

## Framework Schedule 4 (Framework Management)

### 1. Definitions

1.1 In this Schedule, the following words shall have the following meanings and they shall supplement Joint Schedule 1 (Definitions):

<b>“Material KPIs”</b>	are Key Performance Indicators which are identified by the Buyer as having a material impact on the performance of the Call-Off Contract;
<b>“Supplier Action Plan”</b>	has the meaning given to it in Paragraph 3.4 of this Schedule;
<b>"Supplier Framework Manager"</b>	has the meaning given to it in Paragraph 3.1 of this Schedule; and
<b>"Supplier Review Meetings"</b>	has the meaning given to it in Paragraph 3.9 of this Schedule.

### 2. How CCS and the Supplier will work together

- 2.1 The successful delivery of this Contract will rely on the ability of the Supplier and CCS to develop a strategic relationship immediately following the conclusion of this Contract and maintaining this relationship throughout the Framework Contract Period.
- 2.2 To achieve this strategic relationship, there will be a requirement to adopt proactive framework management activities which will be informed by quality Management Information, and the sharing of information between the Supplier and CCS.
- 2.3 This Schedule outlines the general structures and management activities that the Parties shall follow during the Framework Contract Period.

### 3. Framework Management

#### Framework Management Structure

- 3.1 The Supplier shall provide a suitably qualified nominated contact (the **"Supplier Framework Manager"**) who will take overall responsibility for delivering the Goods and/or Services required within this Contract, as well as a suitably qualified deputy to act in their absence.
- 3.2 The Supplier shall put in place a structure to manage this Contract in accordance with Framework Schedule 1 (Specification) and the Performance Indicators (defined in Paragraph 4 below).
- 3.3 A governance structure will be agreed between the Parties as soon as reasonably practicable following the Framework Start Date.
- 3.4 Following discussions between the Parties following the Framework Start Date, where requested by CCS, the Supplier shall produce and issue to CCS a draft supplier action plan (the **"Supplier Action Plan"**). CCS shall not unreasonably withhold or delay its agreement to the draft Supplier Action Plan. The Supplier Action Plan shall be agreed between the Parties and

- come into effect within two weeks from receipt by the Supplier of the draft Supplier Action Plan.
- 3.5 The Supplier Action Plan shall be maintained and updated on an ongoing basis by CCS. Any changes to the Supplier Action Plan shall be notified by CCS to the Supplier. The Supplier shall not unreasonably withhold its agreement to any changes to the Supplier Action Plan. Any such changes shall, unless CCS otherwise Approves, be agreed between the Parties and come into effect within two weeks from receipt by the Supplier of CCS's notification.
- 3.6 The Supplier agrees to comply with its obligations in the Supplier Action Plan as updated from time to time. The Supplier Action Plan shall also include details on how the Supplier shall contribute to the overall achievement of the Social Value priorities of the Framework Contract. The Supplier shall provide as required or requested reports to CCS concerning activities and impacts arising from Social Value.
- 3.7 The Supplier shall comply with all requests from CCS in regard to compliance requirements as required including:
- 3.7.1 Dun and Bradstreet risk failure score monitoring;
  - 3.7.2 regular evidence that the Required Insurances and Additional Insurances have been renewed and maintained;
  - 3.7.3 invoice payment performance; and
  - 3.7.4 verification of required accreditations & certifications.
- 3.8 Suppliers should participate in Further Competition Procedures when identified as part of the final bidder list. Failure to bid on further competitions without an acceptable reason may result in the Supplier being suspended from the Framework Contract, in accordance with Clause 10.7 (Partially ending and suspending the contract), for any period, as decided by CCS.

### **Supplier Review Meetings**

- 3.9 Regular performance review meetings will take place at CCS's premises, or as directed by CCS, throughout the Framework Contract Period ("**Supplier Review Meetings**") at such times and frequencies as CCS determine from time to time (which are anticipated to be once every Month or less). The Parties shall be flexible about the timings of these meetings.
- 3.10 The Supplier Review Meetings will review the Supplier's performance under this Contract and, where applicable, the Supplier's adherence to the Supplier Action Plan. The agenda for each Supplier Review Meeting shall be set by CCS and sent to the Supplier in advance.
- 3.11 CCS may ask the Supplier to discuss any instances known to the Supplier where any Other Contracting Authority decided not to use this Framework Contract for their order.
- 3.12 The Supplier Review Meetings shall be attended, as a minimum, by CCS Authorised Representative(s) and the Supplier Framework Manager.

#### 4. How the Supplier's Performance will be measured

4.1 The Supplier's performance will be measured by the following Performance Indicators ("PI"):

Performance Indicator (PI)	PI Target	Measured by
<b>Contract Management</b>		
Respond to CCS for any Framework management matters	≥ 95%	Responding to correspondence (email or phone) from CCS within 2 Working Days  Resolving issues raised within 5 Working Days
Provide a report to detail the number of Call-Off Contract variations within each Quarter	100%	Provision of the report 2 weeks after the end of each Quarter
<b>Management Information</b>		
Complete, accurate MI template to be returned to CCS by the Reporting Date	100%	Complete and accurate MI template submitted to CCS by the Reporting Date
Management Charges to be paid within 30 calendar days from date of invoice issue	100%	Confirmation of payment received by CCS within 30 calendar days
Provide accurate and full breakdown of pricing for Services within 14 Working Days of a request from CCS	100%	Confirmation of receipt of full and accurate information by CCS
Provide accurate and full information when requested by CCS for pricing calculations relating to a fixed or capped price bid under a Call-Off Contract	100%	Confirmation of receipt of full and accurate information by CCS
<b>Customer Service</b>		
Customer satisfaction	Customer satisfaction of 90% or above.	% of responders who are satisfied or better at the end of SOW/ customer satisfaction

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		report. The Buyer may use the Balanced Scorecard to score their satisfaction against Supplier's performance during that SOW.
Responsiveness to Further Competitions	≥ 95% per Quarter	Responding to further competitions issued via the Framework (at shortlisting stage).

- 4.2 The Supplier shall comply with the PIs and establish processes to monitor its performance against them and the Supplier's achievement of PIs shall be reviewed during the Supplier Review Meetings.
- 4.3 CCS shall have the right to request copies of any contract performance related information shared between a Buyer and Supplier under any Call-Off Contract including but not limited to Service Levels and Balanced Scorecards. CCS will notify the Buyer when such requests are in progress.
- 4.4 CCS reserves the right to adjust, introduce new, or remove PIs throughout the Framework Contract Period, however any significant changes to PIs shall be agreed between CCS and the Supplier in accordance with the Variation Procedure.
- 4.5 CCS reserves the right to use and publish the performance of the Supplier against the PIs without restriction.

### 5. What the Supplier must do to measure their performance

- 5.1 The Supplier shall cooperate in good faith with CCS to develop efficiency tracking performance measures for this Contract. This shall include the following (but this list is not exhaustive and may be developed during the Framework Contract Period):
  - 5.1.1 tracking reductions in product volumes and product costs, in order to demonstrate that Buyers are consuming less and buying more smartly;
  - 5.1.2 developing additional PIs to ensure that this Contract supports the emerging target operating model across central government (particularly in line with centralised sourcing and category management, procurement delivery centres and payment processing systems and shared service centres).
- 5.2 The metrics that are to be implemented to measure efficiency shall be developed and agreed between CCS and the Supplier. Such metrics shall be incorporated into the list of PIs set out in this Schedule.

- 5.3 The ongoing progress and development of the efficiency tracking performance measures shall be reported through framework management activities as outlined in this Schedule.
- 5.4 CCS may ask for a Rectification Plan and suspend the Supplier from taking part in subsequent Further Competitions under the Framework Contract if the Supplier:
- 5.4.1 fails to meet any of the key performance indicators (“KPIs”) that are Material KPIs or Service Levels as detailed in a Call-Off Contract on at least 3 occasions within a 12-month rolling period
  - 5.4.2 demonstrates poor performance of a Call-Off Contract, evidenced through Buyer feedback to CCS that the Supplier has scored a ‘red’ status on any one of the agreed Material KPIs, on at least 2 occasions within a Contract Period, or within a period of 3 months (whichever is the earlier).
- 5.5 This Rectification Plan must clearly detail the improvements and associated timeframes that the Supplier intends to meet to achieve the KPIs and/or Service Levels. The Rectification Plan must be provided in accordance with Clause 10.3 of the Core Terms and any failure to correct a Default in line with an accepted Rectification Plan, or failure to provide a Rectification Plan within 10 days of the request may result in the Buyer exercising its right to terminate the Call-Off Contract in accordance with Clause 10.4 of the Core Terms.

## **6. What to do if CCS and the Buyer can’t agree about the performance**

- 6.1 In the event that CCS and the Supplier are unable to agree the performance score for any PI during a Supplier Review Meeting, the disputed score shall be recorded and the matter shall be referred to CCS Authorised Representative and the Supplier Authorised Representative in order to determine the best course of action to resolve the matter (which may involve organising an ad-hoc meeting to discuss the performance issue specifically).
- 6.2 In cases where CCS Authorised Representative and the Supplier Authorised Representative fail to reach a solution within a reasonable period of time, the matter shall be referred to the Dispute Resolution Procedure.

## **7. Marketing**

- 7.1 The Supplier shall ensure that a person is appointed as Supplier Marketing Contact who shall be responsible for the marketing obligations of the Supplier in relation to this Contract.

### **How the Supplier must contribute to CCS publications**

- 7.2 The Supplier shall supply current information relating to the Goods and/or Services it offers for inclusion in CCS marketing materials when required by CCS from time to time.
- 7.3 Such information shall be provided in such form and at such time as CCS may request.
- 7.4 Failure to comply with the provisions of Paragraphs 7.2 and 7.3 may result in the Supplier's exclusion from the use of such marketing materials.

### **What Suppliers can say in its own publications**

- 7.5 All marketing materials produced by the Supplier in relation to this Framework shall at all times comply with the CCS branding guidance at <https://www.gov.uk/government/publications/crown-commercial-service-supplier-logo-and-brand-guidelines>.
- 7.6 The Supplier will periodically update and revise its marketing materials to ensure ongoing compliance.
- 7.7 The Supplier shall regularly review the content of any information which appears on its website and which relates to each Contract and ensure that such information is up to date at all times.
- 7.8 The Supplier shall obtain all appropriate approvals prior to publishing any content in relation to a Contract with that Party using any media, including on any electronic medium, and the Supplier will ensure that such content is regularly maintained and updated. In the event that the Supplier fails to maintain or update the content, CCS or the relevant Buyer may give the Supplier notice to rectify the failure and if the failure is not rectified to its reasonable satisfaction within one (1) Month of receipt of such notice, shall have the right to remove such content itself or require that the Supplier immediately arranges the removal of such content.

### **8. Where CCS might oversee parts of the Call-Off Contracts**

- 8.1 CCS shall have oversight of certain contract management processes which are operated under Call-Off Contracts. Such oversight shall be provided in relation to the operation of the following Schedules in each Call-Off Contract:
- 8.1.1 Call-Off Schedule 3 (Continuous Improvement);
  - 8.1.2 Call-Off Schedule 8 (Business Continuity and Disaster Recovery);
  - 8.1.3 Call-Off Schedule 9 (Security); and
  - 8.1.4 Call-Off Schedule 16 (Benchmarking).
- (the "**Supported Schedules**")

### **How the Supplier must support CCS involvement**

- 8.2 The Supplier shall co-operate as reasonably required by CCS in relation to the Supported Schedules including:
- 8.2.1 provision of information;
  - 8.2.2 allowing CCS to act as agent for the Buyers under the Supported Schedules for such matters as CCS may notify the Supplier from time to time; and
  - 8.2.3 such other matters as CCS may notify to the Supplier from time to time.

### **Where CCS might manage the process for Buyers collectively**

8.3 In addition to general oversight as referred to above the following specific oversight shall apply to the individual Supported Schedules:

8.3.1 Call-Off Schedule 3 (Continuous Improvement) - the Supplier shall:

- (a) adopt a policy of continuous improvement in relation to the Deliverables;
- (b) create, maintain and update a continuous improvement plan for improving the provision of the Deliverables and/or reducing the Charges and, where requested by CCS, incorporate any improvement identified in accordance with the Variation Procedure.

8.3.2 Call-Off Schedule 8 (Business Continuity and Disaster Recovery) - the Supplier shall:

- (a) create and hold a template BCDR plan that can be used by each Buyer and shall make it available to CCS so that it can be published to potential Buyers; and
- (b) notify CCS in the event of the invocation or potential invocation of any BCDR plan and the Supplier shall provide such support as CCS may reasonably require to coordinate the application of BCDR plans across all Call-Off Contracts.

8.3.3 Call-Off Schedule 9 (Security) - the Supplier shall:

- (a) create and hold a template Security Management Plan that can be used by each Buyer and shall make it available to CCS so that it can be published to potential Buyers; and
- (b) notify CCS in the event of breach of any Security Plan and the Supplier shall provide such support as CCS and/or Buyers may reasonably require to coordinate the application of Security Plans across all Call Off Contract.

8.3.4 Call-Off Schedule 16 (Benchmarking) - the Supplier:

- (a) shall notify CCS in the event that any benchmarker is appointed in respect of any Call-Off Contract and the Supplier recognises that CCS may want to co-ordinate how benchmarking is conducted across multiple Call-Off Contracts;
- (b) shall where CCS is appointed as agent by Buyers in respect of benchmarking, co-operate with CCS in order to operate the benchmarking as efficiently as possible
- (c) agrees that notwithstanding the remainder of Clause 15 (Confidentiality) in the Core Terms, CCS shall be entitled to publish the results of any benchmarking of the Framework Prices to Other Contracting Authorities (subject to the other party entering into reasonable confidentiality undertakings).