Supply Chain Members and liaising with the Authority;

(c) **Major Projects:** responsible for the end to end delivery process of major projects outside of the realm of the operational Service Delivery projects from inception to completion, delivering projects on budget, on programme, and to a high standard of quality across the Authority's Estate managing the Authority's Assets in conjunction with the strategic portfolio plan;

(d) **Policy and Compliance:** provide assurance and control through subject matter expertise in finance, policies, processes, sustainability, and Health and Safety. It is accountable for standards, statutory management, governance, design standards and mapping of end to end working practices; and

(e) **Director's Office:** Support organisational management, communication across Estates and interfaces across People, Capability and Place.

1.5.3. The Authority also receives ongoing support from the wider Authority shared services functions including, but not limited to: Health & Safety, Finance, People, Capability and Place, Category Management and Business Continuity.

1.5.4. The outcome of the organisational review is yet to be concluded however the intended position is to structure the Estates organisation to enable and deliver the design principles relevant to the Authority within the Estates Operating Model, to include but not limited to:

(a) set strategy, policy, objectives, and critical success factors and define legislative and compliance requirements;

(b) provide relevant assurance, validation, audit, and management of service delivered by the Authority Supply Chain;

(c) establish a direct relationship between the Authority and the Authority Supply Chain to minimise hand offs and duplication, whilst strengthening Estates strategic oversight;

(d) performance and contract manage the Supplier and Authority Supply Chain;

(e) responsible for overall asset management across the entire DWP Estates portfolio, asset data assurance and project and/or life cycle works delivery;

(f) articulate service standards and ways of working, instilling high performing and innovative culture;

(g) provide escalation point, approval forums, delegations, and budget;

(h) set policy and strategy for all energy, net zero carbon and sustainability activities in line with Government targets; and

(i) provide end to end compliance, health & safety, and risk management oversight to provide safe and compliant environment as the duty holder.

1.5.5. In addition to the Service Lines referenced in paragraph 1.5.2 the Authority Estates organisation will have a standalone asset management Service Line and Cost and Supply Chain Management Service Line.

(a) **Asset Management:** will be a single team responsible for overall asset management across the Authority Estate, setting of asset strategy, provision of asset data assurance and/or compliance and project and/or life cycle works prioritisation.

The asset management Service Line will provide a key interface across S&PP, Service Delivery, Major Projects and Policy & Compliance to ensure assets are managed to meet compliance requirements and are aligned to Estates strategy.

The asset management team will be responsible for driving effective end to end asset management across the entire Authority Estate; setting asset strategy and a roadmap to enable the Authority to deliver its Estates Strategy; develop Life Capital Works (LCW) strategy and manage LCW prioritisation; and drive continuous improvement to the Master Asset Register to ensure ongoing accuracy and compliance.

(b) **Cost & Supply Chain Performance:** this team will be responsible for establishing and driving governance, control, performance, consistency, and accuracy of the end to end cost and financial management and policy compliance; lead and manage the supply chain relationship, providing ongoing performance and risk management of the supplier against the agreed contractual / performance framework. This team will work in matrix organisation with embedded resources across the functions responsible for each Authority Supply Chain Member.

1.5.6. It is intended that the new Authority Estates organisational structure will be in place prior to the Operational Services Commencement Date, however there may still be vacant roles that are subject to TUPE and / or ongoing recruitment.

1.5.7. In addition to the design of the Authority Estates organisational structure, the Authority is reviewing the contracts that exist directly between the Authority and any Authority Supply Chain Members. These may remain in place for all or part of the contract Term. Similarly, there may be additional contracts or changes in the Authority Supply Chain contracts that will take place during the contract Term. The Supplier should refer to Schedule 2.1H (Supply Chain Transition) for further details.

1.5.8. Under these circumstances the Supplier will support the mobilisation, exit and/or transition of any services which integrate with the Supplier, the Services and the System(s) Solution (as more particularly described in Schedule 2.1G (Systems)) as part of this Agreement.

2. Values and Behaviours

2.1. The Authority's Values & Behaviours

2.1.1. The Authority's vision is:

"to improve people's quality of life both now and in the future, supporting people to become financially resilient by moving into and progressing in decent jobs while providing a safety net for those who cannot work. We trust and empower our people to deliver excellent services to our millions of customers every day, including the most vulnerable in society"

2.1.2. The Authority believes a strong culture produces a well-tuned sense of direction and helps create common definitions of success. United by a strong sense of public service, the Authority upholds, promotes and lives by the enduring values set out in the Civil Service Code – Integrity, Honesty, Impartiality and Objectivity. The Authority requires the Supplier to uphold and model these values.

2.1.3. In addition, the Supplier shall operate on behalf of the Authority and as such uphold, promote and live the Authority's ways of working commitments:

(a) **Mutual trust:** performance to promise;

(b) **Communication:** open, honest and timely;

(c) **Team orientation:** collaboration and desire to succeed;

(d) **Agility:** rapid responses to change with ease & flexibility;

(e) **Data led:** harness information to aid strategic decision making; and

(f) **Focus:** on the customer and a common purpose.

2.1.4. In addition, the Supplier shall interact with the Authority, Authority Employees, Other Government Departments ("**OGD**"), the Authority Supply Chain Members, Authority customers and the general public ensuring behaviours are in line with the Authority's values.

2.1.5. In addition to the obligations and responsibilities set out in the remainder of this Agreement, the Supplier shall work with the Authority to ensure that the Supplier delivers the critical success factors listed below, through the Services outlined in this Agreement. The critical success factors are:

(a) demonstrate value for money by driving improvements in the services it delivers, identifying opportunities for change in processes, and continual strategic ambition;

(b) establish an effective and efficient relationship with the Authority with the right hand-offs and decision making points;

(c) provide a best in class system with a single version of the truth to deliver valuable data insights for decision making, performance management and to demonstrate compliance;

(d) support the Authority in managing demonstrable compliance across its Estate;

(e) support the Authority in the delivery of strategies for change internally and across government agendas;

(f) endorse high performance and demonstrate strength of capability within the services they are delivering;

(g) work seamlessly with the Authority Supply Chain Members and provide industry expertise, innovation and continuous improvement; and

(h) ensure agility and flexibility to help the Authority Estate meet the changing requirements of the Authority, whilst minimising disruption to operational service delivery.

2.2. Life Chances Through Procurement

2.2.1. The Authority is committed to creating a competitive, agile and diverse Supply Chain base.

2.2.2. The Authority believes a significant contributor in achieving this is engaging suppliers with diverse workforces. Organisations that support and encourage the employment of older workers, young people, disabled people, black and minority ethnic people and ex-offenders having access to a wider resource pool of skills and experience. An employer that commits to staff diversity and promotes a sustainable workforce through other opportunities such as apprenticeships can provide a better quality service.

2.2.3. The Authority is committed to increasing the life chances for the whole country. Social value supports and enhances the Authority's progress against the sustainable development agenda.

2.2.4. The Authority is committed to supporting the Government's aims of supporting growth and providing life chances to disadvantaged groups. In addition to the requirements of the Equality Act 2010, the Authority is required by the Public Services (Social Value) Act 2012 to have regard to economic, social and environmental well-being in connection with public services contracts. The Supplier shall comply with the Authority's "Life Chances through Procurement" Policy (Schedule 2.6 (Authority Policies) of the Agreement)).

2.2.5. From the Effective Date, the Supplier shall produce a report (Life Chances Workforce Monitoring Template as set out in Schedule 2.6 (Authority Policies) for the Authority's Approval once every 6 months reporting on its workforce, more details on this report is provided in Schedule 2.1F (Data,

Analytics and Reporting) of this Agreement. However, the report shall as a minimum cover the following groups:

(a) disabled people;

(b) young people;

(c) older workers;

(d) black and minority ethnic people;

(e) ex-offenders; and

(f) apprenticeships.

2.2.6. The Supplier will be required to produce a 'Diversity and Equality Plan' 6 months after the Operational Services Commencement Date and an updated version every 12 months thereafter with Approval from the Authority. This plan must include the following elements:

(a) summary of its corporate policies and procedures for preventing discrimination and promoting equality of opportunity. The Supplier shall also include sub-contractors' policies;

(b) analysis of the data from the Workforce Monitoring Template. The Supplier shall be able to link trends in the data to the Supplier policies, processes and previous actions;

(c) how the Supplier will encourage and promote the opportunities for people in the Authority's priority groups shown in Schedule 2.6 (Authority Policies). Identifying positive outcomes from those opportunities;

(d) how the Supplier shall engage with sub-contractors to encourage support for added social value down the supply chain and whether the Supplier has identified any issues or good practice within the Supplier's supply chain; and

(e) time bound activities that will support the above.

3. Supplier Personnel and Sub-Contractors

3.1. General Requirements

3.1.1. The Supplier shall comply with its obligations set out in the Agreement regarding all Supplier Personnel and Sub-Contractors. This section sets out a number of requirements that are set out elsewhere in the Agreement. The Supplier is required to comply with this Schedule 2.1B (Account Management) in addition to the requirements set out elsewhere in this Agreement.

3.1.2. The Supplier shall provide all Supplier Personnel required to operate the Services at all times and shall warrant that all Supplier Personnel are suitable for, competent and experienced to deliver the Services. At all times the Authority shall determine suitability, competency and experience and has the right to instruct the Supplier to remove any member of Supplier Personnel in accordance with this Agreement.

3.1.3. The Supplier shall deploy Supplier Personnel and other resources flexibly in order to ensure the Authority benefit from the scope and scale of the Supplier's organisation. From time to time the Authority may require short term resources to be provided by the Supplier to assist the Authority in managing the Authority Estate or its services. The call off prices and rates quoted in the Price Schedule (Schedule 7.7 (Pricing)) will be used in these circumstances.

3.1.4. The Supplier may enter into agreements with Sub-Contractors, consultants and suppliers, as well as utilising the Supplier's own resources. The Supplier shall provide a schedule of proposed Sub-Contractors for review by the Authority. The Authority reserves the right to veto any Sub-Contractor but shall not unreasonably do so.

3.1.5. All Sub-Contractors, consultants and suppliers shall operate within the performance mechanism of the Supplier including but not limited to the Authority's Policies and procedures. The Supplier shall take full responsibility of the management of its Sub-Contractors, consultants and suppliers used to provide the Services and shall demonstrate that robust processes are in place to monitor their performance.

3.1.6. The Supplier shall ensure that all Sub-Contractors, consultants and suppliers carry adequate insurance and that they are legally and professionally compliant in all activities whilst operating at the Authority Premises.

3.2. General conduct

3.2.1. The Services shall be delivered using suitably trained and qualified staff. The Supplier is responsible for its directly employed staff and sub-contractors, and should ensure that they are properly trained, managed and supervised.

3.2.2. As a minimum, the Authority reserves the right to interview any staff the Supplier intends to employ in relation to the delivery of the Services, prior to their employment.

3.2.3. The Authority expects all Supplier Personnel, sub-contractors and any third party under the Supplier's management, at all times, to be polite and respectful to members of the Authority's staff and customers, and to respect the environment in which they are working.

3.2.4. The Supplier is required at all times to provide their Supplier Personnel, whether directly employed or sub-contracted, with skills qualifications and experience commensurate with the Services to be provided. The Supplier shall ensure their staff retain appropriate skills and qualifications through suitable training programmes tailored to individual need.

3.3. Security Clearance

3.3.1. The Supplier shall ensure that all Supplier Personnel meet the Authority's requirements for security clearances (Schedule 2.6 (Authority Policies)) whether allocated to the contract permanently or providing short term cover or additional resourcing.

3.3.2. The Supplier shall ensure, prior to commencing any Services, that all Supplier Personnel are subject to as a minimum the Government's Baseline Personnel Security Standard ("**BPSS**") security clearance. For certain properties, to be advised by the Authority, further levels of Supplier Personnel assessment may be required. There may be certain roles that require interaction with vulnerable groups, access higher levels of sensitive information, or due to the systems access capability, (for example database administrators), may be required to be subject to higher levels of personnel security vetting. The Authority shall advise on these roles during the Mobilisation Phase.

3.3.3. The Supplier will ensure all security clearance documents are made available at all times to the Authority and cooperate in any Authority requested audit or investigation.

3.3.4. Refer to Schedule 2.6 (Authority Policies) for further detail regarding the Authority's policy for BPSS.

3.4. Key Account Management Personnel

3.4.1. The Supplier is expected to provide sufficient resources to deliver the Requirements and the Services of this Agreement. The Supplier shall include, but is not limited to, the following roles as part of its "**Key Account Management**" team. The Key Account Management team shall be dedicated to this account.

(a) **Account Director** – The Supplier shall nominate a dedicated Account Director accountable for the successful delivery of all Supplier Services outlined in this Agreement, achieved through forming first class, strong client relationships. The Account Director will be a senior individual and the primary contact for the Authority,

located at an agreed location. The Account Director shall be responsible for all managerial and administrative matters relating to the Agreement and the Supplier Personnel employed in the delivery of the Services; and

(b) **Business Intelligence and Management Information Lead** – The Supplier shall nominate a senior individual, strategic and technical in nature, who will be responsible for ensuring the Supplier System(s) Solution (as more particularly described in Schedule 2.1G (Systems))is established to provide the business intelligence and insight through analysis, reporting, monitoring and prediction.

Further detail on these roles is provided in Annex 2 of this Statement of Requirements (Schedule 2.1B (Account Management)).

3.4.2. The Authority will be able to participate in the selection of the Supplier's Account Director and Business Intelligence and Management Information Lead, and will be offered a range of potential candidates to choose from all of whom have the following attributes:

(a) the necessary and proven experience and track record in the contribution to service delivery for a portfolio of equivalent scale and complexity;

(b) holds a strategic perspective, experienced in a data-driven, technology-enabled organisation;

(c) have excellent client relationship skills and business acumen - must be able to earn trusted advisor status with all clients;

(d) a role model leader, creating an environment in which teams and individuals perform at their best and realise their full potential; and

(e) excellent communication skills, experienced in working with and presenting to senior level client contacts.

3.4.3. In addition, the Supplier should identify who from its Key Personnel, and confirm if they form part of the Key Account Management team, will be responsible for:

(a) the Supplier's System functionality and being "live";

(b) managing the Helpdesk;

(c) managing the Master Asset Register and the PPM schedule;

(d) the Supplier's Cost and Financial Management services;

(e) the Supplier's Supply Chain Transition Services; and

(f) managing any change to the Services.

3.4.4. Provisions governing Key Personnel are also set out in Clause 14.3 of the Agreement.

4. Authority's Control Framework

4.1. Overview of Control Framework

4.1.1. The Authority employs an overarching Control Framework. The purpose of the Control Framework is to provide a structure where governance, strategy, processes, business rules, documents/templates, and auditing/assurance are maintained in order to support and provide control and clarity over the Authority's responsibilities and the delivery of those responsibilities (including Authority Supply Chain Members).

4.1.2. Administered by the Authority's Policy & Compliance Service Line, the Control Framework aligns to the developing operating model and organisational structure as detailed in paragraph 1.5 of this Statement of Requirements (Schedule 2.1B (Account Management)).

4.1.3. The Control Framework supports the Authority in its promotion of collaborative behaviours, values and objectives enabling and empowering of all parties to undertake their responsibilities to the best of their ability.

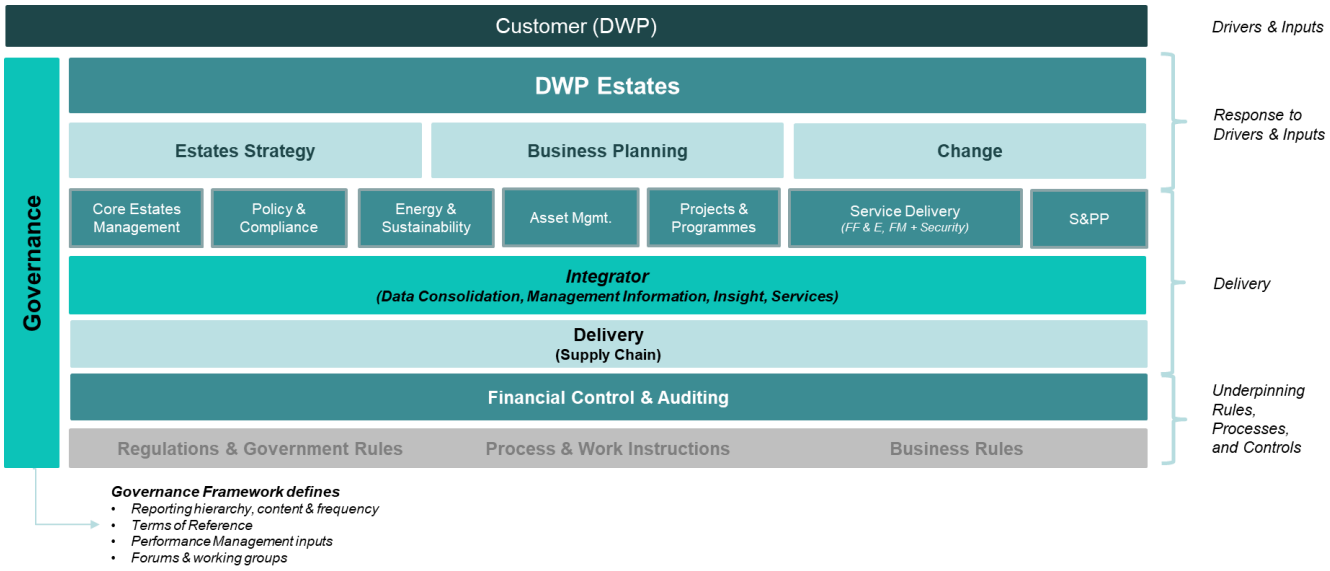


Figure 1 – The Authority's Control Framework

4.1.4. The Control Framework runs top to bottom, and across the Authority's Estates department and therefore, as key providers, the Authority requires the Supplier and the Authority's Supply Chain Members to align to it.

The Control Framework is supported by Governance which sits at all levels of the business and is proportionate to the activities. It is a requirement of the Supplier and the Authority's wider supply chain to engage, support, participate and adhere to the Control Framework and Governance requirements, mirroring and dovetailing into the Authority to enable the required controls and auditing to be streamlined. The following sections provide some examples and details of the principles, roles, and

responsibilities that we would expect the Supplier to undertake and participate in.

4.2. Governance

4.2.1. The Authority has levels of governance throughout the Control Framework and adopts a typical hierarchical structure with delegated powers used wherever possible to ensure the efficient operation of the Department. The delegated powers are controlled within a terms of reference ("**Terms of Reference**" or "**ToR**") for each Authority Supply Chain Member and activity and these detail the appropriate objectives, targets, performance management, data and inputs/outputs required to provide the required control. The ToR are set and owned by the appropriate business owners within the Authority.

4.2.2. Periodically, depending on the governance level and activity, there will be defined business meetings, committees, and steering groups, which the Supplier will be required to attend, and, where necessary also provide and present supporting data, insight, and performance metrics, and participate in constructive, open, and collaborative dialogue with a focus on customer service, performance, and continuous improvement and innovation.

4.2.3. To support the above, the Supplier will therefore need to provide the relevant resources at the right levels to support the ongoing Governance.

4.2.4. The Authority will own the relationship with the Authority Supply Chain Members including the performance management. The Supplier will provide supporting data, dashboards, reports etc. to support the Authority. Details of this are provided in Schedule 2.1F (Data, Analytics and Reporting).

4.2.5. Whilst the Authority will own the primary relationship with the Authority Supply Chain Members, the Supplier, by nature of its roles and Services, will be required to manage and govern its own working relationship with the Authority Supply Chain Members in order to facilitate the hand-offs, processes, inputs, and outputs required to deliver the Services of this Agreement.

4.2.6. During the Mobilisation Phase the Supplier will be required to support the definition of, and where relevant, document the Governance, Processes and Work Instructions relevant to the relationship between both the Supplier and the Authority and between the Authority's Supply Chain Members.

4.2.7. Below is an example of the governance hierarchy and proposed standard business meetings which will be refined and officially defined in the Mobilisation Phase.

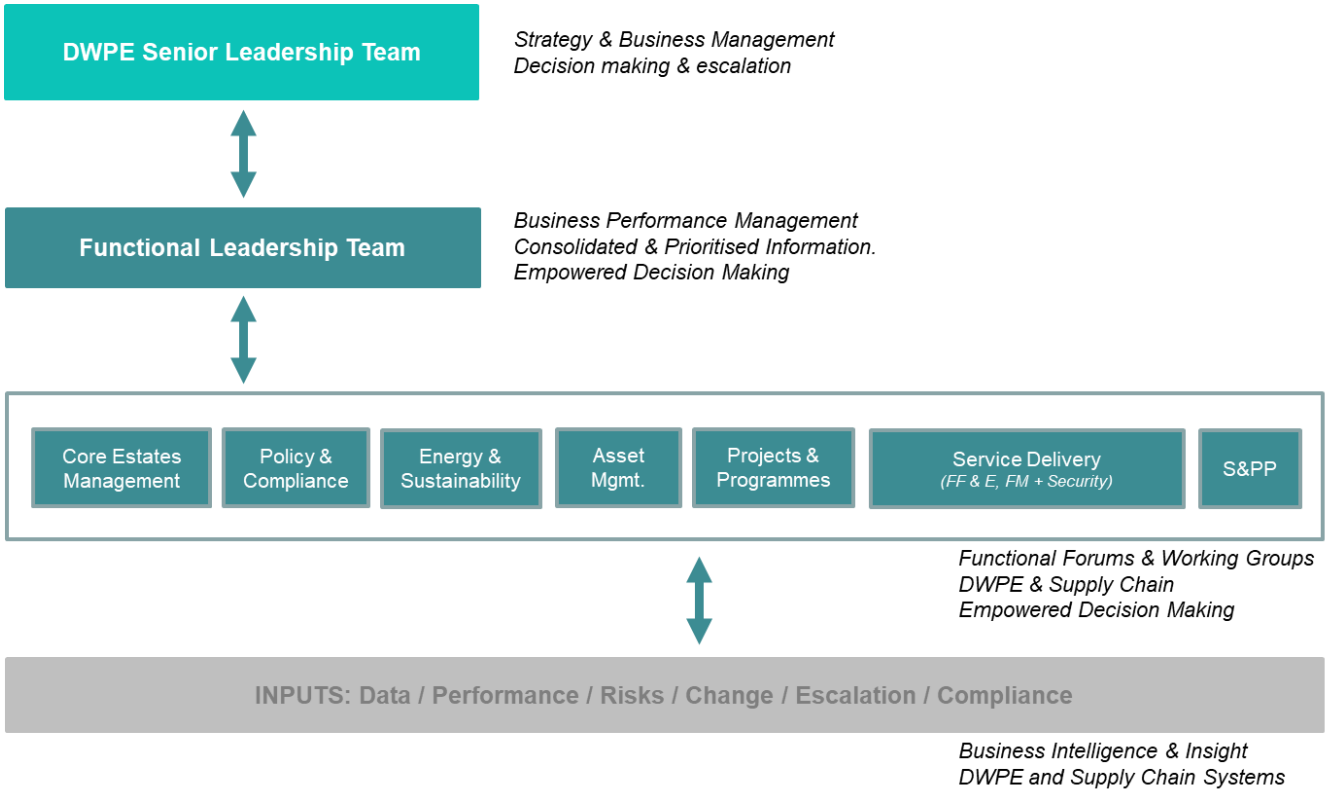


Figure 2 – Example Governance Structure

January	February	March	April	May	June	July	August	September	October	November	December
					Strategic Annual Board						
SLT Monthly	**SLT Monthly**	**SLT Monthly**	**SLT Monthly**	**SLT Monthly**	**SLT Monthly**	**SLT Monthly**	**SLT Monthly**	**SLT Monthly**	**SLT Monthly**	**SLT Monthly**	**SLT Monthly**
FLT	**FLT**	**FLT**	**FLT**	**FLT**	**FLT**	**FLT**	**FLT**	**FLT**	**FLT**	**FLT**	**FLT**
KPI+ Supply Chain Performance Management	KPI+ Supply Chain Performance Management	KPI+ Supply Chain Performance Management	KPI+ Supply Chain Performance Management	KPI+ Supply Chain Performance Management	KPI+ Supply Chain Performance Management	KPI+ Supply Chain Performance Management	KPI+ Supply Chain Performance Management	KPI+ Supply Chain Performance Management	KPI+ Supply Chain Performance Management	KPI+ Supply Chain Performance Management	KPI+ Supply Chain Performance Management
Weekly Operational (x4)	Weekly Operational (x4)	Weekly Operational (x4)	Weekly Operational (x4)	Weekly Operational (x4)	Weekly Operational (x4)	Weekly Operational (x4)	Weekly Operational (x4)	Weekly Operational (x4)	Weekly Operational (x4)	Weekly Operational (x4)	Weekly Operational (x4)

Figure 3 – Example of Periodic Meetings

4.2.8. In addition to routine calls and informal meetings, the following meetings are to be held (note these are examples and to be agreed and defined during the Mobilisation Phase):

(a) **Strategic Board Meeting:** Annual review to discuss overall performance, align strategic direction of the contract and provision of Services with the business and operational requirements;

(b) **Monthly Senior Leadership Team Meetings:** The Supplier to attend part/all of these to present and discuss performance in the

context of the whole estate, discuss strategic and key operational topics, and opportunities for innovation (also refer to Schedule 7.6 (Anticipated Savings));

(c) **Monthly Functional Leadership Team Meeting:** Monthly meeting to review overall operational performance of the Supplier Services and Monthly Management Report which is presented to the Authority;

(d) **Monthly KPI and Supply Chain Performance Management:** Commercially orientated meeting to review and agree KPI scoring and sign off invoices – information provided by the Supplier shall be used to support these meetings. The Supplier may be asked to attend these meetings;

(e) **Weekly Operational meetings**: As required per Service Tower/Workstream. Day to day operational progress, projects, performance management, process improvement etc.; and

(f) **Working Groups**: As required per Service Tower/Workstream. Subject specific to key activities for the department e.g. Auditing, Finance, Service Delivery for the purposes of the continuous improvement and management of the Authority functions.

4.2.9. Additionally, throughout the Mobilisation Phase a Project Board will be established between the Authority and the Supplier to ensure the successful mobilisation and transition. These requirements are detailed in Schedule 8.1 (Governance).

4.2.10. The Supplier is required to not only ensure that it has the right resources attending and contributing to these meetings but to also provide the required supporting data, reports and processes to enable constructive dialogue. Refer to Minimum Reporting Requirements in Schedule 2.1F (Data, Analytics and Reporting).

4.2.11. It will be the responsibility of the Supplier to provide the appropriate Supply Chain reports and data to the Authority to undertake Supply Chain performance management on a periodic basis, and also for the Authority to view, interrogate, analyse, and work with the Supply Chain data from the Supplier's Systems on a day to day basis. These requirements are detailed in Schedule 2.1F (Data, Analytics and Reporting) Statement of Requirements.

4.3. Terms of Reference

4.3.1. Annex 3 – Terms of Reference includes an example Terms of Reference the Authority propose to use in support of the overall Control Framework and Governance. These ToRs contain the control measures the Authority require and expect to see mirrored in the Supplier's business processes and controls. This alignment ensures transparency and efficiency, establishes best practice and supports the ongoing management of the Control Framework.

4.3.2. The Authority require the Supplier to align their own internal auditing, risk management, and process ownership to those of the Authority enabling the ongoing auditing by the Authority of the services.

4.4. Processes and Process Documentation

4.4.1. Whilst the Authority have developed the high level business process documentation, some of which have been included in Annex 4 – Authority Key Processes, the Authority expects to continue to develop, optimise, and manage these in collaboration with the Supplier especially during the Mobilisation Phase.

4.4.2. The Supplier shall be responsible for developing and updating its business processes (ensuring that such processes align with the Authority's processes), communicating and managing change to all affected parties. t

4.4.3. The Supplier will also be required to support the development of any new end-to-end processes required, and undertake general process improvement, in partnership with the Authority and the Policy & Compliance department during the Mobilisation Phase and the Term focusing on continuous improvement and maintaining accurate and up to date process maps.

4.4.4. All relevant process, standards, and supporting documentation will be maintained and align to the Authority's formats and templates, and made available on appropriate shared platforms, to be confirmed during the Mobilisation Phase.

4.5. Risk Registers

4.5.1. Within the Authority's Control Framework there is a defined risk register model, template, and defined risk ratings which will be shared during Mobilisation Phase.

4.5.2. The Supplier shall adopt the Authority's risk register model and shall identify, manage and review their risks on an on-going basis and ensure that an accurate and up to date Risk Register(s) is available as a core component of the Control Framework.

4.5.3. The Authority expects Risk Register(s) reviews to form part of the Terms of Reference and for them to be reviewed periodically.

4.5.4. The frequency of Risk Register reviews and the format of any Auditing will be defined in collaboration with the Supplier during the Mobilisation Phase.

4.5.5. The Supplier shall work on a continuous improvement basis to address the risks identified and to put in place the appropriate protections, mitigations, and actions to ensure all risks are appropriately managed.

4.5.6. The Supplier shall inform the Authority of any new risks identified in the course of 'business as usual' and the Authority and Supplier will work to define the mechanism and speed of escalation as part of the Mobilisation Phase.

4.6. Health & Safety and Risk Management

4.6.1. The Authority places a high priority on health and safety in the workplace. The Supplier will be required to operate, and to ensure that any Sub-contractors or third party contractors directly under its control operate a safe system of work that complies with all relevant health and safety legislation.

4.6.2. It is essential that all health and safety risks are identified and control measures are implemented to eliminate or reduce the level of risk to as low as reasonably practicable.

4.6.3. The Authority will retain overall accountability and responsibility for the health and safety of its own employees and customers.

4.6.4. The Supplier shall procure, on behalf of the Authority the following Health and Safety related systems:

(a) Safety Online – Accident Reporting System (SHE software) used for accident and incident reporting; and

(b) Training and Risk Assessments for Health and Safety (Essential Skillz software) used for DSE assessments.

4.6.5. The Supplier shall:

(a) ensure all the obligations under Health and Safety at Work Act 1974 etc, the Regulatory Reform, (Fire Safety Order), 2005 and other relevant Acts of Parliament, Laws, regulations and Good Industry Practices are fully delivered and kept in full compliance in relation to Services provided by the Supplier to the Authority This includes doing all that is reasonably practicable to ensure the health, safety and welfare at work of all Authority Employees, Authority Customers, visitors and other third parties who might be affected by the Authority activities and who visit the Authority Estate; and

(b) adhere to the requirements of the Authority's Health and Safety Policy as provided in Schedule 2.6 (Authority Policies).

4.7. Auditing

4.7.1. The Supplier shall manage their business and operations with their own Quality Management system, including their own audit strategy to maintain and improve their business.

4.7.2. In line with Schedule 7.5 (Financial Reports and Audit Rights) and this Statement of Requirement, the Authority requires the Supplier to support the auditing activities of the Authority through the Supplier's systems not limited to, but including hosted data, providing reports, compliance certificates, work order and ppm performance, demonstrating audit trails, financials, etc. This is with respect to both the auditing of the Supplier's performance and, supporting the auditing of the Supply Chain partners.

4.8. Data and Estates Target Data Model

4.8.1. This section should be read in conjunction with the Authority's Data and Information Strategy (DIMS) *[Note this will be provided during the Mobilisation Phase]*. The Supplier is required to comply with its obligations set out elsewhere in this Agreement, including without limitation, Statement of Requirements 2.1F (Data, Analytics and Reporting), Schedule 2.3 (Standards), Schedule 2.4 (Security Management) Schedule 2.6 (Authority Policies) and Schedule 13 (Processing Personal Data).

4.8.2. The Supplier shall hold data and conform where relevant with (including but not limited to):

(a) ISO 19650;

(b) ISO 55000:2014;

(c) ISO 55001:2014;

(d) ISO 55002:2018;

(e) SFG20+;

(f) UNICLASS2015; and

(g) Greenhouse Gas Protocols.

4.8.3. The Supplier will check that the data received from any Authority Supply Chain Member adheres to the requirements of paragraph 4.8.2 and where it is identified that such data does not comply, the Supplier shall notify the Authority and the relevant Authority Supply Chain Member and propose a resolution plan to be agreed by the Authority.

4.8.4. The Authority Supply Chain Members are responsible for the data accuracy of the Master Data it provides to the Supplier. The Authority, Supplier and Authority Supply Chain Members shall work collectively to support the overall data governance and Target Data Model (as set out in the Authority's Data and Information Strategy).

4.8.5. The Supplier shall be responsible for the overarching data governance model that ensures the Master Asset Register is accurate at all times and representative of both the Master Data and the physical Assets. The data governance model should align and support the Authority's Data and Information Management Strategy (which contains its Target Data Model) *[Note this will be provided during the Mobilisation Phase]*. This includes but is not limited to the following:

(a) proactive measures to maintain data accuracy and completeness, including continuous improvement initiatives;

(b) reporting of data accuracy and completeness;

(c) proactive and reactive Master Asset Register and Master PPM Schedule Change Control processes (as referenced in Schedule 2.1D (Asset Management);

(d) undertaking audits of the data (working with both the Authority and Authority Supply Chain Members); and

(e) checking data received from Authority Supply Chain Members adheres to the Cost and Financial Management data requirements as set out in Schedule 2.1E (Cost and Financial Management). Where it is identified that such data does not comply with such requirements, the Supplier shall notify the Authority and the relevant Authority Supply Chain Member and propose a resolution plan to be agreed by the Authority.

4.9. Mobilisation

4.9.1. During the Mobilisation Phase, the Supplier will develop its Detailed Solutions for each Statement of Requirement in order to deliver the Services of this Agreement. This will be Approved by the Authority as per the requirements of Schedule 6.1 (Mobilisation). For avoidance of doubt this shall include, without limitation, the following:

(a) Account Management Detailed Solution;

(b) Helpdesk and Work Order Management Solution;

(c) Asset Management Detailed Solution;

(d) Cost and Financial Management Detailed Solution;

(e) Data, Analytics and Reporting Detailed Solution;

(f) Systems Detailed Solution;

(g) Supply Chain Transition Detailed Solution;

(h) Mobilisation Detailed Solution; and

(i) Exit Detailed Solution.

4.10. Exit

4.10.1. During the Mobilisation Phase, the Supplier will develop its Exit Detailed Solution to reflect the requirements of this Agreement (Schedule 8.5 (Exit Management)), including any references to exit in Schedules 2.1B to 2.1H. This will be Approved by the Authority as per the requirements of Schedule 6.1 (Mobilisation).

4.11. Authority Supply Chain Contract Management

4.11.1. As referenced in 1.5.4, the Authority is responsible for the contract management of the Authority Supply Chain Members.

4.11.2. The Authority's Supply Chain Management function will reside within the core management function of the Authority and there will be dedicated Supply Chain Management resources managing the relationship between the Authority and the Supplier.

4.11.3. Additionally, there will be Supply Chain Managers embedded within the Authority Service Lines managing the Authority Supply Chain Members, matrix managed by the core management Supply Chain Management function. The Supplier will work closely with the Authority's Supply Chain Managers ensuring the appropriate data and MI is made available to them in support of their role.

4.11.4. In order for the Authority to manage the Authority Supply Chain Members, the Supplier will provide data analysis and insights regarding the performance of the Authority Supply Chain Members as defined in Schedule 2.1F (Data, Analytics and Reporting).

4.11.5. The Authority will notify the Supplier of approved contract notices and or contract variations issued in respect of the Authority Supply Chain Contracts.

4.11.6. The Supplier shall and is responsible for applying and implementing the approved variations and/or changes to the data and system as applicable to the Services.

4.12. Projects, Capital and Life Cycle Works

4.12.1. The Authority is currently evolving the Projects, Capital and Lifecycle Works function as part of the wider Estates operating model review. The Authority currently works with multiple Authority Supply Chain Members including Project Delivery, Professional Services and Furniture Supply Chain Members.

4.12.2. At the time of issuing this draft contract, the Authority is in the process of procuring an Estates Programme Management (EPM) Services contract. This is a new Authority Supply Chain Member. The EPMS Supply Chain Member will be responsible for programme management and strategic co-ordination of the Authority's Projects pipeline. Further details regarding EPM Services are detailed in Annex 1 of this Schedule 2.1 B (Statement of Requirements – Account Management).

4.12.3. The Supplier shall be required to aggregate data and information from the EPMS Supply Chain Member in order to provide the Authority with reporting on Projects and Life Cycle Works across the Authority's Estate. The requirements for reporting are further detailed in Schedule 2.1F 'Data, Analytics and Reporting' and Annex 1 of Schedule 2.1F. The requirements for Systems integration for this Supply Chain Member are provided in Schedule 2.1G (Statement of Requirements - Systems).

4.13. Change Control Procedure

4.13.1. Change is a natural process and the Supplier is expected to embrace the opportunities afforded by change in accordance with Schedule 8.2 (Change Control Procedure).

4.13.2. The Authority may be subject to Change at short notice. Such Change may result in a requirement for the Supplier to react swiftly to implement Change by working with the Authority. The Supplier will produce an analysis of the impact of any Change, requested by either party, to any of the Service(s) in terms of its potential impact / risk to other aspects of the Services to the Authority Estate and Supplier Personnel, to Services provided by other contractors, and to any other ongoing programmes howsoever organised.

4.13.3. The Supplier will ensure that any additional anticipated costs are minimised or mitigated through flexible service management. Equally, the Supplier shall ensure that any potential savings are maximised.

4.13.4. No Charges for any Change or variation to the Services will be payable to the Supplier without the written agreement and approval of the Authority via the Change Control Procedure.

4.14. Communications

4.14.1. Communication is a vital component in upholding the Authority's ways of working commitments.

4.14.2. The Supplier will undertake development, agreement and implementation of a Mobilisation communication plan during the Mobilisation Phase (as detailed in Schedule 6.1 (Mobilisation). The Supplier will develop and deliver a comprehensive communications strategy for the term of the Agreement, promoting the Authority's ways of working commitments (as set out in paragraph 2.1 above)

4.14.3. Engaging with a broad range of stakeholders to meet the joint strategic objectives of the Authority and the Supplier, the communication strategy will include as a minimum:

(a) detailed communication plans for each stakeholder group;

(b) the use of a variety of engaging communication channels;

(c) clearly defined roles and responsibilities;

(d) mechanisms for effective measurement of communication; and

(e) providing information and training for the Authority and the Supply Chain in relation to the Supplier Solution, the Systems Detailed Solution and the Services.

4.14.4. The Supplier shall ensure the required governance and approvals is incorporated and agreed as part of the Account Management Detailed Solution, incorporating relevant parties including Estates via the Director's Office and the Estates' corporate communications team.

4.14.5. The Supplier shall ensure that all documentation and communications adhere to the Authority's document classifications (see Schedule 2.1F (Data, Analytics and Reporting) Statement of Requirements – for Data Management and Security Standards).

4.15. Business Continuity ("BC"), Disaster Recovery and Planning

4.15.1. During the Mobilisation Phase, and with reference to Schedule 2.6 (Authority Policies) the Supplier will provide evidence to the Authority of its BC Programme Management (BCM) which should adhere to industry standard ISO22301, and will include the following BC specific documentation and records as a minimum which will be produced and maintained.

4.15.2. A business continuity plan ("**BCP**") relative to all the Services. This will include ensuring the Supplier's organisation has clear roles, responsibilities and procedures in place to ensure compliance with the Authority's Business Continuity Policy, provided in Schedule 2.6 (Authority Policies) of the Agreement. The BCP will include strategies for the ongoing delivery of the activities provided within this Agreement and which minimise the impact of disruptive incident(s), specific to but not limited to:

(a) loss of people;

(b) loss of premises;

(c) loss of technology;

(d) loss of (destruction) and/or compromised (corruption) information; and

(e) loss of suppliers and/or partners

4.15.3. The BCP will articulate the Supplier's:

(a) incident response structure and/or plans;

(b) BCM maintenance, monitoring and review procedures;

(c) exercising and/or rehearsal arrangements; and

(d) lesson learned activities.

4.15.4. The BCP's 'Business Impact Analysis' shall identify the Supplier's critical activities, Recovery Time Objectives (RTO) and Maximum Tolerable Periods of Disruption (MTPD) that will enable the requirements of the Authority to be met.

4.15.5. The BCP shall include a 'Threat and Risk Analysis' to the delivery of the overall Agreement and the activities delivered within the Term of the Agreement.

4.15.6. The BCP shall detail how the Supplier shall provide a tactical solution for the first twenty (20) Working Days to protect the Authority, Authority Employees, Authority Premises and Authority Assets.

4.15.7. The BCP shall include evidence reasonably required by the Authority that personnel assigned to the BCM under the Agreement are competent to perform the required tasks. For example, membership of the Business Continuity Institute at the minimum level of 'Certified' (CBCI).

4.15.8. The Supplier shall therefore ensure that agreed and acceptable strategies (to the Authority) are documented within the BCP, so that in the event of disruptive incident there is the minimum interruption to the standard of service.

4.15.9. The Supplier shall agree to test the agreed BCP(s) at least once annually (any actual invocation within the year negates the need for a test) so that the Supplier shall demonstrate to the Authority, the Supplier's ability to:

(a) invoke the Approved BCP and inform the Authority immediately; and

(b) provide the Services as soon as practicable following invocation and for the period of any disruptive incident.

4.15.10. The Supplier must also meet the following Authority specific BCM requirements:

(a) all BCM documentation and records must be reviewed at least annually and updated accordingly and operate in tandem with any updates to the Authority's Business Continuity Plan; and

(b) following exercising or actual invocation of BCPs and/or incident management plans, a lessons learned exercise must be undertaken and a lessons learned report produced within twenty (2) Working Days of revocation of the BCP.

4.15.11. In the event of an incident occurring likely to result in the deployment of the business continuity plan, the Supplier shall execute, deliver and manage the plan forthwith and ensure this is communicated to the Authority immediately.

4.15.12. In the event of a major (catastrophic) disruptive incident the Supplier will, in conjunction with the Authority, determine appropriate measures to ensure continuity of the Services provided under this contract. This may include identifying alternative Supplier premises, decanting staff to Authority sites or returning delivery of the services to the Authority in the interim period.

4.15.13. The Supplier must notify the Authority as soon as reasonably practicable and in any event, no later than 24 hours unless specified elsewhere in Schedule 2.1 (Statement of Requirements) documentation, following:

(a) any risk or any actual disruption to the Services; and

(b) the activation of its BCP.

4.15.14. In the event of a major (catastrophic) disruptive incident the Authority will support the delivery of the Services. The Authority will consider invocation of emergency procedures, as deemed suitable at the time, such that all services delivered under this Agreement are maintained.

4.15.15. The Supplier must at the request of the Authority provide whatever support and assistance may reasonably be required by the Authority in response to any national regional or local emergency or incident.

4.16. Complaints and Escalation Management

4.16.1. The Supplier shall implement and manage a formal complaints process, to be agreed with the Authority within the Mobilisation Phase.

4.16.2. The Supplier shall inform the Authority of all substantiated complaints received about the Services delivered under the Agreement. The Supplier shall be required to deal directly with complaints and shall provide a senior employee and any specialists to attend meetings at the Authority's request. Any unresolved issues will be escalated to the Project Board or in accordance with the Control Framework (as the case may be).

4.16.3. All formal complaints and escalations for services provided by the Authority or its Supply Chain shall be recorded on the Helpdesk. The Supplier shall notify the Authority and / or the relevant Authority Supply Chain Member. The Supplier shall provide the information and ability to use the Supplier's System to enable the Authority to respond and conclude complaints in line with the Authority's Complaints Procedure.

Annex 1 – Authority Supply Chain Members

Refer to separate document

Annex 2 – Key Account Management Personnel Role Descriptions

Account Director

A senior individual with a well-established and in depth network, accountable for the successful delivery of all the Services, achieved through forming first class, strong client relationships.

The Account Director shall:

- Develop the Supplier strategy, identifying breakthrough initiatives and projects that drive and support delivery in line with Authority's current, emerging and strategic needs
- Be responsible for developing long term relationships with Authority senior leaders and Supply Chain based on mutual trust and driving value
- Develop, promote, and support the implementation of effective improvements in operations, increased customer satisfaction and assured compliance across all standards, policies and regulations
- Be an effective communicator, collaborator and change agent who possesses the appropriate business acumen to meet or exceed the needs of the Authority organisation
- Develop an organisational culture which reflects the core values of the Authority, such that a positive employee relations climate and working environment of continuous improvement
- Act as overall escalation point with sufficient knowledge for all aspects of the Services, its people and this Agreement
- Lead on the provision of all Services ensuring the highest standard and meeting Authority's requirements and expectations in a complex estate environment
- Ensure operating systems to integrate across multiple data feed from the Authority Supply Chain Members to deliver insight, reporting, analysis, and MI across all service towers
- Provide the infrastructure enabling the Authority to leverage the Supply Chain and the estate fully
- Maintain in-depth strategic and operational familiarity with the Authority's Estate and operations, playing an active role and have the ability to support the Authority in strategic decision making across all activities throughout the Term
- Develop successful cost effective mobilisation, Authority Supply Chain Member transition and operational plans to ensure that the commercial and operational deliverables are met within agreed timescales.

Business Intelligence and Management Information Lead

A nominated senior individual, strategic and technical in nature, who will be responsible for ensuring the Supplier System(s) Solution is established to provide the business intelligence and insight through analysis, reporting, monitoring and prediction. As well as ensuring the production of defined outputs this role will pro-actively encourage and exhibit by example a strategic insight approach; always looking for new insight to be developed, improving data collection and reporting, and fostering a continuous improvement mentality across the Supplier, Authority and Supply Chain Member teams.

This individual shall:

- Have overall accountability for the provision of MI, Reporting, business intelligence to the Authority
- Manage and develop the business analysis team to deliver insightful and commercially astute analysis that support strategic and operational planning and decision making across the Authority's Estates organisation
- Be responsible for ensuring the data held within the Supplier's System(s) Solution (as more particularly described in Schedule 2.1G (Systems)) represents the data required by the Authority
- Own and deliver an analysis roadmap that continuously improves the quality and process for delivering analytic outputs, capability, and knowledge sharing across the Estates operating model
- Be responsible for the Supplier's Data Governance, connecting data sources from across the operating model including the Supply Chain, the Authority and wider government (where applicable) performing scenario analysis and forecasting techniques
- Deliver well designed, thorough, innovative and commercially focussed analysis projects to support key strategic and operational decision making
- Implement best in class data analytics practices, clear presentation of findings, and help to establish a core set of analysis tools and data across the organisation
- Maintain a thorough understanding of performance trends and activity across the business, benchmarked with the wider market, in order to ensure relevant, dynamic insights are delivered to the Authority in a timely fashion
- Work closely with the system and data stakeholders across the Authority and Authority Supply Chain Members to ensure development of appropriate data platforms and solutions to support the delivery and continuous improvement of data-driven analysis and insights
- Maintaining in-depth strategic and operational familiarity with the Authority's Estate operations and business objectives, playing an active role across all activities throughout the Term.

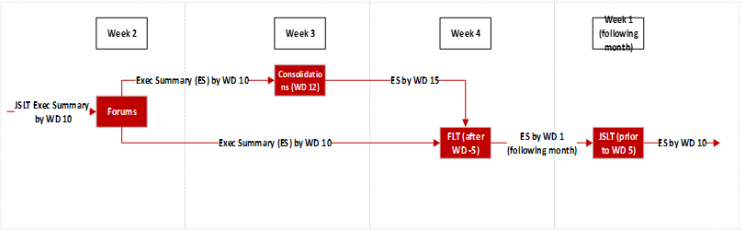
Annex 3 – Terms of Reference

Example Terms of Reference Template

Group Name			
Frequency and Location	Annually / Quarterly / Monthly / Weekly		
Report Deadline	DD/MM/YY		
Purpose			
Review Period	DD/MM/YY - DD/MM/YY		
Inputs/ Outputs			
Agenda/ Core discussion topics		1. Assurance and Compliance	
		2. Change	
		3. Finance	
		4. Performance	
		5. Risk	
		6. Any other business	
Management	1. Chair: TBC		
	2. Secretariat: TBC		
Data			**Data Owner/Steward**
Escalations/ Operations	**Original Meeting Title & Date**	**Escalation Description**	**Associated Risk**
Expected Outcomes	**Outcome**		**Timeframe**
People			
Meeting Linkages	[Diagram of all meetings flowing into this meeting/ being influenced by this meeting]		
Meeting Timeline	[Monthly drumbeat for this meeting]		

The presence of the attendees listed below is required at all meetings.		
Attendee	**Role**	**Responsibilities**
The presence of the following attendees listed below is required as necessary, in-line with departmental needs:		
Attendee	**Role**	**Responsibilities**

Reporting	
Report Deadlines	***Example of reporting structure***



Example Weekly Operational Meeting Terms of Reference

Weekly Operational Meeting – Service Delivery			
Frequency and Location	Weekly – Every Thursday @ 1300 - 1500		
Report Deadline	Each Tuesday @ 1700 – issued to all attendees		
Purpose	Ensure the day to day responsibilities of the department are upheld, customer performance is maintained, and to identify any Health & Safety or Risks that need addressing		
Review Period	Previous week ending DD/MM/YY		
Inputs/ Outputs	Supply Chain Data Integrator and SC reports Customer insight Action Tracker	Action Tracker Meeting minutes	
Agenda/ Core discussion topics	Standing agenda plus any additional agenda items requested e.g. project updates	1. Performance	
		2. Health & Safety	
		3. Assurance and Compliance	
		4. Action tracking and updates	
		5. Risk	
		6. Any other business	
Management	1. Chair: DWP FLT Member (TBC)		
	2. Secretariat: TBC		
Data	Standard Integrator Performance Dashboard HSE Log Risk Register		**Data Owner/Steward**
			• Integrator (Name)
Escalations/ Operations	**Original Meeting Title & Date**	**Escalation Description**	**Associated Risk**
Expected Outcomes	**Outcome**		**Timeframe**
People			
Meeting Linkages	[Diagram of all meetings flowing into this meeting/ being influenced by this meeting]		
Meeting Timeline	[Monthly drumbeat for this meeting]		

The presence of the attendees listed below is required at all meetings.

Attendee	Role	Responsibilities
DWP Team	Lead the meeting	Performance Management, Escalation, Financial Control
Integrator Team	Provide Data & Reporting	Ensure accurate and timely data, answer data & reporting queries
Supply Chain Team(s)	Provide delivery updates/services	Ensure performance meets SLA's, raises risks,

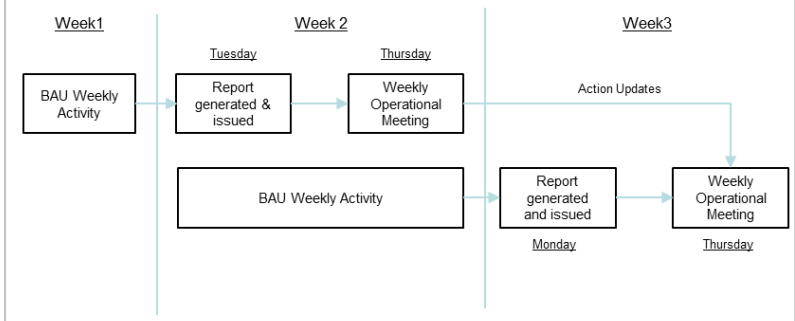
The presence of the following attendees listed below is required as necessary, in-line with departmental needs:

Attendee	Role	Responsibilities
DWP Projects	Project Management	Ensuring alignment of projects with BAU delivery

Reporting

Report Deadlines

Example of reporting timeline



Annex 4 – Authority Key Processes

Refer to separate document