



Crown
Commercial
Service

The Customer Needs

Technology Services RM3804



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1. Introduction

This will replace;

- Technology Services, RM1058, expires in May 2017.
- Enterprise Application Support Services, RM1032, expires August 2017.

Overall look and feel

- Simple
- Easy to use / Call Off
- Easier to use terms and conditions
- Cater for a variety of market strategies from disaggregation to single outsource vendor deals
- Variety of Call Off options including
 - Direct award / catalogued services desirable
 - Joint solution development
 - Further competition

Key service lines

- Hardware/desktop as a service
- Managed desktop
- Network management
- Service integration
- Service desk
- Security (SOC)
- Application management
- Asset management
- Disaster recovery

Key policies

- Security (security level of the system/solution)
- Digital by default
- Cloud first
- SME growth
- Re-use / sharing of systems

Key Terms and Conditions

- TUPE
- Collaboration
- Exit clauses
- Plain English

1.1. Background

This procurement is a new framework agreement for Technology Services.

We have worked closely with some of our major customers and partners to design and develop this agreement; including Home Office, Ministry of Defence (MoD), Yorkshire Purchasing Organisation (representing Local Government) and Crescent Purchasing Consortium (representing Education).

We currently have a number of frameworks covering this market. Based on our customer and supplier user needs research, we are iterating and consolidating these services into the Technology Services 2 agreement.

Technology Services 2 includes (but is not limited to) services that were previously provided under the following frameworks:

- Technology Services, RM1058. Used for central government customers and the wider public sector to provide technology services in connection with “Digital by default” agenda.
- Enterprise Application Support Services, RM1032. Used for support of large enterprise level applications, typically Oracle or SAP.

A PIN was published on the 9th August 2016.

Details of the premarket engagement undertaken by CCS can be found [here](#).

1.1.1 Aims

Our aim in developing a new agreement is;

“To be the preferred customer route to market for sourcing Technology Services and Transformational Support, in line with Government policy and strategy. Providing the right supplier market for our customers and a healthy pipeline of opportunity for our suppliers. Offering flexible routes to market, whilst ensuring ‘value for money’ for our customers”

1.1.2 Scope

The agreement will include but not be limited to the following technology support services:

- Hardware management and support
- Software management and support
- Network management and support
- Data management
- Enterprise Security Operation Centre (SOC)
- Technology service discovery
- Technology service disaggregation
- Transition and transformation of existing technology services
- Technology strategy & service design

This agreement will exclude the following:

- Supply of products (hardware, software and networks)
- General technology consultancy services
- People / interim contractors – contingent labour services
- Hosting services
- Fixed or mobile telephony or network connectivity services

1.1.3 Strategic Fit

Our aim is to significantly grow the use of Technology Services 2 as the primary services agreement complementing Technology Products 2, G-Cloud our other technology service agreements.

The growth is predicted to come from both central government and wider public sector customers with wider public sector likely to be the larger opportunity in this space. This agreement aligns to a wide variety of relevant policies and strategies, both commercial and technical.

The aim is to provide customers with flexibility in how they contract for their technology service needs. This supports central government policy around disaggregation of large outsourced IT contracts. It also enables the wider public sector to order services in a manner that makes technical and commercial sense to their individual circumstances. We are creating a broad supply base which supports development of SME suppliers and innovative approaches that support a range of customer needs.

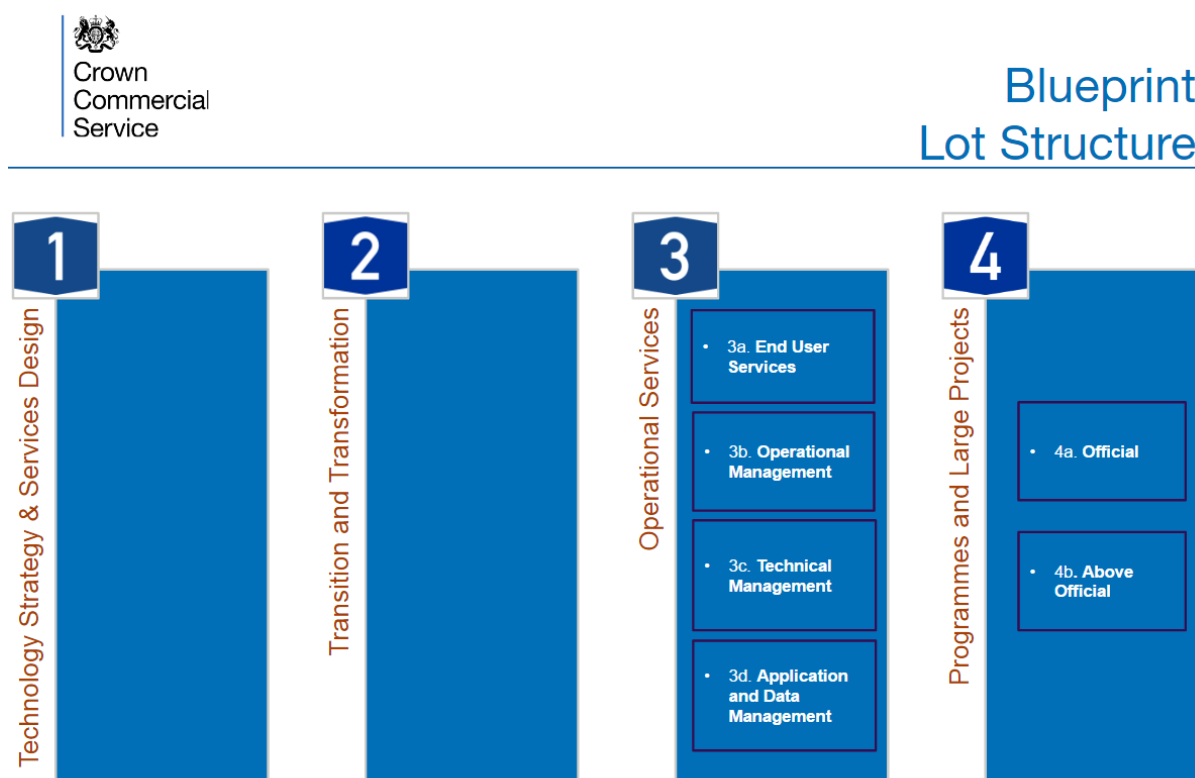
The new agreement links with Technology Products 2 and other CCS agreements. Thereby allowing a Technology Services 2 supplier access, as an agent, to the supply of products used in the performance of services. For example servers (infrastructure sourced via Technology Products 2) within a hosted (service sourced via Technology Services 2) environment. This separates supply of services from supply of products, ensuring transparency and flexibility.

We are working with Common Technology Services¹ to develop commoditised technology service offerings that can be competitively priced by suppliers and made available via the Crown Marketplace. This work is in the early stages of development and our plan is to leave direct award open as an option under this agreement and to incorporate new services into the Crown Marketplace as they become defined over the life of the agreement.

¹ <https://www.gov.uk/government/groups/common-technology-services-cts>

1.2. The opportunity

The Technology Services 2 Framework agreement comprises 4 lots



These lots are structured around the lifecycle of a service, with 2 lots covering design and migration of services and 2 covering operational delivery.

This structure has been developed with extensive customer and supplier input.

The agreement will run for an initial 2 years with options for 2 extensions of 1 year each.

Maximum Call Off contract lengths vary by lot;

- Lot 1 Technology Strategy and Lot 2 Transition & Transformation = up to 2 years
- Lot 3 Operational Services = up to 5 years
- Lot 4 Programmes & Large Projects = up to 7 years

There will be no limit on the number of successful suppliers on each lot, however all suppliers will need to achieve a minimum combined quality/price score of (550).

Minimum requirements

To bid for this opportunity, you must meet the following minimum criteria.

You must:

- Complete 'Your Offer', and all required fields within the e-sourcing suite.
- Have a minimum Dunn & Bradstreet Failure Score of 51 or above for Lot 3.

- Have a minimum Dunn & Bradstreet Failure Score of 21 or above for Lot 1 and Lot 2.

Failure Score	Risk Indicator	Probability of Failure
86 – 100	1	Minimum Risk
51 – 85	2	Lower than average risk
11 – 50	3	Higher than average risk
1 – 10	4	High risk
-	-	Insufficient information

If your company does not meet the minimum Dunn & Bradstreet failure scores listed above, alternative evidence of financial health and / or a guarantor who does meet these minimum failure scores must be provided. Your, or your guarantor's, financial risk level must be acceptable and we will use the alternative evidence to complete the Financial Assessment Template in the eSourcing Suite.

If you do not meet any of these minimum requirements, and we are not satisfied that your, or your guarantor's, financial risk level is acceptable, you will be excluded from this procurement.

2. Specification²

2.1 Our priorities

Policy Deliverables

- Security Code of Practice
- Digital Service Standard
- Technology Code of Practice
- Supplier standard for digital and technology service providers
- Growth of spend with SMEs and disaggregation of contracts
- Re-use / sharing of systems

Key Areas of Law

- Social Value Act 2012
- Modern Slavery Act 2015
- Equalities Act 2010

2.1.1 Social Value

In the public sector we want the best possible outcomes from our procurements. This includes getting relevant social, environmental and economic benefits from contracts in line with Social Value legislation.

The Supplier will from time to time provide further information in respect of:

- Growth:
 - Competence: training & apprenticeships
 - Capacity: promotion of diversity, SMEs
- Transparency
 - Tax and compliance, including IR35 compliance
- Information assurance, confidentiality and access to information
- Equality, diversity and inclusion
- Modern Slavery
- Environmental Sustainability
 - Energy Efficiency

² Note to Bidders – Everything in this section “Specification” will be used to populate Framework Schedule 2 – Goods and Services and Key Performance Indicators (KPIs)

- Waste, including Waste Electrical and Electronics Equipment (WEEE), Restriction of Hazardous Substances (RoHS) and closed loop WEEE recovery

2.1.2 Equality, diversity and inclusion

The Equality Act imposes specific duties on the Public Sector to:

- Eliminate unlawful discrimination
- Advance equality of opportunity for people with protected characteristics by:
 - Removing / minimising disadvantages
 - Meeting their specific needs
 - Encouraging their participation in public life, or other areas where their participation is low
- Foster good relations (tackling prejudice and promoting understanding between people who share a protected characteristic and others).

Customers may have specific Social Value priorities relating to equality and diversity. These will be clarified at Call Off and may be examined further. Examples include:

- Promoting collaboration with Voluntary, Community and Social Enterprises (VCSE)
- Providing education / employment opportunities for protected groups, including opportunities for Supported Businesses in your supply chain
- Improving disabled users experience and/ or access to technology services

2.1.3 Energy Efficiency

Public Bodies have multiple obligations relating to improving energy efficiency of their operations and related services. We require that any new products purchased by a Supplier, wholly or partially to deliver a service, comply with:

The standards for products referred to in points (a) to (d) of Annex III of the Energy Efficiency Directive (EED).³ Furthermore the UK is legally required to encourage public bodies not in scope to act in accordance with Article 6 of the Directive.

This requirement does not require that existing equipment be upgraded, but that any new equipment purchased, either wholly or partially, for the purpose of the Service in question meets the levels set out in Article 6 of the EED.

For example, any new printers purchased wholly or partially for the delivery of this Service must meet the requirements of points (a) to (d) of Annex III of the EED. E.g meet the energy efficiency standards of Energy Star for printers. However existing stock printers in use by the supplier would not need to meet the requirements.

³ <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32012L0027>

2.1.4 Customers' Social Value Priorities

Customers may have specific Social Value priorities, relating to the area in which the Service is being delivered, which they will make clear as part of their call for competition.

Customers have flexibility, at Call Off to vary the percentage of the award allocated for Social Value benefits, provided it stays within the overall principles of evaluation criteria detailed in the Framework Agreement (Schedule 6).

You may be required by Customers to identify Social Value benefits you believe are relevant and proportionate to the Customer's requirement and how you will work with the Customer to deliver those benefits.

2.2 Scope

For all lots services will be required throughout the UK but individual suppliers only need to demonstrate ability to provide services within the UK, not across all of it.

Occasional overseas requirements may occur and ability to cover appropriate locations will form part of customers Call Off requirements.

Transfer of Undertakings – Protection of Employment (TUPE) may apply to some Call Off contracts. Customers will make suppliers aware of any TUPE implications for their individual contracts during the Call Off process. Suppliers will be expected to provide all TUPE considerations, including pricing implications, at that Call Off stage if TUPE becomes part of a requirement.

In all circumstances the services should be provided in line with government's "Supplier standard for digital and technology service providers"⁴

2.2.1 Lot 1 – Technology Strategy and Services Design, suppliers of either of the following;

Note that Suppliers under this lot may provide both the Strategy services or the Service Design services; or just one. Suppliers do not necessarily have capability to supply both.

Strategy

The design of Customers technology strategies, using either classic (waterfall) or agile (iterative) approaches. The strategy may be new, modified or an enhancement of the current strategy. The design approach of the strategy will be dependent upon the life expectancy of the strategy and how dynamic the organisation may be.

Key attributes:

- Capability analysis - identification of current business capability (as is) and that which will be needed for the future state (to be).
- Enterprise architecture using the open group architecture framework (TOGAF) or similar
- Technology gap assessments - the assessment and recommendation of the right technology to plug the capability gap between the as-is and the to-be.

⁴ <https://www.gov.uk/government/consultations/supplier-standard-for-digital-and-technology-service-providers>

- Business models - identification of the correct commercial and operational models to deliver the technology strategy (insourced, outsourced or multi-sourced models).
- Architectures - identification of the correct technology architecture to deliver the technology strategy (in-house hosted, private cloud, hybrid or public cloud).
- Road-mapping - the development of technology roadmaps to co-ordinate the delivery of the technology strategy.
- IT financial management - development of an IT financial management approach to support the technology strategy, in order to manage investment and costs and obtain business benefit from any investments.

And / or

Service Design

The identification and design of technology services including resources, processes and assets to meet customer and/or end user service needs. This includes auditing current service provision, continuous service improvement and developing new services.

Services may be designed in line with IT Service Management Models (ITSM) such as ITIL, Cobit, ISO/IEC 20000-1 or others, as required.

Key attributes:

- Operational service design - working with customers and end users in order to design a service delivery model that meets the current and future business needs and demand.
- Demand management - capacity planning processes and systems.
- Service Levels, Performance Design - developing service levels and KPI's for services in scope, their measurement and reporting and how service provider(s) may work to achieve and maintain them.
- Service Availability – designing monitoring, assurance and continuity of service processes and systems to meet current and future business needs.
- Risk – ensuring proactive risk identification, mitigation and management to deliver service continuity.
- Security – appropriate security protection in line with business needs.
- Supply chain - designing, integration and management of commercial processes to ensure service integration and efficient operation in a multi supplier eco system.
- Applications - identification and specification of any appropriate databases, applications or toolsets to deliver the services.

2.2.2 Lot 2 – Transition and Transformation

Transition and transformation services which supports the implementation of new services, service providers, architectures or processes in line with the customer specifications and/or services strategy, with minimal risk and impact to the organisation. The Supplier shall conduct the process in a cost effective and timely manner. The service(s) may be new, modified, enhanced or the retirement of a service(s).

This lot also covers transition from one operational site(s) and/or service provider(s) to an alternative and/or insourcing of previously outsourced services.

Key attributes:

- The identification of the transition/transformation success factors and their measurement.
- Risk analysis and risk management.
- Audit and due diligence activities for the present customer estate.
- Project and programme management, including planning, delivery and reporting.
- Implementing and managing the transition/transformation process and coordination of resources, potentially across a multi supplier environment.
- Post transition/transformation review to identify if the objectives, success factors and benefits have been met and realised.
- Legacy service decommissioning and disposal, including planning, delivery and coordination of activities.

2.2.3 Lot 3 – Operational Services

The services, processes and tools needed to manage the provisioning, capacity, performance, security and availability of the technology environment. Delivering at the right quality and at competitive costs. All services shall allow for change management within their delivery. Services may be delivered in line with IT Service Management Models (ITSM) such as ITIL, Cobit, ISO/IEC 20000-1 or others, as required by the customer.

Delivery of this service should be within at least one of the following service groups;

3a: End User Services

3b: Operation Management

3c: Technical Management

3d: Application and Data Management

2.2.4 End User Services (3a) – suppliers of either of the following services

End User Support

An information and support management service to handle a Customers internal or external queries and operational problems on technology related processes, policies, systems and usage.

Services may include: product support capabilities, including elements of hardware and software support, logging of problems, reporting and proactive results analysis of problem trends to suggest permanent fixes. The dispatch of service technicians and/or parts, end user training coordination and other technology related issues.

End User Computing and Device Management

The scope of the end-user computing and device management covers the full life cycle management of desktop, laptop, tablet, thin-client, handheld and peripheral assets including acquisition, deployment, maintenance, change management as well as disposal.

The service extends to the hardware, software, disaster recovery and personnel to perform the technical support, planning, process management and administration of the service.

2.2.5 Operational Management (3b) – suppliers of any of the following services

IT Operations, Data Centre and Technology Estate Service Management

The body of competencies, roles and practices that ensure technology offers the right services at the right price and quality levels for its users. Operating models may be fully centralised, fully decentralised or 'federated' (hybrid).

This includes the day-to-day system management responsibility for the technology infrastructure, its systems operation, integration, support, administration, and performance monitoring. Technical diagnostics/troubleshooting, configuration management, system repair and disposal management and the production of management reports may form part of this service.

Security Management

The control, monitoring and management of security devices, systems, web sites, applications, databases, servers and data centres, and other technologies and services.

This extends to managed firewall, identity and access management, intrusion detection, virtual private networks, vulnerability scanning and anti-viral/anti-phishing services. Services may be provided individually or as a whole in the form of an in-house or external Security Operations Centre (SOC) aimed at managing a 24/7 service.

Supply Chain and Contract lifecycle management

The process of creating and fulfilling demands for technology services, including the life-cycle of contracts created, administered or that may impact the organisation. This includes third party contract management and/or service integration (SIAM) with regard to outsourcing, procurement, licensing and any other technology related agreements containing contractual obligations to the customer both now and in the future.

2.2.6 Technical Management (3c) – suppliers of either of the following services

Network Infrastructure Management

Services for planning, delivering, operating, managing (including security), supporting and monitoring the on premise local area network infrastructure (LAN) and/or its assets. Including but not limited to fixed and wireless devices, routers, switches, firewalls, fibre optic equipment etc). This may take the form of individual services and/or a Network Operations Centre - NOC.

Exclusions are telephony, mobile voice and data services, video-conferencing, audio-conferencing services, integrated communications and wide area network provisioning and connectivity.

Hardware and Software Asset Management

A framework and set of processes for strategically tracking and managing the financial, licensing and contractual aspects of IT assets through their life cycle. This includes hardware and software acquisition and disposal decisions that identify and eliminate unused or infrequently used assets, the consolidation of software licenses or proposals for new licensing models. The service shall provide an accurate account of technology asset lifecycle costs and risks to maximize the business value of technology and sourcing decisions.

2.2.7 Application and Data Management (3d) – suppliers of either of the following services

Data Warehouse, Database and Data Management

Data, database and middleware management and integration practices, architectural techniques and tools for achieving consistent access to data across the technology estate. The services shall meet the data consumption requirements of all other services, applications and business processes. This is inclusive of installation, configuration, management and support (1st or 3rd party) of databases. Activities include Data extraction, translation, transfer, conversion and backup and recovery.

Applications Management and Support

A wide variety of application services, processes and methodologies for maintaining, enhancing, managing and supporting custom or enterprise applications, packaged software applications, ESCROW or network-delivered applications.

DevOps or Release Management

A collaborative approach to the integration of the software life cycle from application development through release and IT operations activities, with a focus on process workflows, application creation, deployment, and delivery using tools to automate the delivery for rapid and reliable software release.

2.2.8 Lot 4 – Programmes and Large Projects

This lot is for large scale, complex or high risk projects and/or programmes that require the range of services offered in lots 1, 2 and of those in 3 (a,b,c,d).

For services at the Official Level, bidders who qualify for lots 1, 2 and 3a - 3d will automatically qualify for Lot 4a. In addition, those that fully complete and pass the additional security question (SQ10 of the Your Offer), will qualify for Lot 4b and the opportunity to deliver programmes and/or project requirements at the Government's Secret security level.

Delivery may take the form of a single entity (single sourced) providing all of the services or multiple-entities (multi-sourced) depending upon the customers technology delivery strategy.

Lot 4a – Programmes and Large Projects Services at Official security level and below

Lot 4b – Programmes and Large Projects Services above Official security level (Secret and Top Secret)

For Lot 4b specifically:

- (a) The Suppliers shall have or be willing to obtain [\(within 6 months of Framework Award\)](#) an accredited secure facility environment in accordance with HMG Security Policy Framework April 2014 and/or any future variations to the policy, (commonly referred to as List X). Inclusion on this lot will depend on successful accreditation being achieved if not already held. Further information on List X accreditation can be found here: <https://www.gov.uk/government/publications/security-policy-framework>
- (b) The Suppliers will be expected to have, or be willing to obtain a number of UK national security cleared personnel prior to contract award/start date.

2.2.9 Standards

All suppliers will comply with the governments Supplier standard for digital and technology service providers when it is published. A draft of the standard was published for consultation in September 2016 and the consultation closed in December 2016. The final standard is expected to be published in 2017.

Details can be found [here](#).

Other applicable standards are set out below; (suppliers have to be able to meet these standards but they may not apply to all Customers)

Government Open Data Standards <https://www.gov.uk/government/publications/open-standards-for-government>

Technology Code of Practice: <https://www.gov.uk/government/publications/technology-code-of-practice/technology-code-of-practice>

Cyber Essentials:

<https://www.gov.uk/government/publications/cyber-essentials-scheme-overview>

[UK Government security policy framework](#)

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

Off-payroll working in the public sector: reform of the intermediaries legislation (IR35)

<https://www.gov.uk/government/publications/off-payroll-working-in-the-public-sector-reform-of-the-intermediaries-legislation-technical-note>

2.3 Outcomes, outputs and inputs

The following Outcomes and Outputs are in addition to the service descriptions for each of the lots as detailed above. Where appropriate we have included details of specific inputs that will apply across all customers, however customers may specify their own specific inputs, such as internal policy documents, when issuing a further competition tender under this agreement.

Lot or Customer Restrictions	Outcome	Outputs	Inputs
All	Manage budgets and costs	Foster partnerships between IT and enterprise stakeholders to enable effective and efficient use of technology related resources and provide transparency and accountability of the cost and business value of solutions and services. Enable the Customer to make informed costs decisions regarding use of IT solutions and services.	Customer to specify at Call Off
All	Ensure Risk Optimisation	Ensure that IT service related risks do not exceed risk appetite and risk tolerance, the impact of risk to Contracting Bodies value is identified and managed and the potential for compliance failures is minimised.	ISO31000 or equivalent Customer risk policies
All	Manage risk	Continually identify, assess and manage technology related risk in line with Customer policies and tolerances.	ISO31000 or equivalent Customer risk policies Risk assessments Risk logs
All	Manage and protect data	Personal data and sensitive personal data processed, managed and kept in accordance with the General Data Protection Regulation (GDPR)	GDPR regulation Customer data processing standards / requirements Any other applicable legislation relating to data protection
All	Maintain adequate and appropriate staffing	Ensure that there is sufficient staffing levels and knowledge to support Contracting Body goals and objectives. Staffing includes internal and external (including Contract Body) resources in an efficient manner in terms of cost and process.	ISO9001 or equivalent Any other customer specific requirements
All	Manage relationships	Manage the relationships with the Customer and other relevant stakeholders in a transparent way that ensures a focus on achieving common and shared goals of successful Customer outcomes within constraint of budgets and risk tolerance. The relationship should be based on mutual trust, using open and understandable terms and common language and a willingness to take ownership and accountability for key decisions.	Customer to specify at Call Off
All	Establish Roles and Responsibilities	Establish, agree and communicate roles and responsibilities of yourselves, as well as other stakeholders with responsibility for Customer technology services. Roles and responsibilities should clearly reflect overall business needs and objectives and relevant personnel's authority, responsibilities and accountability.	Customer to specify at Call Off
3 and 4	Manage continual improvement	Assess, plan and execute the continual improvement of processes and their maturity to ensure they are delivering against Customer objectives.	Industry processes and standards, emerging standards, compliance requirements, automation opportunities, user and other stakeholder feedback
All	Ensure compliance with policies and procedures	Put in place procedures to ensure compliance with Customer policies and procedures and to identify any wider government policies and procedures that also apply to those Customers	Customer internal policy documents Wider public sector policies
1, 2 and 4	Define strategy	Provide a holistic view of current technology environment, future direction and initiatives required to migrate from current state to desired future environment.	Contracting Bodies strategic objectives. Contracting Bodies current enterprise architecture
All	Innovation	Maintain an awareness of technology and technology service trends, identify innovation opportunities and plan how to benefit from innovation in relation to business needs.	General market Direct competitors Any other customer specific requirements
4	Managing Enterprise Architecture	Establish a common framework of business processes, information, data, application and technology architecture layers for effective and efficient delivery of Customer bodies technology and business strategies.	ITIL or any other customer specific requirements.
All	Manage Service Levels	Ensure that services levels meet agreed upon Customer requirements. Monitor service levels and report on these in an agreed format to aid performance.	Call Off KPIs ISO9001 or equivalent Any other customer specific requirements
All	Manage Suppliers	Minimise the risk associated with non-performing suppliers and ensure competitive pricing.	ISO27001 or equivalent Any other customer specific requirements
All	Manage contract / 3rd party staff	Ensure that contract or 3rd party personnel who support your activities with Customers have sufficient skills and comply with organisations policies and agreed contractual requirements such as security clearance levels.	ISO27001 or equivalent Any other customer specific requirements
All	Manage Quality	Ensure consistent delivery of services to meet the quality requirements of the Customer and satisfy agreed upon standards.	ISO9001 or equivalent Any other customer specific requirements

4	Programme Management	Evaluate, prioritise and balance programmes within resource and funding constraints based on alignment with strategic priorities, risk and potential return. Monitor performance of the overall programme, proposing adjustments as necessary.	Customer to specify accepted methodologies – Agile, Prince2, Lean etc
All	Creation of Solutions	Identify solutions and analyse requirements before acquisition or creation to ensure that they are in line with enterprise requirements covering business processes, applications, information/data, infrastructure and services. Review feasible options including relative costs and benefits, risk analysis, and approval of requirements and proposed solutions.	https://www.gov.uk/service-manual Any other customer specific requirements
All	Realistic Solution	Establish and maintain identified solutions in line with enterprise requirements covering design, development, procurement/sourcing, configuration, test preparation, testing, requirements management and maintenance of business processes, applications, information/data, infrastructure and services.	https://www.gov.uk/service-manual Any other customer specific requirements
All	Operational Capacity of Solutions	Maintain service availability, efficient management of resources and optimisation of system performance through prediction of future performance and capacity requirements.	Customer to specify at Call Off
All	Acceptance of IT Solution into Operation	Formally accept and make operational new solutions, including implementation planning, system and data conversion, acceptance testing, communication, release preparation, promotion to production of new or changed business processes and IT services, early production support, and a post-implementation review.	Customer to specify at Call Off
All	Knowledge Management	Ensure that relevant knowledge is available, current, validated and reliable to facilitate decision making, and plan for the identification, gathering, organising, maintaining, use and retirement of knowledge.	Customer to specify at Call Off
All	Incident Management	Ensure timely and effective response to user requests and resolution of all types of incidents. Restore normal service; record and fulfil user requests; and record, investigate, diagnose, escalate and resolve incidents.	Customer to specify at Call Off
All	Problem Management	Identify and classify problems and their root causes and ensure timely resolution to prevent recurring incidents providing recommendations for improvements.	Customer to specify at Call Off
All	Business Continuity	Establish and maintain a plan to enable the business and IT to respond to incidents and disruptions in order to continue operation of critical business processes and required IT services and maintain availability of information at a level acceptable to the enterprise.	Customer to specify at Call Off
All	Information Security	Protect business information in order to maintain the level of information security risk acceptable to the Customer. Establishing and maintaining appropriate information security roles and responsibilities, policies, standards, and procedures. Perform security monitoring and periodic testing and implementing corrective actions for identified security weaknesses or incidents.	Government Information Security guidelines https://www.gov.uk/government/publications/security-policy-framework https://www.gov.uk/government/publications/government-security-classifications Any other customer specific requirements

2.4 Metrics

Key Performance Indicator (KPI)	KPI Target (%)	Measured by
1. FRAMEWORK MANAGEMENT		
1.1 MI returns: All MI returns to be returned to CCS by the 5 th Working Day of each month	100	Confirmation of receipt and time of receipt by the Authority (as evidenced within the Authority's data warehouse (MISO) system)
1.2 All invoices to be paid within 30 calendar days of issue	100	Confirmation of receipt and time of receipt by the Authority (as evidenced within the Authority's CODA system)
1.3 Supplier self-audit certificate to be issued to the Authority in accordance with the Framework Agreement	100	Confirmation of receipt and time of receipt by the Authority
1.4 Actions identified in an Audit Report to be delivered by the dates set out in the Audit Report	95	Confirmation by the Authority of completion of the actions by the dates identified in the Audit Report
2. OPERATIONAL EFFICIENCY / PRICE SAVINGS		
2.1 The Supplier to deliver against the Supplier Action Plan ⁵ to derive further cost savings over the Framework period via continuous improvement and innovation	90	Confirmation by the Authority of the cost savings achieved by the dates identified in the Supplier Action Plan
3. DEMAND MANAGEMENT SAVINGS		
3.1 The Supplier to deliver against the Supplier Action Plan to derive	90	Confirmation by the Authority of the cost savings achieved by the

⁵ See Schedule 1 of the RM3804 Framework Agreement

further cost savings over the Framework period		dates identified in the Supplier Action Plan
4. CUSTOMER SATISFACTION		
4.1 Services to be provided under Call Off Agreements to the satisfaction of Contracting Bodies	90	Confirmation by the Authority of the Supplier's performance against customer satisfaction surveys

3 Contract

You will find the following documents in the Zip file called **RM3804 Contract Documents** which is attached to this event.

RM3804 Framework Agreement

RM3804 Call Off Contract

RM3804 Additional Clauses

RM3804 TS2 Order Form

RM3804 Call Off Schedule F (Collaboration Agreement)