Security Services Provider

Contract Management Statement of Requirements

v1.0 Final

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1 General Standards & Objectives

1.1 Overview

This "Contract Management Statement of Requirements" details the Supplier's over-arching responsibilities and obligations for the operational and contract management of account functions, people, compliance, coordination and Service Delivery.

The details of the Security Service to be Delivered are provided in the Work Package J Statement of Requirements.

The Supplier will:

- Operate in a manner which will promote a high level of service quality and support the reputation of the Buyer,
- Ensure that the Supplier Staff at all times will conduct themselves in a professional manner that reflects their role as ambassadors for the Buyer,
- Carry out all tasks with the minimum inconvenience to all building users and members of the public or disturbance to the Buyer's core operations (subject to the obligation to Deliver the Services)
- Manage the Buyer's expectations through advanced warning and regular updates
- Ensure that the Supplier Staff are always well motivated, correctly dressed, displaying building identification passes, licences and act in a courteous and considerate manner
- Ensure that the Supplier Staff are always fully and properly trained, accredited and briefed to competently complete their tasks in the Buyer Premises
- Ensure that their representatives are helpful and co-operative to the Buyer, building users and visitors.

The Buyer will remain responsible for strategy, policy, internal management tasks, liaising with the business units and performance management improvement of the Supplier.

1.2 Objectives

The Buyer's objectives for its Contract Management Services are set out below:

- Professionalism and Customer Experience: The Buyer's ethical values and professional standards are positively impacted by the Supplier. The Supplier's customer-focused approach contributes to meeting the Buyer's objectives
- Risk Management: The Supplier supports the Buyer in providing a compliant, safe and comfortable workplace for all building users
- Flexibility: Services delivered by the Supplier contribute to and flex with a changing estate and Court Reform
- Continuous improvement: Services incrementally improve over time and maximise use of new technology
- Resource management: Efficiencies demonstrated through effective management of Supplier Staff workload and Service Delivery

- Standardisation and simplification: use of industry best practices and alignment with ACoP, Standards, Guidelines and best practices
- Service Delivery quality: “right first time” approach to Service Delivery

2 Service Elements

2.1 Service Elements

This section provides an overview of the components contained within the service descriptions, as defined within Section 2.2.

Element	Description
Work Package A.1 – Integration and interface with suppliers	The following areas are covered by section 3.1 of this Statement of Requirements: • Scope of the Buyer Premises • Interface with the Total Facilities Management Supplier • Interface with the Prisoner Escort and Custody Service supplier • Interface with other Buyer service providers • Promotion of the Buyer • Procurement of Billable Works Services • Collaborative working with the Buyer and other suppliers • Initiatives
Work Package A.2 – Health and safety	The following areas are covered by section 3.2 of this Statement of Requirements: • Safety policy statement and Safety Management Plan • Health and Safety expert • Recording and investigating accidents / dangerous occurrences / near misses
Work Package A.3 – Management Services	The following areas are covered by section 3.3 of this Statement of Requirements: • Recruitment / staffing management • Adherence to Security Service Standards • Security Policies and Response Levels • Subcontractors security clearance • Protectively marked data • Equipment required for Service Delivery • Technical and professional advice
Work Package A.4 – Service Delivery Plans	The following areas are covered by section 3.4 of this Statement of Requirements: • Minimum SDP content requirements
Work Package A.5 – Accessibility Services	The following areas are covered by section 3.5 of this Statement of Requirements: • Professional advice service • Supplier and Buyer interaction

Work Package A.6 – Customer satisfaction	The following areas are covered by section 3.6 of this Statement of Requirements: • Customer service to manage customer satisfaction • Customer Satisfaction processes and Buyer's processes • Handling of service failures and complaints • Customer Satisfaction surveys
Work Package A.7 – Reporting	The following areas are covered by section 3.7 of this Statement of Requirements: • Data storage • Format, standard and frequency of reporting • Security Management System • Reporting solution categories • Reportable Incidents • Expert analysis reports • Ad hoc reporting requirements • Buyer reporting modifications • Self-service reporting capability • Performance measurement and reporting • General data provision and reporting • Call Handling reporting • Reporting against Services and information held in the Security Management system
Work Package A.8 – Business Continuity and Disaster Recovery ("BCDR") Plan	The following are covered by section 3.8 of this Statement of Requirements: • General requirements • Disaster events • Communication lines • BCDR provision, review and Test dates • Classification of information
Work Package A.9 – Quality Management Systems	The following are covered by section 3.99 of this Statement of Requirements: • General requirements • Quality Management Plan • System review • System accreditation
Work Package A.10 – Selection and management of Subcontractors	The following areas are covered by section 3.10 of this Statement of Requirements: • Management of Sub-Contract work
Work Package A.11 – Sustainability	The following areas are covered by section 3.11 of this Statement of Requirements: • Sustainability Management Plan

	• Sustainability Management Plan – submission • Scope of Sustainability Management Plan (Supplier's approach) • Scope of Sustainability Management Plan (Buyer's approach) • Energy Management • Waste Prevention and Management • Recycling • Environmental management of materials • Recycled materials • Transport
Work Package A.12 – Social Value	The following areas are covered by section 3.12 of this Statement of Requirements: • Social value initiatives • Community benefits • The public sector in the UK
Work Package O.1 – Management of Billable Works	The following areas are covered by section 3.13 of this Statement of Requirements: • General requirements

2.2 Helpdesk & Security Management System

Work Package N.1 & M.1 – Helpdesk & Security Management System	The following areas are covered by section 5 Helpdesk and Security Management System of this Statement of Requirements: • General requirements • Service requests • Responses • Service requests not completed in accordance with the timeframe / KPI • Emergency contact information • Telephone conversation records • Instructions • Call category protocol • Security • Helpdesk system access • Emergency situations • Customer satisfaction surveys • General Data Protection Regulations ("GDPR")

3 Description of Service requirements

3.1 Work Package A.1 – Integration and Interface with the Buyer's suppliers

Work Package Ref / Sub-Service	Description of Outputs / Inputs
The costs associated with the delivery of this Statement of Requirements are within the Fixed Fee	
A.1.1 – Scope of Buyer Premises	The Supplier shall be aware that Services shall be delivered across all the Buyer Premises as highlighted within the Service Matrix worksheet of the Pricing Matrix.
A.1.2 - Interface with the Total Facilities Management Supplier	The Supplier will be required to interface with the Buyer's FM Supplier at the Buyer Premises. The FM Supplier scope of service shall include following services: • Maintenance Services; which shall include the maintenance of fixed Security Assets including; ○ Panic alarms, access control systems, intruder systems, Archway Metal Detectors and X-ray machines, • Horticultural/Grounds Maintenance Services • Statutory Obligations • Vending and Potable Water • Cleaning Services • Workplace FM Services • Waste Services
A.1.3 - Interface with the Prisoner Escort and Custody Service supplier	The Supplier will be required to interface with the Buyer's PECS Supplier at the Buyer Premises, where the PECS Supplier scope of service shall include the: • Provision of the safe, decent and secure transport of prisoners to court from police stations, prisons and other places of detention, • Safe and decent operation of the custody suites in courts, • Transportation of defendants between the custody suites and the courts when required and their security whilst in the dock, • Onward transfer of prisoners remanded in custody to prisons, as required, and • Effective day-to-day interaction and strategic alignment with other stakeholders in order to deliver the services. The Supplier will need to co-ordinate with the PECS Supplier to provide, for example:

	• Unfettered access for the PECS Supplier to the relevant areas of the Buyer Premises (e.g. van docks, cells, court rooms etc) to ensure the smooth running of the courts and tribunals, • Support in the investigate of fire alarm activations within the cell block, due to, potentially, illicit smoking or vandalism, and • Physical support in the event of any security issues within the Buyer Premises related to prisoners or defendants.
A.1.4 – Interface with other Buyer's service-providers	The Supplier will be required to interface with other Buyer's service-providers, for example, but not limited to the: • Buyer's catering provider, and • Buyer's gym management company at the Royal Courts of Justice
A.1.5 – Promotion of Buyer	The Supplier will work collaboratively with the Buyer, the FM Supplier and the PECS Supplier to promote excellence and innovation, and to enhance the reputation of the Buyer amongst key stakeholders across Government and within local communities.
A.1.6 – Procurement of Billable Works Services	The Supplier shall procure Billable Works Services only with the approval of the Buyer and shall use pan-Government Frameworks approved by the Buyer wherever possible. The Supplier shall be invited to review the use of such contracts and make proposals for alternative procurement routes if these can be demonstrated to provide greater value for money for the Buyer.
A.1.5 – Collaborative working with the Buyer and other suppliers	The Supplier shall be alert to, and provide the benefits of, working together to the Buyer. Within the constraints of providing the number of guards for the hours required by the Contract, the Supplier shall also provide the most advantageous options in relation to the deployment of Supplier Staff in order to Deliver the required Services in the most efficient, cost effective and sensible manner, and without unnecessarily impeding the Buyer or the Buyer's suppliers from fulfilling their obligations. The Supplier shall also develop a productive and professional working relationship with both the FM Supplier and the PECS Supplier, both on site and via their respective Helpdesks. The Supplier shall also provide the most advantageous options in relation to the coordination of activities with these Suppliers in order to Deliver the required Services in the most efficient, cost effective and seamless manner. The Supplier shall agree applicable processes and procedures with the Buyer, the FM Supplier and the PECS Supplier, prior to the Start Date, to ensure that Service Delivery, Health and Safety, and operational risk is mitigated throughout the duration of the Contract.
A.1.8 - Initiatives	The Supplier shall ensure that the initiatives agreed with the Buyer are: • Captured within the Service Delivery Plan as defined within the Security Service Standards; • Recorded within the Supplier's Security Management System; and

	• Reported upon as part of the agreed Contract reporting regime

3.1.1 Security Service standards – A1: Integration

The following table details the Security Service standards in relation to A1: Integration:

Service A:1	**A1: Integration**
Standard	1.1. The Supplier shall provide an innovative and professional Security Service that recognises advances in technology, operational efficiencies, workforce synergies and operational improvements that will deliver improved performance and value for money for the Buyer.

3.2 Work Package A.2 – Health and safety

Work Package Ref / Sub-Service	**Description of Outputs / Inputs**
The costs associated with the delivery of this Statement of Requirements are within the Fixed Fee	
A.2.1 – Safety policy statement and Safety Management Plan	The Supplier shall prepare and, as appropriate, revise a written safety policy statement. This safety policy must be signed by the Supplier Managing Director or appropriate senior manager. The Supplier shall also prepare a Safety Management Plan. The Supplier shall ensure: • Its safety policy statement aligns with the requirements and the safety policy of the Buyer and that throughout the Contract period, it has suitable organisation and arrangements in place to implement its safety policy; • The safety policy statement and Safety Management Plan shall be readily available and accessible to all Supplier Staff and anyone, including the Buyer, who may require sight of it; and • Details of its Safety Management Plan shall be reviewed and revised accordingly to take account of legislation and other factors that may affect its effectiveness.
A.2.2 – Health and Safety expert	The Supplier is required to provide a Health and Safety expert who is either a member of the Institution of Occupational Safety and Health ("IOSH") or hold an equivalent qualification that is issued by a recognised organisation.
A.2.3 – Recording and investigating	The Supplier shall:

accidents / incidents / dangerous occurrences / near misses	• Be responsible for recording and investigating all accidents, incidents, dangerous occurrences and near misses involving their staff, to include Sub-Contracted third-party staff delivering Security Services on its behalf, and shall issue a written report which shall include recommendations to prevent any repeat to the Buyer. • Provide support to the Buyer, where requested, in the investigation of any incident or accident, and • The Supplier shall be responsible for ensuring that all RIDDOR related incidents are reported in accordance with HSE legislation and shall ensure the Buyer is notified immediately in writing.

3.2.1 Security Service standards – A2: Health & Safety

The following table details the Security Service standards in relation to A2: Health and Safety:

Service A:2	**A2: Health and Safety**
Legislation, ACoP or similar industry or Government guidelines	2.1. The Supplier shall be compliant with: 2.1.1. Legislative Standards; 2.1.2. UK Legislation; 2.1.3. BS/ISO/EN Standards; 2.1.4. Guidance Notes / Codes of Practice; and 2.1.5. Security Industry Authority
Standard	2.2. As a minimum, the Supplier shall produce and comply with the following documents: 2.2.1. Assignment Instructions 2.2.2. Accident/Incident reports (RIDDOR); 2.2.3. Fire evacuation drill reports; 2.2.4. Inspection reports, assessments and reviews; 2.2.5. Risk assessment reports and reviews; 2.2.6. Compliance certificates; 2.2.7. Security incident reports; 2.2.8. Disability Discrimination Act assessments and reports; 2.2.9. Method statements for meeting the Buyer's requirements; 2.2.10. Health and safety policies and procedures; and 2.2.11. Scope and Services objectives. 2.3. The Supplier shall at all times ensure that:

2.3.1. The operation of the Buyer Premises and delivery of the Services are undertaken in compliance with all applicable UK legislation and Good Industry Practice requirements;

2.3.2. It supports the Buyer in its quarterly site health and safety inspections and deals with any outstanding actions promptly

2.3.3. It provides any relevant training, in relation to the Services, required by the procedures and statutory provisions in respect of all staff (whether Buyer or Supplier Staff) at the Buyer Premises as well as in emergency response, evacuation and security procedures;

2.3.4. It produces detailed procedures for a variety of emergency situations in conjunction with Buyer and the FM Supplier. These procedures shall be continually updated and reviewed as circumstances demand and at least annually;

2.3.5. It develops and maintains fire and emergency procedures, systems, equipment and staff training in order to produce a safe environment for the Supplier Staff and the building users;

2.3.6. It shall carry out actions associated with implementation of the procedures routinely as well as in the event of any fire or other emergencies on-site;

2.3.7. It conducts and reviews all Risk Assessments relevant to the Delivery of Services in accordance with current statutory health and safety legislation;

2.3.8. It undertakes a Monthly review and issues a report to the Buyer, of all accidents and near misses occurring at the Buyer Premises whether relating to the Supplier Staff or building users using the Buyer Premises or to the Supplier's delivery of Services, but which are relevant to the Services supplied. The report will detail the cause of each incident and any remedial actions required to prevent reoccurrence, together with timescales for implementation;

2.3.9. It complies with all health and safety obligations including at all Buyer Premises which are occupied under leasehold arrangements;

2.3.10. It shall at all times provide and maintain the first aid kits and other safety equipment and all related consumables, in line with the Services provided, on the Buyer Premises; and

2.3.11. It provides the required numbers of staff with an appropriate first aid qualification and training for emergency responses in accordance with health and safety legislation, the Risk Assessment (as a minimum) and any Buyer’s specific requirements.

3.3 Work Package A.3 – Management Services

Work Package Ref / Sub-Service	Description of Outputs / Inputs
The costs associated with the delivery of this Statement of Requirements are within the Fixed Fee	
A.3.1 – Recruitment / staffing management	The Supplier shall ensure that they have processes in place to attract, recruit and retain appropriately skilled, accredited and experienced Supplier Staff for the duration of the Contract. The Supplier shall develop and maintain appropriate management and staffing levels for the supply of the Services as documented in the Service Delivery Plan for Delivery of the Security Service.
A.3.2 – Adherence to Security Service Standards and legislation	The Supplier shall develop and maintain appropriate working practices, policies, procedures and methods to ensure that the Services are supplied in accordance with Service Standards. The Supplier shall follow such Security Standards at all times.
A.3.3 – Security Policies and Response Levels	The Supplier shall: • Comply with all of the Buyer's Security and Safety Operating Procedures, and act upon the instructions of the Buyer should there be a change in the threat assessment and Response Level; • Ensure that all staff adopt and follow all security emergency/contingency plans as directed by the Buyer in the event of a security alert or incident; • Be responsible for ensuring all Supplier staff are provided with the necessary training in relation to their responsibilities and activities when changes in security status occur; • Be aware that the implementation of these enhanced measures may require all Supplier, Sub Contractor and supply chain staff to vacate a Buyer Premises as directed by the Buyer. The Suppliers staff, including all sub-contracted and supply chain staff, shall cooperate with and assist the Buyer with the implementation of all enhanced security related measures required in the event that enhanced security measures be required in response to increased Response Levels.
A.3.4 – Subcontractors security clearance	The Supplier shall ensure that Supplier Staff and Subcontractors requiring access to the Buyer Premises have the appropriate security clearance. It is the Supplier's responsibility to establish whether or not the level of clearance will be sufficient for access. Unless prior Approval has been received from the Buyer, the Supplier shall be responsible for meeting

	the Costs associated with the provision of security cleared escort services for works undertaken on in-scope Services.
A.3.5 – Protectively marked data	The Supplier shall recognise that some of the Buyer's data is protectively marked and may contain potentially sensitive information and shall ensure that management systems are in place to maintain the security of the Buyer's data.
A.3.6 – Equipment required for Service Delivery	The Supplier shall provide Supplier Staff with all equipment and consumables necessary to Deliver the Service including stationery, in accordance with Work Package J, Statement of Requirements.
A.3.7 – Technical and professional advice	The Supplier shall provide expert technical and professional advice to the Buyer upon request on issues related to the Services detailed within this Statement of Requirements.

3.3.1 Security Service standards – A3: Management Services

The following table details the Security Service standards in relation to A3: Management Services:

Service A:3	**A3: Management Services**
Legislation, ACoP or similar industry or Government guidelines	3.1. ISO 9001: 2008 Quality Management Plan (and replacement ISO 9001:2015 when published). 3.2. Schedule 7 - Key Staff. 3.3. Schedule 3 - Continuous Improvement. 3.4. Schedule 15 - Contract Management.
Standard	3.5. The Supplier shall: 3.5.1. Comply with the Security and Safety Operating Procedures. 3.5.2. Manage the Contract in accordance with the personnel and processes as detailed in the Service Delivery Plan as agreed with the Buyer. 3.5.3. Manage the customer satisfaction, complaint and Key Performance Indicator measurement processes to ensure agreed performance standards are fully met. 3.5.4. Produce and issue the agreed management reports and attend meetings as requested by the Buyer to maintain the agreed contractual performance standards.

3.4 Work Package A.4 – Service Delivery Plans (SDP)

Work Package Ref / Sub-Service	Description of Outputs / Inputs
The costs associated with the delivery of this Statement of Requirements are within the Fixed Fee	
A.4.1. – Minimum SDP content requirements	The Supplier shall prepare an SDP in accordance with the Service Statement of Requirements, describing its approach to providing the required Services. As a minimum, the SDP shall contain the: • Scope and Services objectives; • Approach and methodology: Assignment Instructions to meet the Buyer's security requirements; • Management of Assets; • Management of Variation Procedures and work requests; • Operational structure including resource proposals; • Audit and inspection regimes used to validate the Delivery of the Services; • Details of sub-contractors/partners; • Procurement of Services; • Security Management System; • Emergency Management; • Management arrangements; • Quality management & quality statement; • Complaints management processes (see section A.9.4); • Operational liaison;

3.4.1 Security Service standards – A4: Service Delivery Plans

The following table details the Security Service standards in relation to A4: Service Delivery Plans

Service A:4	A4: Service Delivery Plans
	There are no additional standards

3.5 Work Package A.5 – Accessibility Services

Work Package Ref / Sub-Service	Description of Outputs / Inputs
The Costs for these Services shall be included in the Fixed Fee.	

A.5.1 – Professional advice service	The Supplier shall provide to the Buyer advice relating to the Equality Act 2010 including health and safety matters. The Supplier shall provide to the Buyer advice on further special needs issues including technical problem-solving regarding access. The Supplier shall provide to the Buyer advice on health and safety matters as they relate to those with accessibility needs. The Supplier shall also take a pro-active approach and advise the Buyer of any investment that shall be made to improve the Buyer Premises.
A.5.2 – Supplier and Buyer interaction	The Supplier shall ensure continuous interactions with the building users and stakeholders, including any Disability Advisor and the Occupational Health and Safety representatives.

3.5.1 Security Service Standards – A5: Accessibility Services

The following table details the Security Service standards in relation to A5: Accessibility Services:

Service A:5	**A5: Accessibility Services**
Legislation, ACoP or similar industry or Government guidelines	5.1. The Equality Act 2010 5.2. Disability Discrimination Act 1995

3.6 Work Package A.6 – Customer satisfaction

Work Package Ref / Sub-Service	**Description of Outputs / Inputs**
A.6.1 – Customer service to manage customer satisfaction	The Supplier shall ensure that they have processes in place to provide a proactive and responsive customer service, managing customer satisfaction to the agreed levels throughout the duration of the Contract Period.
A.6.2 – Customer satisfaction processes and Buyer's processes	The Supplier shall ensure that its customer satisfaction processes align with the Buyer's processes, where applicable, to avoid duplication or conflict.
A.6.3 – Handling of service failures and complaints	The Supplier shall ensure that it administers the formal process for handling service failures and complaints; Where the customer satisfaction survey results are of a score less than required by the Contract, other agreed measures or the KPIs, the Supplier shall investigate the cause of the

	dissatisfaction and produce an action plan to address the root cause of customer dissatisfaction, and where appropriate carry out further investigations to establish whether the cause of the dissatisfaction has been resolved.
A.6.4 – Customer satisfaction surveys	The Supplier shall conduct customer satisfaction surveys as part of its ongoing commitment to continuous improvement and performance management (in addition to ensuring value for money). The Supplier's SDPs shall contain details of the proposed methodology for carrying out the customer satisfaction surveys including: • Survey method / medium (online, paper based etc); • Approach to maximising survey responses; • Sample / draft questionnaire; and • Approach to the analysis of results.

3.6.1 Security Service Standards – A6: Customer Satisfaction

The following table details the Security Service standards in relation to A9: Customer Satisfaction:

Service A:6	**A6: Customer Satisfaction**
Standard	6.1. Schedule 3 - Continuous Improvement. 6.2. The Supplier shall participate and respond where appropriate to Buyer or third-party customer satisfaction outputs (e.g. net promoter score) upon request from the Buyer.

3.7 Work Package A.7 - Reporting

Work Package Ref / Sub-Service	**Description of Outputs / Inputs**
The Costs for these Services shall be included in the Fixed Fee.	
A.7.1 – Data storage	The Supplier shall ensure that all data used to generate reports is held within or is accessible by the Security Management System.
A.7.2 – Format, standard and frequency of reporting	The Supplier shall ensure that they deliver a dynamic reporting capability, including dashboards, to the Buyer via electronic interface accessible via portal and web browser facility. The Supplier shall ensure that the format, standard and frequency of reporting is developed and agreed with Buyer and Delivered in accordance with their requirements.

A.7.3 – Security Management System	The Supplier shall ensure that the information required to report against its obligations in Call-off Schedule 14 - KPIs is contained within the Security Management System and maintained accurately at all times.
A.7.4 – Reporting solution categories	The Supplier shall provide a broad and comprehensive reporting solution under the following categories: • Industry-standard Security reports; and • Performance measurement and statistical reporting. The Supplier shall provide reports relating to the performance of the Supplier and statistical information relating to the Services being provided including: • Reportable incidents including confiscated items, security incidents, system checks • Real time Reporting, including dashboards; • Expert analysis reports; • Ad hoc reporting requirements; • Self-service reporting capability; and • Performance measurement and reporting;
A.7.5 – Reportable incidents	The Supplier shall inform the Buyer via the Helpdesk each time Reportable Incidents occur. These shall be recorded on the Security Management System and shall include: • Health and Safety accidents and incidents, to include HSE RIDDOR reports; • Intrusion events (internal and external) • Panic Alarm Activations • Fire alarm activations • Initiation emergency service response • Statutory compliance failures; • Asset and system failures which may impact on business continuity; • Physical security breaches; • Complete Service failures, and • Staff disciplinary issues where associated with personal integrity which may have the potential to damage the reputation of the Buyer;
A.7.6 – Expert analysis reports	The Supplier shall compile and analyse a suite of specific reports which is to be agreed with the Buyer during the Mobilisation Period where applicable. This shall be in support of the Buyer's performance measurement and management of the Services. The Supplier shall interpret the reports and provide a written commentary of its expert analysis, as specified by the Buyer.
A.7.7 – Ad hoc reporting requirements	Buyer may request the Supplier to create and generate ad hoc reports on its behalf. Where necessary and agreed, the Supplier shall provide the reports with expert commentary, as specified by the Buyer.

	The Buyer is answerable to Parliament and, on occasion, is required to respond to Parliamentary Questions and Freedom of Information requests, regarding the Buyer Premises on an urgent basis. The Supplier shall comply with any such reasonable request in the event information is required under these circumstances
A.7.8 – Buyer reporting modifications	The Supplier shall provide the Buyer with the ability to modify the format of existing reports and dashboards, and to design and store user-specific reports on an ad hoc basis, as specified by the Buyer.
A.7.9. Self-service reporting capability	The Supplier shall report on its own performance against the agreed KPIs and other measures reasonably requested by the Buyer, on a monthly basis or as otherwise agreed with the Buyer. These reports shall include summaries at Regional, national and at Service level, as appropriate, for the following: • Achievement against KPIs; • Reasons for failure to meet any KPIs; • Performance failures accruing as a result of failure to meet KPIs; • Levels of statutory compliance; • Performance against the Sustainability Management Plan; • Complaints; • Environmental incidents; • Security breaches and incidents; • List of confiscated and retained items; and • Progress on outstanding actions. Details of actions plans for the following Month which will be reviewed to check progress and track actions carried out to completion. The Buyer shall not unreasonably withhold or delay agreement of these action plans with the Supplier. The Supplier shall monitor the performance of the Services via a programme of internal and external audits and inspections and trend analysis of recorded data in the Security Management System, and produce Monthly performance reports for the Buyer; The Supplier shall work with the Buyer and support the Buyer's internal management processes. The Supplier's self-monitoring regime shall recognise these processes and capture feedback from Buyer audits and inspections, to include independent audits scheduled by the Buyer. The Supplier shall be responsible for taking appropriate action to Deliver agreed outcomes to identified issues and failures.
A.7.10 – KPI Performance measurement and reporting	The Supplier shall ensure that the Security Management System has the recording and reporting functionality to report against its contractual performance measures, and to provide other Service reports and information as required by the Buyer, including but not limited to: • Reporting Supplier performance data and associated information; • Collation and input of all performance data relating to its operational KPIs; • Calculation of Supplier performance against the KPIs

	• Calculation of the payment mechanism and providing a monthly report of the scores and Deductions in accordance with the performance mechanism; and • Providing the full Monthly performance and reconciliation report to the Buyer within fourteen (14) calendar days following the end of each Month; During the Mobilisation Period, the Supplier shall provide a report for the Buyer on a 2-weekly basis, or as otherwise agreed with the Buyer. The format will be specified by the Buyer and agreed with the Supplier;
A7.11 – General Data Provision and Reporting	The Supplier shall provide any such information as reasonably required by the Buyer. This shall include but not be limited to: • A summary of all Service requests and Service Failures reported to the Helpdesk during the Contract Month; • A summary of all Service Failures (including failure type, quality failures); • The functional part(s) / unit(s) affected; • The duration of any Service Failure not rectified on time in any Buyer Premises functional part / unit in minutes, with the time and date it commenced and the time and date it ceased; • The identification of any trends in performance / activity. The Supplier shall ensure that information logged with the Helpdesk shall not be amended unless there is a system in place to record: • The exact nature and impact of the amendment; • The reason for the amendment; and • By whom the amendment was authorised.
A.7.12 – Call Handling reporting	The Supplier shall provide Monthly comprehensive Management Information statistics and trend analysis in relation to all aspects of the Services including: • Inbound volumes, by type and region; • Completed Service requests, by inbound channel; • Average and maximum call waiting times; and • Volume of requests originated by the Supplier.
A.7.13 – Reporting against Services and information held in the Security Management System.	The Supplier shall provide the Buyer with any required reports, written information or statistical information in relation to the Services against all data held within the Security Management System. This will be in response to reasonable ad hoc requests from the Buyer.

3.7.1 Security Service Standards – A7: Reporting

The following table details the Security Service standards in relation to A7: Reporting:

Service A:7	A7: Reporting
Standard	7.1. The Supplier's Security Management System will be configured to capture all elements of service provision to facilitate the production of the Management Information reporting requirements as requested by the Buyer. 7.2. The Supplier shall develop the format standard and frequency of reporting with the Buyer and shall deliver it in accordance with the specific Buyer requirements in line with the agreed Service Delivery Plan.

3.8 Work Package A.8 – Business Continuity and Disaster Recovery ("BCDR") Plan

Work Package Ref / Sub-Service	Description of Outputs / Inputs
The Costs for these Services shall be included in the Fixed Fee.	
A.8.1 General requirements	In accordance with Schedule 8 (Business Continuity and Disaster Recovery), the Supplier shall have a valid BCDR Plan to Deliver the Deliverables at each Buyer Premises for the duration of the Contract, without degradation.
A.8.2 – Disaster events	The Supplier shall notify the Buyer as soon as it becomes aware of a Disaster event or a likely Disaster event. The Supplier shall collaborate with the Buyer to ensure that its BCDR Plan interfaces seamlessly with its normal service-delivery to support the Buyer's business.
A.8.3 – Communication lines	The Supplier shall liaise with the Buyer to ensure that appropriate communication lines are maintained.
A.8.4 – BCDR Plan provision, review and Test dates	The Supplier shall submit its BCDR Plan to the Buyer for review, review the BCDR Plan itself and Test the BCDR Plan in accordance with the timescales in Call-off Schedule 8 – BCDR Plan.
A.8.5 – Classification of information	The Buyer's BCDR plan is Official Sensitive and the Buyer will decide what information will be divulged to assist in the implementation of the Buyer's BCDR plan. Any information divulged must be treated as confidential and shall not be issued to others without the written permission of the Buyer.

3.8.1 Security Service Standards – A8: Business Continuity and Disaster Recovery Plans

The following table details the Security Service standards in relation to A8: Business Continuity and Disaster Recovery Plans:

Service A:8	A8: Business Continuity and Disaster Recovery Plans
Legislation, ACoP or similar industry or Government guidelines	8.1. Centre for the Protection of the National Infrastructure (CPNI). 8.2. ISO22301: Business Continuity Standard 8.3. ISO/IEC 27000 Suite of Standards
Standard	8.4. The Supplier's Security Management System facilities will have its own Business Continuity and Disaster Recovery contingency plan in place to enable continuity of the Services without degradation.

3.9 Work Package A.9 – Quality Management Systems

Work Package Ref / Sub-Service	Description of Outputs / Inputs
The Costs for these Services shall be included in the Fixed Fee.	
A.9.1 – General requirements	The Supplier shall have in place ISO 9001 accreditation, and shall maintain such accreditation throughout the Contract Period. The Supplier shall provide the Authority with evidence of its ISO 9001 accreditation upon request at any time during the Contract Period.
A.9.2 – Quality Management Plan	The Supplier shall implement a Quality Management Plan in accordance with the ISO 9001:2015 Quality Accreditation, which shall include a proposed methodology for maintaining the Supplier's existing ISO 9001 accreditation and its related systems and for delivering continuous improvement. The plan shall be in place no later than sixty (60) days after the Start Date.
A.9.3 – System review	The Supplier shall be responsible for undertaking an annual review of its Quality Management System with the Buyer or its appointed third-party, to ensure compliance with ISO 9001 to ensure the management systems continue to be suitable, adequate and effective.
A.9.4 – System accreditation	Where requested by Buyer, the Supplier's Quality Management System shall be accredited by the UK Accreditation Service ("UCAS")

3.9.1 Security Service Standards – A9: Quality Management System

The following table details the Security Service standards in relation to A9: Quality Management System:

Service A:9	A9: Quality Management System

Legislation, ACoP or similar industry or Government guidelines	9.1. The Supplier shall hold and maintain valid ISO9001, ISO14001 and OHSAS 18001 accreditation or equivalent at all times for the duration of the Contract.

3.10 Work Package A.10 – Selection and management of Subcontractors

Work Package Ref / Sub-Service	Description of Outputs / Inputs
The Costs for these Services shall be included in the Fixed Fee.	
A.10.1 – Management of Subcontract work	The Supplier is required to actively manage all aspects of Subcontract involvement in the Contract to ensure that all Services received reflect that required under the Contract, and specifically that which is paid for. Key aspects of the role include the Services set out below: • Protecting the Buyer's agreed contractual position, ensuring that the agreed allocation of risk is maintained, and that value for money is achieved from the Contract; • Ensuring that all Subcontractors operate a Safe System of Work and that all Services at the Buyer Premises are delivered in compliance with the Supplier's Security and Safety Operating Procedures and the Service Delivery Plan; • Ensuring that all Subcontractor activities are controlled via the Security Management System; • Performance monitoring against agreed KPIs; • Benchmarking and market testing of Services against the provision from other Service providers; • Problem solving and Dispute (prevention and) resolution where issues exist; • Auditing and inspecting the Subcontractors' work, ensuring that they comply with the contractual requirements on quality, Health and Safety, environmental and legislative requirements; • Establish and maintain appropriate records and management information to record and manage the performance of the Subcontractors; • Receiving, checking and authorising invoices for payment for Services; and • Monitoring Subcontractors' approach to rectifying defects.

3.10.1 Security Service Standards – A10: Selection and Management of Sub-Contractors

The following table details the Security Service standards in relation to A10: Selection and Management of Sub-Contractors:

Service A:10	A10: Selection and Management of Sub-Contractors

Standard	No additional standards

3.11 Work Package A.11 – Sustainability

Work Package Ref / Sub-Service	Description of Outputs / Inputs
The Costs for these Services shall be included in the Fixed Fee.	
A.11.1 – Sustainability Management Plan	The Supplier shall develop, maintain and implement a Sustainability Management Plan in line with the Buyer's sustainability requirements. The content, structure and format of the Sustainability Management Plan shall be agreed between the Buyer and the Supplier
A.11.2 – Sustainability Management Plan - submission	The Supplier shall submit the Sustainability Management Plan for the Buyer's Approval within three (3) Months of the Start Date. The Supplier shall ensure that the Sustainability Management Plan complies with Government Buying Standards ("GBS").
A.11.3 – Scope of Sustainability Management Plan (Supplier's approach)	The Sustainability Management Plan shall include, but not be limited to, the Supplier's approach to: • Energy management; • Recycling of waste paper; and • Minimising transport use.
A.11.4 – Scope of Sustainability Management Plan (Buyer's approach)	The Supplier shall ensure that the Sustainability Management Plan includes the Buyer's specialist management requirements, including: • Natural Environment; • Public access requirements; • Historic environment; and • Government historic estate.
A.11.5 – Energy management	The Supplier shall take account of and comply with, the Buyer's energy strategy and action plan, and its targets under the Greening Government Commitments and any subsequent Government policy. The Supplier shall work with the Buyer to meet external and internal targets for reducing energy consumption.

	The Supplier shall support the Buyer's initiatives for energy-saving strategies including separate heating, lighting and ventilation strategies and co-operate with the Buyer in achieving agreed objectives.
A.11.6 – Waste prevention and management	The Supplier shall take responsibility for waste management in relation to the Services and work with the Buyer to strive to meet external and internal targets for the reduction of waste and to develop sustainable ways of achieving zero waste to landfill and continuous improvements as advances in technology arise.
A.11.7 – Recycling	The Supplier shall comply with the Buyer policies in relation to recycling.
A.11.8 – Environmental management of materials	The Supplier shall bring packaging waste in line with Government initiatives by: • Influencing packaging recovery and recycling rates, and so reduce the amount of packaging disposed into landfill; and • Influencing the amount of packaging actually used in the supply chain.
A.11.9 – Recycled materials	The Supplier shall ensure that products purchased contain a high proportion of recycled content where available.
A.11.10 – Transport	The Supplier shall work to reduce the amount of travel undertaken by Supplier Staff and Subcontractor by combining deliveries to each Buyer Premises. The Supplier may be requested to collect and provide the appropriate data to the Buyer on a Monthly basis, and shall maintain records of actions taken to reduce the impact of transport. This will allow the Buyer to share effective strategies across its regions. The Supplier shall ensure that any vehicle purchases used (or predominantly used) by the Supplier for the purpose of providing the Services are in compliance with the Government Buying Standards for transport. The Supplier shall implement initiatives for reducing vehicle emissions from travel associated with delivering this Contract. In particular, the Supplier shall: • Adopt systems to reduce vehicle mileage; • Use alternatively-fueled vehicles, where possible; and, • Reduce single occupancy car commuting.

3.11.1 Security Service Standards – A11: Sustainability

The following table details the Security Service standards in relation to A11: Sustainability:

Service A:11	**A11: Sustainability**

Legislation, ACoP or similar industry or Government guidelines	11.1. Compliance with mandatory Government Buying Standards for all products and Services and, where feasible, to exceed. Areas where this is not practical must be highlighted to the Buyer 11.2. All waste initiatives must at least meet the agreed Greening Government Commitments and any successor framework and including the edict that: 11.2.1. Government is to reduce the amount of waste it generates by 25% from a 2009/10 baseline; and 11.2.2. Government is to ensure that redundant IT equipment is re-used (within Government, the public; sector or wider society) or responsibly recycled; 11.3. The Supplier shall be aware of and adhere to the zero-waste events guide produced by Waste and Resources Action Programme (WRAP), inspired by the Olympics. 11.4. Provision and maintenance of vehicles shall be in line with the Government Buying Standard for transport (vehicles). 11.5. Compliance with: 11.5.1. Government carbon management strategy; 11.5.2. The Mainstreaming Sustainable Development Package sets out the Government's vision for sustainable development and measures to deliver it through the Green Economy, action to tackle climate change, protecting and enhancing the natural environment, and improved fairness and wellbeing; 11.5.3. Government Buying Standards; and 11.5.4. The Waste and Resources Action Programme's (WRAP) Resource Management and Mobile Asset Management Planning tools. 11.6. All initiatives must at least meet the agreed Greening Government Commitments and any successor framework. 11.7. Government Buying Standards for the public procurement of sustainable goods and services are mandatory at the minimum level for the central Government estate and related agencies. 11.8. In addition, there are Government Buying Standards for a range of electrical goods. 11.9. All Defra guidelines where mandatory shall be adhered to. Non-mandatory requirements shall be adopted where practicable.
Standard	11.10. The Supplier will develop and agree a Sustainability Management Plan incorporating all the requirements outlined above with the Buyer.

3.12 Work Package A.12 – Social Value

Work Package Ref / Sub-Service	Description of Outputs / Inputs
The Costs for these Services shall be included in the Fixed Fee.	
A.12.1 – Social value initiatives	The Public Services (Social Value) Act 2012 requires public authorities to have regard to economic, social and environmental wellbeing in connection with public Services contracts and for connected purposes as well as allowing for national and local strategies around this area. During the Contract, the Supplier shall identify the social value initiatives it proposes as proportionate and relevant to the Contract and shall be responsible for recording and reporting performance against agreed Social Value scorecards. These initiatives shall include: • Creating supply chain opportunities for SMEs; • Recruitment of locally engaged labour; • Recruitment of local supply chain partners; • Procurement and sourcing of sustainable Services and products;
A.12.2 – Community benefits	The Supplier shall ensure that they adopt a positive stance on delivering community benefits throughout the life of the Contract.
A.12.3 – The public sector in the UK	The public sector in the UK is committed to the Delivery of high quality public services, and recognises that this is critically dependent on a workforce that is well rewarded, well-motivated, well-led, has access to appropriate opportunities for training and skills development, are diverse and is engaged in decision making. These factors are also important for workforce recruitment and retention, and thus continuity of service. Public bodies in the UK are adopting fair work practices, which include: • clear managerial responsibility to nurture talent and help individuals fulfil their potential, including for example, a strong commitment to 'Modern Apprenticeships' and the development of the UK's young workforce; • promoting equality of opportunity and developing a workforce which reflects the population of the UK in terms of characteristics such as age, gender, religion or belief, race, sexual orientation and disability; • support for learning and development; stability of employment and hours of work, and avoiding exploitative employment practices, including for example no inappropriate use of zero hours contracts; • flexible working (including for example practices such as flexi-time and career breaks) and support for family friendly working and wider work life balance; • support progressive workforce engagement, for example Trade Union recognition and representation where possible, otherwise alternative arrangements to give staff an effective voice. In order to ensure the highest Standards of service quality in this Contract the public bodies in the UK expect the Supplier to take a similarly positive approach to fair work practices as part of a fair and equitable employment and reward package.

3.12.1 Security Service Standards – A12: Social Value

The following table details the Security Service standards in relation to A18: Social Value

Service A:12	A12: Social Value
Legislation, ACoP or similar industry or Government guidelines	12.1. Public Services (Social Value) Act 2012.
Standard	12.2. The Supplier will develop a Social Value initiatives and objectives with the Buyer. 12.3. The Supplier will meet the requirements of the Buyer's Social Value requirements. 12.4. The Supplier will meet the reporting requirements to measure Supplier performance and compliance.

3.13 Work Package O.1 – Management of Billable Works

Work Package Ref / Sub-Service	Description of Outputs / Inputs
O.1.1. – General requirements	The Supplier shall comply with the requirements contained within Schedule 4A (Billable Works and Projects Process) when delivering all new Works on behalf of the Buyer.

3.13.1 Security Service Standards – O.1 – Management of Billable Works

The following table details the Security Service standards in relation to O.1: Social Value

WORK PACKAGE O – BILLABLE WORKS	
General Requirements	
Legislation, ACoP or similar industry or Government guidelines	Compliance with Schedule 4a – Billable Works and Projects Process.
Standard	No other standards apply

4 Helpdesk and Security Management System

4.1 Work Packages N.1 & M.1 – Helpdesk & Security Management System

Work Package Ref / Sub-Service	Description of Outputs / Inputs
The costs associated with the delivery of this Statement of Requirements are within the Fixed Fee.	
N.1.1 – General requirements	The Supplier shall provide a fully staffed, supervised Helpdesk Service linked to its Security Management System for the reporting of all Security-related Service requests, issues or faults, twenty-four (24) hours per day 365(6) days per year. The Helpdesk Service shall be fully integrated with the Buyer SSOP and act as a communication hub for all security matters that fall within the scope of the Contract. The Buyer and the Supplier shall agree a reporting function in relation to the Helpdesk requirements. The Supplier shall ensure that the Helpdesk operates as both a strategic management and quality-monitoring tool and shall be the focus for all day-to-day operational activities across all aspects of the Security Services. The Supplier shall provide a professionally managed, high-quality Helpdesk Service in accordance with the Standards, which shall include the following key requirements: • the capture, monitoring and escalation and closing of active requests, (including routing Service requests to the FM provider where required); • customer satisfaction monitoring; • complaints handling; • Helpdesk promotional activities; • a common Security Management System for use by the Supplier to manage the Buyer's Assets and Work Orders through to completion, to plan and record maintenance and testing regimes; • a flexible reporting tool for regular and ad hoc presentation and analysis of the property / Asset data held in the Security Management System; • recording, reporting and analysis of its performance, and self-monitoring of the Helpdesk Services; and • knowledge management expertise to support the Buyer in understanding and analysing the Security Management System functionality and data and to develop and analyse reports for the Buyer. The Supplier shall ensure continued Service Delivery for all Services under its control in accordance with:

	• Work Package J Statement of Requirements – Table 1 – Response and Rectification Times – "in hours", • Work Package J Statement of Requirements – Table 2 – Response and Rectification Times – "out of hours", and • In accordance with Call Off Schedule 14 - KPIs. The Supplier shall: • Be effective, flexible and efficient in coping with varying demands of the Buyer; • Provide a high level of customer care to all helpdesk users, creating confidence that a timely response in accordance with the Contract service levels, will be achieved; • Marshall resources to the maximum benefit of the Buyer; and • Co-ordinate all responses in a proficient and professional manner, and in accordance with their criticality.
N.1.2. – Service requests	The Supplier Helpdesk shall comprise a manned facility receiving, logging and responding to Helpdesk queries. The Supplier shall accept Service requests raised by telephone calls, emails, text messages and web portals. The Supplier shall ensure that all Service requests are logged on to the Security Management System without unnecessary delay and allocated a unique reference. The Supplier Helpdesk shall accept Service requests from all building users and stakeholders who are reporting issues or faults, and will accept requests for the provision of any additional in-scope service from authorised Buyer staff. The Supplier shall ensure that the Helpdesk provides a national-rate, single-point-of-contact telephone number for all services logged by telephone. The Helpdesk Service shall form the day-to-day notification interface between the Buyer and the Supplier. The extent of activities that may occur within the scope of the Services is principally to include, but not limited to, the following: • The reporting of all queries and ad hoc Service requests relating to the Services; • The notification of faults and complaints from any of the Helpdesk users relating to the Services; • Requests for temporary changes to the delivery and scope of Services; • Notification of Reactive Works; • Requests for emergency contact information; • Request for information relating to the operation of the Helpdesk Service; and • Update of progress regarding any Service Request or Service Failure notified to the Helpdesk.
N.1.3. – Responses	Where the Supplier Helpdesk receives Service requests for out-of-scope Services, the Supplier shall accept and forward the calls as appropriate and record details on the Security Management System.

It is recognised that the Helpdesk Service may co-ordinate responses through secondary specific Service personnel (e.g. FM Supplier or the Emergency Services). However, at all times the Helpdesk Service shall be fully responsible for managing and coordinating the responses and shall be the single point of contact for the Buyer. The Helpdesk Service shall maintain responsibility for each Service Request, ensuring closed-loop feedback with the Buyer.

The Supplier shall be responsible for the issuing acknowledgments to the Helpdesk user advising the action to be taken.

If for any reason the Helpdesk response to a telephone request exceeds twenty (20) seconds before being answered by a Helpdesk operator, then the caller shall be made aware of where they are in the queue, approximately how long they will be required to wait and be given an option to leave a message and be called back within one (1) hour.

For the avoidance of doubt, no form of electronic answer service shall be considered as meeting the requirements of receiving an inbound telephone call.

The Supplier Helpdesk shall record details of the Service Request on the Security Management System, to include the:

- Requester's/reporter's name;
- Date and time;
- Contact details, to include telephone number, email address and work location;
- Location of the Buyer Premises to which the request is related;
- Nature of the request;
- Service required;
- A unique Service Request reference number;
- Actual time that event is completed.

The Supplier shall ensure that the person who raised the request is updated regarding the status and progress of any open Service Requests through each stage of the process.

The Supplier shall generate an activity request report for each Service Request or Service Failure reported and issue this to the appropriate Supplier operative.

N.1.4 – Service requests not completed in accordance with the timeframe / KPI	The Supplier shall ensure that where a Service Request was not completed in accordance with the timeframes specified in the agreed KPI they re-prioritise the Service Request and proactively manage the task to completion at the earliest opportunity or to the revised timeframes agreed with the Buyer. The Supplier shall ensure that all revisions to timeframes as agreed and authorised with the Buyer are recorded on the Security Management System. To mitigate the risk of the creation of a backlog of work, the Supplier shall record all instances where a Service Request failed to be completed within the agreed KPI on the Security Management System and issue weekly reports to the Buyer.

N.1.5 – Emergency contact information	The Supplier shall ensure that all necessary procedural and emergency contact information is kept up to date at all times within the Security Management System.
N.1.6 – Telephone conversation records	The Supplier shall make audio recordings of all telephone conversations for the purpose of monitoring and auditing Helpdesk performance. The Supplier shall retain such recordings for six (6) months on a rolling programme. The supplier shall make available to the Buyer Authorised Representative any audio recordings on request.
N.1.7 – Helpdesk user instructions	The Supplier shall ensure that: • Clear user instructions on the agreed use of the Helpdesk Service shall be provided to the Buyer in an agreed form at least thirty (30) Days before the Helpdesk Service commences operations. (Helpdesk Service shall be operational a minimum a week before the Start Date). • Updates to the instructions shall be provided to the Buyer from time to time, as necessary. • Following the completion of the users' instructions, all Helpdesk users and the Buyer are familiar with these Helpdesk Service instructions.
N.1.8 – Call categorisation	The Helpdesk staff shall be trained to assess the likely classification of service requirements resulting from a Service Request made or Service Failure reported in accordance with the requirements of the Contract.
N.1.9 – Helpdesk Security Clearance	The Supplier shall ensure that all Supplier Staff appointed to operate on the Helpdesk have the appropriate security clearance to work on the Contract and maintain confidentiality in line with Buyer Policies. The Supplier shall adhere to the Clients Information Security policies to ensure that all information is handled securely, to effectively maintain its confidentiality, integrity and availability'.
N.1.10 – Helpdesk system access	The Supplier shall ensure the Buyer Authorised Representative is given full electronic access to all Helpdesk records at any time and all historical data shall be made available to the Buyer Authorised Representative at the end of the Contract.
N.1.11 – Emergency situations	In the event of an emergency, at whatever time, the Helpdesk shall assist in raising the alarm, reporting the incident to internal and external authorities, coordinating the response and logging the details.
N.1.12 – Customer	The Supplier shall monitor its activities and carry out quarterly customer satisfaction surveys in a format to be agreed with the Buyer, and follow up reports and feedback to the Buyer on a regular basis through the use of documented surveys. Where satisfaction is found to be below

satisfaction surveys	the agreed threshold. The Helpdesk Service shall carry out a review and produce an action plan to address the problem.
M.1.1 - GDPR	The supplier will operate their Security Management System and Helpdesk with full compliancy with the General Data Protection Regulation ("GDPR") and should at all times ensure that; • The data collected should not be used or kept longer than what is necessary for its original stated purpose, • The Supplier collects personal data only for the specified, explicit and legitimate purposes; data must not be further processed in a way that is incompatible with those purposes (compatible use), • Personally-identifiable data cannot be kept longer than is necessary for the purpose for which the data is processed, • Processing of personal data always needs a lawful basis, e.g. valid consent, contractual relation, legal obligation, legitimate interest or vital interest, • Data subjects must be clearly informed that data is being captured; what data, why, and by whom; and the rights of the data subjects must be clearly explained, • Personal data is accurate and up-to-date; every reasonable effort must be made to erase or rectify inaccurate data without delay, • GDPR requires appropriate protection against unauthorised and unlawful processing of data, data loss as well as unlawful access and disclosure. The Supplier must understand the risks for others (harm or damage) and mitigate them; this includes audits and monitoring, consideration of encryption of pseudonymisation and the use of advanced data protection technology in light of the possible impact of breaches, • Notification requirements to both the Buyer and affected data subjects, in case of personal data breach, are in place, • The data controller is responsible for – and must be able to demonstrate – GDPR compliance (maintaining a record of all processing activities), and • The data is portable and the Buyer retains the right to move personal data from one service provider to another,