

FRAMEWORK SCHEDULE 2: GOODS AND SERVICES AND KEY PERFORMANCE INDICATORS

PART A: GOODS AND SERVICES

LOT 7– AUDIT AND CONSULTANCY SERVICES

1 INTRODUCTION

- 1.1 Crown Commercial Service (CCS) (the “Authority”) is seeking to establish a Framework Agreement for the provision of Audit and Consultancy Services for all UK Central Government Departments and Wider Public Sector Organisations (“Contracting Authorities”).
- 1.2 This Framework Agreement will be managed by the Authority and Call Off contracts will be managed by Contracting Authorities.
- 1.3 The duration of the RM3781 Framework Agreement for Lot 7 is four (4) years (48 months), with a maximum Call Off Contract period of five (5) years (60 months).
- 1.4 The purpose of the Lot 7 Framework Agreement is to appoint a number of Suppliers who shall be responsible for the provision of entirely Independent Vendor Neutral Audits and Consultancy Services via Further Competition between the successful Suppliers and Contracting Authorities.
- 1.5 The Supplier shall have the capability to support pan Government strategies, demonstrating scalable solutions that have the flexibility to adapt to future demands in emerging policies and priorities across Government organisations in line with the Government’s Digital by Default agenda: <https://www.gov.uk/government/publications/government-digital-strategy>, in order to maximising savings opportunities and provide added value.
- 1.6 The Supplier shall in the context of wider Government agendas consider the link between Managed Print and Content Management Audit and Consultancy Services and Records Management Audits & Consultancy Services, enabling a streamlined process and maximise efficiencies.
- 1.7 The Audit and Consultancy Services of this Lot will include but not be limited to:
 - Managed Print and Content Management Audits and Consultancy Services
 - Records Management Audits and Consultancy Services
 - Evaluation, advice and recommendations in the context of sound strategic direction
- 1.8 The Supplier will provide all aspects of the requirement for Lot 7 as set out in Framework Schedule 2.
- 1.9 The Authority placed a Prior Information Notice (the PIN notice) - 2015/S 241-437566 which was published on 12/12/2015 in the Official Journal of the European Union (OJEU).
- 1.10 This procurement has been advertised by publishing a Contract Notice in the OJEU under the open procedure in accordance with the Public Contracts Regulations 2015 (the “Regulations”).

2 SCOPE OF THE REQUIREMENT

- 2.1 The Supplier shall provide entirely Independent Vendor Neutral Audits and Consultancy Services to Contracting Authorities based on total cost transparency of the Contracting Authorities existing information management processes.
- 2.2 The Supplier shall, where appropriate utilise market expertise and knowledge to influence and support Contracting Authorities' strategies in the management of its Managed Print and Content Management requirements and the optimisation of physical storage requirements, including reduction of volumes where appropriate and the management of retention and disposal/ destruction strategies.
- 2.3 The Supplier shall have the capability, capacity and suitably skilled Supplier Personnel to meet the requirements of both Managed Print and Content Management Audits and Records Management Audits including during periods of high demand, in order to meet Contracting Authorities' delivery timescales as specified at Call Off stage.
- 2.4 The core requirements for the Audit and Consultancy Services shall include :
 - Managed Print and Content Management Audit and Consultancy Services
 - Records Management Audits and Consultancy Services.
 - The provision of total cost transparency to Contracting Authorities for their existing Managed Print and Content Management processes or Records Management Services.
 - The assessment and evaluation of Managed Print and Content Management and / or Records Management usage and running costs in order to determine potential savings and efficiencies.
 - The analysis of a Contracting Authorities' Managed Print and Content Management processes and/or Records Management Services.
 - The provision of objective, professional advice and Audits regarding how Contracting Authorities may better manage or move towards the management of its Managed Print and Content Management and Records Management requirement together or as interdependent areas.

3 MANDATORY REQUIREMENTS – MANAGED PRINT AND CONTENT MANAGEMENT AUDIT AND CONSULTANCY SERVICES

This section provides details of the mandatory Managed Print and Content Management Audit and Consultancy Services that the Supplier shall be expected to fulfil in their entirety in order to meet the requirements of this Framework Agreement.

- 3.1 The Supplier shall carry out a range of Audits, where requested by Contracting Authorities which shall include as a minimum:
 - A snapshot assessment where a small number of products are involved, followed by a short written report.
 - A complex due diligence Audit which will assess the existing printer/copier/fax/scan fleet, its deployment, the existing page volumes (for example by using print Audit software over a 30 day period), relevant print and/or information content management workflow and business processes, the IT infrastructure and the requirements of Contracting Authorities. The Audit must establish the Total Cost of Ownership (TCO). Key outputs may be savings targets,

recommendations for the balanced deployment of appropriate Equipment, effective and efficient page output management, workflow and business process optimisation (where required) and a proposed Implementation Plan.

- Energy and paper saving proposals. This should be demonstrated in kilowatt-hour (kWh) and Co2 savings based on current levels of consumption by Contracting Authorities.
- Wider environmental and sustainability assessments and recommendations in the form of a 'Green Audit'.

3.2 The Supplier shall in the delivery of the Managed Print and Content Management Audit and/or Consultancy Service, agree with Contracting Authorities the fundamental aspects of the following key areas:

- Current position
- Target position and how to achieve this

3.3 The Supplier shall provide the following to Contracting Authorities as a minimum when conducting a Managed Print and Content Management Audit:

- The number of Multifunctional Devices
- The location of each Device
- The number of pages produced by each Device (daily/ weekly/ monthly)
- The output costs per page of each device
- The details of User volumes

3.4 The Supplier shall provide recommendations in the following areas as a minimum, unless stated otherwise by Contracting Authorities:

- Whether Contracting Authorities current policies reflect best practice;
- The transparency of current exit or settlement costs and recommendations as to how these may better managed;
- Printing strategies to reduce costs and/or increase productivity;

3.5 The Supplier shall review the areas of print, information content and Records Management as interlinked sectors within information management and provide recommendations which support the need to move towards the management of these integrated areas.

3.6 The Supplier shall present Data in such a way which enables and informs Contracting Authorities to revise its existing print and/or information content strategy and/or to be included as part of Contracting Authorities' further competition process.

3.7 **Approach**

3.7.1 The Supplier shall provide a structured approach throughout the Managed Print and Content Management Audit and Consultancy process that shall provide Contracting Authorities with the following information:

- Contracting Authorities current position;
- How to get the best out of the existing infrastructure
- How savings can be achieved

3.8 **Assessment**

3.8.1 The Supplier shall ensure that assessment stage meetings take place with Contracting Authorities to discuss/ agree the required outcomes of the Managed Print and/or Content Management Audit process.

3.8.2 The Supplier shall ensure that Contracting Authorities information required to fulfil the assessment is identified and requested at assessment stage meetings.

3.9 **Analyse**

3.9.1 The Supplier shall undertake an in-depth investigation of the current environment and business functions of the various Devices. For example, a physical on-site survey and the use of software loaded to Contracting Authorities networks.

3.9.2 The Supplier shall where requested, enable accurate determination of Device location, output volumes, costs and usage for Contracting Authorities, including wider workflow and document processes related to Managed Print and Content Management.

3.10 **Advise**

3.10.1 The Supplier shall provide a report on the outcome of the assessment and analysis to Contracting Authorities detailing the following as a minimum, unless otherwise stated:

- An outline of the current position if it was to remain business as usual i.e. no changes implemented or required;
- Identification of risk in terms of governance or security of Data based on current processes;
- A complete asset listing;
- Analysis of Devices – the ratio by Users / floors / departments etc;
- The mapping of print volumes by Devices;
- Average toner and consumable costs;
- Assessment of User requirements within departments and any associated challenges. Questionnaires may be utilised to gather such Data;
- Recommendation of a potential solution(s);
- A proposal outlining how to streamline information and document workflows and processes to gain efficiencies and reduce / control costs;
- Equipment required to deliver the results;
- Implementation Plan.

3.10.2 The Supplier shall provide an in depth report to Contracting Authorities during the final stage of the Audit process. The report shall detail the findings of the Managed Print and Content Management Audit, including recommendations of how Contracting Authorities can adopt an effective and efficient future output strategy.

3.10.3 The Supplier shall ensure that any recommendations they propose shall not include any brand or particular supplier Equipment.

3.11 **Additional Support**

3.11.1 The Supplier shall, where requested provide Contracting Authorities with experienced Personnel who will offer impartial advice and support them during the further competitions process for access to RM3781 in the following areas:

- Preparation of tender documents
- Assessment of subsequent response(s)
- Implementation of Call Off Contracts via this Framework Agreement
- Processes to monitor and measure realisation of benefits and savings through Call Off Contracts implemented via this Framework Agreement

4 RECORDS MANAGEMENT AUDITS AND CONSULTANCY SERVICES

This section provides details of the mandatory Records Management Audits and Consultancy Services that the Supplier shall be expected to fulfil in their entirety in order to meet the requirements of this Framework Agreement.

- 4.1 The Supplier shall provide Contracting Authorities with the necessary support and advice to ensure that records are created, distributed, maintained, stored and subsequently destroyed in an efficient manner.
- 4.2 The Supplier shall carry out a range of Audits, where requested by Contracting Authorities which include, but are not limited to:
 - A small physical Audit to identify the volume and type of current paper records held by Contracting Authorities.
 - Complex Audits which will assess the physical movement of documents through Contracting Authorities organisations, determining how information is captured, transformed and managed.
- 4.3 The Supplier shall in the delivery of Records Management Audits and Consultancy Services, agree with Contracting Authorities the fundamental aspects of the following key areas:
 - Current position
 - Target position and how to achieve this
- 4.4 The Supplier shall provide Contracting Authorities with the following information (as a minimum) when conducting a Records Management Audits and Consultancy Services:
 - An accurate report of Records held and where;
 - the estimated number of Records held within Contracting Authorities locations;
 - how information is stored;
 - an overview on how Records flow through the Contracting Authorities organisations;
 - if relevant legislation / legal responsibilities of Contracting Authorities are being met;
 - a view on whether current processes and systems within the Contracting Authorities Records Management infrastructure are fit for purpose;
 - recommendations on methods to improve efficiency and/or achieve cost savings if required.
- 4.5 The Supplier shall provide to Contracting Authorities the following recommendations as a minimum, unless stated otherwise:
 - Whether the policies of the Contracting Authorities reflect best practice against Government guidelines;
 - The transparency of the current exit costs and recommendations as to how these may be managed;
 - Compliance with the National Archives standards;
 - The clarity, efficiency and current state of the Data retention and destruction policy, alongside recommendations for the updating of this policy;
 - Consider areas of print, information content and Records Management as interlinked sectors within information management and provide recommendations which reflect the need to move towards the management of these areas with a joined up approach.

4.6 The Supplier shall present recommendations Data in such a way which enables and informs Contracting Authorities whether they should consider revising their existing print and/or information content strategy and/or whether these recommendations should be included as part of Contracting Authorities further competition process.

4.7 Approach

4.7.1 The Supplier shall provide a structured approach throughout the Records Management Audits and Consultancy Services process that shall enable Contracting Authorities to determine:

- Contracting Authorities' current position;
- How to get the best out of the existing infrastructure
- How savings can be achieved

4.8 Assessment

4.8.1 The Supplier shall ensure that assessment stage meetings shall take place with Contracting Authorities to discuss/ agree the required outcomes of the Records Management Audits and Consultancy Services process.

4.8.2 The Supplier shall ensure that Contracting Authorities' information required to fulfil the assessment is identified and requested at the assessment stage meetings.

4.9 Analyse

4.9.1 The Supplier shall undertake an in-depth investigation of the current environment and how and where Records are stored. For example, a physical on-site survey and / or the use of software loaded to the Contracting Authorities' network.

4.9.2 The Supplier shall identify the typical processes associated with how documents flow through Contracting Authorities' business streams.

4.10 Advise

4.10.1 The Supplier shall provide a report on the outcome of the assessment and analysis to Contracting Authorities detailing the following as a minimum, unless otherwise stated:

- Number of paper records held by Contracting Authorities in terms of physical volume and files;
- Identification of risk in terms of governance or security of Data based on current processes;
- Assessment of User requirements within departments and any associated challenges.
- How electronic document management process could be designed and implemented;
- Indicative costs and mechanisms for qualifying and measuring the success of such project(s).

4.10.2 The Supplier shall provide during the final stage of the Audit process an in depth report to Contracting Authorities. The report shall detail the findings of the Records Management Audits and Consultancy Services, including recommendations of how Contracting Authorities can adopt an effective and efficient future output strategy.

4.10.3 The Supplier shall ensure that any recommendations they propose shall not include any brand or particular supplier Equipment.

4.11 Additional Support

4.11.1 The Supplier shall, where requested provide Contracting Authorities with experienced Personnel who will offer impartial advice and support them during the further competitions process for access to RM3781 in the following areas:

- Preparation of tender documents
- Assessment of subsequent response(s)
- Implementation of Call Contracts via this Framework Agreement
- Processes to monitor and measure realisation of benefits and savings through Call Off Contracts implemented via this Framework Agreement

5 MANDATORY REQUIREMENTS – SECURITY AND STANDARDS

This section provides details of the mandatory requirements for security and standards that the Supplier shall be expected to fulfil in their entirety in order to meet the requirements of this Framework Agreement.

5.1 SECURITY

5.1.1 The Supplier shall maintain and comply with a security policy which specifically addresses the protection of all Contracting Authorities information/Data that is generated and/or managed in the provision of the required Audit and Consultancy Services.

5.1.2 The Supplier's security policy shall address as a minimum;

- security management (risk assessment, response, evaluation, responsibilities and roles);
- Supplier Personnel integrity (recruitment, training, vetting, and disciplinary procedures);
- management of suspected/actual breaches of security.

5.1.3 This requirement shall extend to procedures for protecting and managing the risk associated with Data stored, during and/or on expiry of the Call Off Contract term. The Supplier shall provide the following procedures at no additional cost to a method or standard as agreed with Contracting Authorities:

- Data encryption;
- Data overwrite;

5.1.4 The Supplier shall ensure that the implementation of security controls and how they shall comply to CESG BC, HMG Security Policy Framework as detailed at the link below and Industry best practice is documented, with associated security policies and standards:

<https://www.cesg.gov.uk/organisations/bcs-chartered-institute-it>

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

5.1.5 The Supplier shall ensure that Contracting Authorities' information and Data is secured in a manner that complies with the Government Security Classification Policy rating of OFFICIAL. The Supplier shall ensure that the Government Security Classification Policy rating is also applied when information and Data is transmitted across all applicable networks and/or in line with the Contracting Authorities' requirements.

5.1.6 The Supplier shall, where required, have the capability to employ encryption to information/Data which shall be sent across a network or extracted by electronic

means. The Supplier shall ensure that the level of encryption complies in full with the Government Security Classification Policy rating of OFFICIAL and/or in line with the Contracting Authorities' requirements.

- 5.1.7 The Supplier shall ensure that any suspected or actual security breaches are reported to Contracting Authorities' representatives immediately and depending on the impact of the breach, shall be included in monthly/quarterly performance reporting to the Authority.
- 5.1.8 The Supplier shall comply with all relevant legislation, organisational and cross Government policy and guidelines in relation to Data and asset security.

5.2 STANDARDS

- 5.2.1 The Supplier shall ensure that the Services provided are fully compliant with the 'CESG' and 'HMG' Security standards as detailed in paragraph 5.1.4 in addition to those standards identified by Contracting Authorities at the Call Off stage.
- 5.2.2 The Supplier shall provide secure solutions that comply with any restrictions or requirements arising out of Contracting Authorities' security policies. This shall include, but not be limited to:
- BS EN ISO 9001 or agreed equivalent accreditation
 - ISO 27001 Information Security Management or agreed equivalent
 - ISO 29142 Information Technology – Print Cartridge Categorisation or agreed equivalent
 - ISO 15408 Common Criteria for Information Technology Security Evaluation or agreed equivalent
 - N3 (the national broadband network for the English National Health Service (NHS))
 - Code of Connection (CoCo) Compliance
 - Government Connection Secure Extranet (GCSX)
 - Public Services Network (PSN) Compliance
 - Citrix Secure Gateway
 - Level 2 Information Governance or agreed equivalent
 - BS 7858 Security Screening or agreed equivalent

And any other Contracting Authorities restrictions or requirements as specified by Contracting Authorities at Call Off stage.

- 5.2.3 The Supplier shall ensure that in the provision of Services, they support Contracting Authorities in meeting their legislative obligations including, but not limited to, those set out in The Equality Act, The Freedom of Information Act (FOI) and the Data Protection Act.
- 5.2.4 The Supplier shall not charge a premium to Contracting Authorities for any additional standards and/ or security compliance applicable to a Call Off Contract, unless otherwise agreed with Contracting Authorities.

6 MANDATORY REQUIREMENTS – SUPPLIER PERSONNEL, VETTING AND TRAVEL COSTS

This section provides details of the mandatory Supplier Personnel, vetting and travel-related costs requirements that the Supplier shall be expected to fulfil in their entirety in order to meet the requirements of this Framework Agreement.

6.1 SUPPLIER PERSONNEL

- 6.1.1 The Supplier's Personnel delivering Audit and Consultancy Services shall possess the qualifications, experience and competencies appropriate to the tasks for which they are employed.
- 6.1.2 The Supplier shall ensure that all Supplier Personnel adhere and comply with Contracting Authorities' safety and confidentiality requirements at all times.
- 6.1.3 The Supplier shall ensure that all Supplier Personnel supplying the Services of this Framework Agreement and any Call Off Contracts shall act in a responsible and professional manner.
- 6.1.4 The Supplier shall provide as a minimum, the following Supplier Personnel grades:

Personnel Grade	Description
Trainee (or equivalent)	The Consultant shall have demonstrable experience in a wide range of projects in the Audit and Consultancy Service field. They will also have experience of and be able to evidence of previous customer facing experience and support Services to wider consultancy projects.
Audit Manager (or equivalent)	The Consultant shall have notable experience and in-depth knowledge of the Audit and Consultancy Service field. They will also have experience of and be able to evidence wide range of client facing experience and support work in process and organisational design, as well as in leading workshops and events.
Senior Audit Manager (or equivalent)	The Consultant shall have substantial and proven experience in the Audit and Consultancy Service field. They shall have Sound knowledge of the public sector environment and current policy and political issues affecting it. In addition they will have previous experience in project management on a wide range of high quality and relevant Audit projects, preferably in the public sector. They will also be a Qualified PRINCE2 practitioner or equivalent.
Partner/ Director	The Consultant shall have substantial and proven experience in the Audit and Consultancy Service field. They shall have sound knowledge of the public sector environment and current policy and political issues affecting it. They will be regarded as an expert and industry recognised. They will be able to clearly demonstrate experience in working within complex environments with large organisations. In addition they will have significant previous experience in project management on a wide range of high quality and relevant Audit projects, preferably in the public sector. They will be able to evidence customer facing work, identifying and addressing customer needs, bringing new insights and adding value to customers. They will also be a Qualified PRINCE2 practitioner or equivalent.

- 6.1.5 The Supplier shall provide a comparable grade where the above Supplier Personnel grade differs in an organisation.
- 6.1.6 The Supplier shall ensure that all Supplier Personnel have a valid Company Photo ID Badge. The ID badge shall include as a minimum
- full name
 - expiry date (all ID badges shall be valid for at least one year)

6.2 VETTING

- 6.2.1 The Supplier shall ensure that all Supplier Personnel have been security vetted and approved to Disclosure and Barring Service (DBS) relevant standards (formerly Criminal Records Bureau CRB)) (or an agreed equivalent) and/or Disclosure Scotland relevant standards were appropriate. The Supplier shall ensure that this is completed prior to the involvement of Supplier Personnel in the delivery of the Services under the Framework Agreement.
- 6.2.2 The Supplier shall ensure that all Supplier Personnel vetting procedures comply with the British Standard – Security Screening of Individuals Employed in a Security Environment – BS 7858:2012 or with an agreed equivalent which may be specified by Contracting Authorities at Call Off Stage.
- 6.2.3 The Supplier shall comply with all requirements of the Baseline Personnel Security Standard (BPSS) or an agreed equivalent and ensure that a BPSS is undertaken for all Supplier Personnel, in accordance with the HMG Baseline Personnel Security Standard accessible via the link below:

<https://www.gov.uk/government/publications/government-baseline-personnel-security-standard>

- 6.2.4 The Supplier shall ensure that all Supplier Personnel have appropriate security clearance and comply with any 'additional' security requirements specified by Contracting Authorities at the Call Off stage.
- 6.2.5 The Supplier shall provide details of all Supplier Personnel security procedures to Contracting Authorities. The Supplier shall also provide details of all Supplier Personnel who will be involved in the delivery of the Audit and Consultancy Services, when requested by Contracting Authorities.
- 6.2.6 The Supplier shall ensure that all Supplier Personnel involved in the delivery of the Audit and Consultancy Services have and maintain the relevant security clearance.

6.3 TRAVEL AND RELATED COSTS

- 6.3.1 The Supplier's Day Rate charges as specified in Framework Schedule 3 (Prices and Charging) shall include costs associated with providing the Service as outlined in Section 3 and Section 4 of this Framework Schedule 2 but shall not include travel and subsistence costs.
- 6.3.2 The Supplier's travel and subsistence costs will be chargeable to Contracting Authorities at the Call Off stage and in line with Contracting Authorities' travel and subsistence policy.

7 MANDATORY REQUIREMENTS – SUSTAINABILITY

This section provides details of the mandatory sustainability requirements that the Supplier shall be expected to fulfil in their entirety in order to meet the requirements of this Framework Agreement.

7.1 SUSTAINABILITY

- 7.1.1 The Supplier shall support the wider agenda of sustainability in terms of the social, economic and environmental impact of Contracting Authorities' operations, through the provision of Data.
- 7.1.2 The Supplier shall comply with Government Buying Standards, full details of which can be found on the DEFRA Sustainable Development in Government website:
<https://www.gov.uk/government/publications/government-buying-standards>
- 7.1.3 The Supplier shall complete annual Corporate Social Responsibility (CSR) assessments upon request from Contracting Authorities.
- 7.1.4 The Supplier shall identify Social Value options which are appropriate to a Call Off Contract with Contracting Authorities at the Call Off stage. Any Social Value options selected by Contracting Authorities at the point of Call Off shall be in accordance with the Government Social Values which are current at that point in time.

8 MANDATORY REQUIREMENTS – FRAMEWORK MANAGEMENT

This section provides details of the mandatory framework management requirements that the Supplier shall be expected to fulfil in their entirety in order to meet the requirements of this Framework Agreement.

8.1 Framework Management Structure

- 8.1.1 The Supplier shall provide a suitably qualified nominated 'Supplier Framework Manager' who will take overall responsibility for delivering the Goods and/ or Services required within this Framework Agreement, as well as a suitably qualified deputy to act in their absence.
- 8.1.2 The Supplier shall within five (5) working days of the Framework Commencement Date send to the Authority the name and contact details (including email address and telephone numbers) of the nominated Supplier Framework Manager and Deputy Framework Manager for this Framework Agreement.
- 8.1.3 The Supplier shall communicate any change in Framework Manager to the Authority, no less than one (1) month in advance of the planned change.
- 8.1.4 The Supplier's Framework Manager shall be familiar with all aspects of the Framework Agreement and suitably experienced in the role, ensuring that all the requirements of the Framework Agreement are met or exceeded. The Supplier shall have arrangements in place to deal with annual leave or any other (un)planned absence.
- 8.1.5 The Supplier shall manage this Framework Agreement by utilising the Authority's tiered Supplier Relationship Management (SRM) approach as set out in paragraph 8.2.3, which provides escalation routes and enables development of the key strategies at senior levels.

- 8.1.6 The Supplier's Framework Manager shall ensure where Service Levels are not being met, that appropriate extra resources are committed promptly and action is taken to resolve any issues to the satisfaction of the Authority which may include a Performance Improvement Plan (PIP) in accordance with Framework Schedule 8 (Framework Management), Section 5 (Escalation Procedure).
- 8.1.7 Following the Framework Commencement date, the Authority shall produce and issue to the Supplier a draft Supplier Action Plan. The Supplier Action Plan shall, unless the Authority otherwise Approves, be agreed between the Parties and come in to effect within two weeks from receipt by the Supplier of the Supplier Action Plan as specified in Framework Schedule 8 (Framework Management).
- 8.1.8 The Supplier Action Plan shall be managed and updated on an ongoing basis by the Authority. Any changes to the Action Plan shall be notified by the Authority to the Supplier. The Supplier shall not unreasonably withhold its agreement to any changes to the Supplier Action Plan. Any such changes shall, unless the Authority otherwise Approves, be agreed between the Authority and the Supplier and come in to effect within two (2) weeks from receipt by the Supplier of the Authority's notification as specified in Framework Schedule 8 (Framework Management).

8.2 Supplier Review Meetings

- 8.2.1 The Supplier review meetings shall take place with the Authority at an agreed location between both the Supplier and the Authority throughout the Framework Period and thereafter until the Framework Expiry Date.
- 8.2.2 The Supplier review meetings shall be attended, as a minimum by the Authority Representative(s) and the Supplier Framework Manager.
- 8.2.3 The Supplier shall agree the level of engagement and frequency with the Authority within one (1) month of the framework commencement date, but as a minimum this shall include:

Frequency	Status	Format	Attendees	Information Required
Monthly	Operational	Meeting or telephone conference	To be agreed at Implementation	Monthly MI Highlight Report
Quarterly	Operational	Meeting	To be agreed at Implementation	Highlight Report Dashboard Continuous Improvement Plan
Bi-annually	Operational / Strategic	Meeting	To be agreed at Implementation	Dashboard, Mid-Year Review and Forecast Report
Annually	Strategic	Meeting	To be agreed at Implementation	Dashboard, End of Year Review and Forecast Report

- 8.2.4 The purpose of the review meetings will be to agree strategic objectives, review Supplier performance, resolve issues, identify potential business opportunities and innovative solutions, and where applicable review the Suppliers adherence to the Supplier Action Plan.

8.3 Framework Assurance

8.3.1 The Supplier shall provide the Authority with framework assurance on the following areas:

- business continuity;
- financial stability;
- Data and asset security;
- risk management;
- quality of Service;
- Value For Money (VFM);
- accuracy of agreed management Information and ad hoc reporting;
- environmental returns;
- initiatives; and
- continuous improvement and innovation.

8.3.2 The framework assurance requirements shall be managed and reviewed by the Authority and the content incorporated within the Supplier Action Plan, as set out in Framework Schedule 8 (Framework Management).

8.4 KEY PERFORMANCE INDICATORS AND PERFORMANCE MANAGEMENT

8.4.1 The Supplier shall comply with the Key Performance Indicators as set out in this - Framework Schedule 2 and Framework Schedule 8, Section 3 (Key Performance Indicators).

8.4.2 The Supplier shall provide monthly and quarterly Highlight Reports to the Authority, to include the following information:

- Supplier's performance against Service Levels (as agreed at the Call Off stage);
- identified risks and issues and measures put in place to mitigate;
- proposals on and/or progress against agreed initiatives to perform within a leaner process;
- proposals on and/or progress against agreed initiatives to provide economies of scale.

8.4.3 The Supplier shall complete a template Dashboard report and shall utilise graphs and charts to indicate trends and variances. The template shall be provided by the Authority.

8.4.4 The Supplier shall provide a Dashboard report to cover a period of time specified by the Authority, on a quarterly, bi-annual and annual basis. The content of the Dashboard shall provide high level information on the following as a minimum, unless otherwise specified by the Authority:

- total service revenue per month;
- total number of Contracting Authority Call Offs per month;
- savings summary;

- opportunity pipeline;
- Service Level performance statistics;
- marketing and communications summary.

8.5 SUPPLIER MANAGEMENT INFORMATION (MI)

- 8.5.1 The Supplier shall provide MI in accordance with the requirements as set out in Framework Schedule 9 (Management Information).

8.6 Third Party Sub-Contracting

- 8.6.1 The Supplier shall comply with the requirements set out in Clause 25 (Supply Chain Rights and Protection) of the Framework Agreement and Framework Schedule 7 (Key Sub-Contractors).

- 8.6.2 The Supplier shall be the primary point of contact for all third party Sub-Contractors and shall therefore be responsible for managing, controlling and maintaining all relationships throughout the duration of the Framework Agreement and Call Off Contracts.

8.7 Complaints Procedure

- 8.7.1 The Supplier shall comply with the requirements as set out in Clause 47 (Complaints Handling) of the RM3781 Framework Agreement.

- 8.7.2 The Supplier shall have in place robust and auditable procedures for logging, managing, escalating and resolving issues, complaints or problems reported by the Authority.

- 8.7.3 The Supplier shall accept issues, queries and complaints by telephone, fax, email and/ or letter.

8.8 CONTINUOUS IMPROVEMENT

- 8.8.1 The Supplier shall comply with the requirements set out in Framework Schedule 12 (Continuous Improvement and Benchmarking).

- 8.8.2 The Supplier shall continually improve the way in which the required Services are to be delivered throughout the Framework Agreement duration to optimise savings and efficiencies and offer increased value for money across Government.

- 8.8.3 The Supplier shall maintain open channels of communication with the Authority to resolve issues, share lessons learned and present new ways of working during the Framework Agreement review meetings. Any proposed new ways of delivering the Services shall be brought to the Authority's attention and formally agreed prior to any changes being implemented.

- 8.8.4 The Supplier shall demonstrate its capability of delivering the Services and flexibility and scalability of meeting the current and future demands in relation to Audit and Consultancy Services of Contracting Authorities.

- 8.8.5 The Authority shall reserve the right to make changes to the Services available to ensure that this Lot 7 remains compliant with Contracting Authorities' requirements.

- 8.8.6 The Supplier shall conduct twice yearly a customer satisfaction exercise and survey Contracting Authorities responses to ascertain satisfaction levels for the Services supplied. The Supplier shall produce survey results for review by the Authority.

8.9 **MARKETING AND COMMUNICATION**

- 8.9.1 The Supplier shall pro-actively work with the Authority to establish and manage a Marketing and Communications Plan. This plan will detail all marketing activities including, but not limited to, producing case studies, running or attending events, direct mail campaigns, and Social Media campaigns.
- 8.9.2 The Supplier shall ensure that the emphasis of any marketing effort relating to the Framework Agreement must focus on savings and benefits to be achieved through the Framework Agreement via page output management, cost savings and/or operational efficiencies, for example, rather than benefits of the Supplier's own goods and Services as an end in themselves.
- 8.9.3 The Supplier shall produce case studies of Contracting Authorities who have contracted through the Framework Agreement to highlight the savings and benefits achieved. The Supplier shall gain approval from Contracting Authorities prior to any release or publication.
- 8.9.4 The Supplier shall highlight Social Value, sustainability and environmental advantages and issues as part of any marketing material and specifically wherever it promotes awareness of and improvement in any of these areas.
- 8.9.5 The Supplier shall ensure that all marketing materials and communications which make reference to the Framework Agreement, including case studies, are approved by the Authority prior to any release or publication.

9 CONTRACTING AUTHORITIES CALL OF CONTRACT MANAGEMENT

This section provides details of the mandatory Contracting Authorities contract management requirements that the Supplier shall be expected to fulfil in their entirety in order to meet the requirements of the Call Off Contract:

9.1 **Contracting Authorities Management Structure**

- 9.1.1 The Supplier shall provide a suitably qualified nominated 'Call Off Contract' Management provision predominately by telephone or occasional face to face at Contracting Authorities' premises only when requested by Contracting Authorities.
- 9.1.2 The Supplier shall within five (5) working days of the 'Call Off Contract' Commencement date, provide Contracting Authorities with the name and contact details (including the telephone number and email address) of the nominated Supplier 'Call Off Contract' manager.
- 9.1.3 The Supplier shall communicate any change in the Call Off Contract Manager to Contracting Authorities, no less than one (1) month in advance of any planned change.
- 9.1.4 The Supplier shall provide face to face meetings at no additional cost to Contracting Authorities.
- 9.1.5 The Supplier shall promote, deliver and communicate transparency of pricing and savings when requested by Contracting Authorities.

9.2 **Complaints Procedure**

- 9.2.1 The Supplier shall have in place robust and auditable procedures for logging, managing, escalating and resolving issues, complaints or problems reported by Contracting Authorities.
- 9.2.2 The Supplier shall accept issues, queries and complaints by telephone, fax, email and/or letter.

9.3 SUPPLIER MANAGEMENT INFORMATION (MI)

- 9.3.1 The Supplier shall provide Management Information to Contracting Authorities upon request or as specified at Call Off Stage in accordance with paragraph 8.7 above.

ANNEX

ANNEX 1 – GLOSSARY

Audit	means a systematic and independent examination of the Contracting Authorities' systems and/or practices.
Call Off Contract Manager	means the Supplier's Contract Manager appointed to manage the Contracting Authorities contract.
Company Photo ID Badge	means the Supplier Personnel's valid Company Photo ID badge which shall include as a minimum the Supplier Personnel's full name and expiry date.
Consultancy Service	means provision of professional, objective advice to Contracting Authorities
Content Management	means a comprehensive Service that rationalises, streamlines and optimises business communications by providing customers with consultative help, software and implementation.
Dashboard Report	means a high level performance report, utilising graphs and charts to indicate trends and variances in performance, covering a period to be specified.
Data	means Data relating to the Audit and/ or Consultancy Service.
Day Rate	means rate charged by the Supplier per day for each Supplier Personnel required for the Contracting Authorities' Contract.
Deputy Framework Manager	means the person(s) who deputises for the Framework Manager.
Device(s)	means Multifunctional Device(s).
Disclosure and Barring Service (DBS)	means the Disclosure and Barring Service (DBS) which is a non-departmental Contracting Authority of the Home Office of the United Kingdom.
Equipment	means the Equipment required by the Supplier to undertake the Services it has been contracted to perform.
Framework Manager	means the person(s) who is suitably experienced and who is responsible for ensuring that all the requirements of the Framework Agreement are met or exceeded and who must be familiar with all aspects of the Framework Agreement.
Government Buying Standards	means the set of standards that Government buyers must follow and the information about sustainable procurement and how it should be applied when buying goods and Services.
Government Security Classification Policy	means the system for classifying sensitive Government Data in the United Kingdom
Government Social Values	means the way the Government buyers applies it's thought processes around how scarce resources are allocated and used. It involves looking beyond the price of each individual Contract and looking at

	what the collective benefit to a community is when Contracting Authorities choose to award a Contract.
Green Audit	means an assessment in terms of it's impact on the environment
Highlight Report	means a report which is sent by the Supplier's Framework Manager and Call Off Contract Manager to Contracting Authorities on a minimum of a monthly and quarterly basis detailing any key issues or risks which the Supplier feels the Authority (Framework Agreement level) or Contracting Authorities (Call Off Contract level) should be aware of and progress against previously agreed key initiatives and actions.
Implementation Plan	means a plan which is to be agreed between Contracting Authorities and Supplier after Contract Award, detailing the plan to implement the new service provision while also detailing actions, deliverables and timescales.
Independent Vendor Neutral Audit	means the provision of an Audit, by a Supplier on this Lot (Lot 7) that is a truly independent legal entity (i.e. a separately registered company) from any of the successful Suppliers on Lots 1 to 6 of this Framework Agreement RM3781, that seeks to deliver a completely unbiased representation of Contracting Authorities business position and practices.
Managed Print	means Services offered by an external provider to optimise or manage a Contracting Authorities' document output.
Marketing and Communications Plan	means the plan agreed between the Authority and the Supplier which will detail all marketing activities including, but not limited to, producing case studies, running or attending events, direct mail campaigns, and Social Media campaigns.
Multifunctional Devices	means the product(s) that have been identified within this specification to perform a variety of functions including, but not limited to, printing, photocopying, scanning.
Performance Improvement Plan	means a plan that recognises failures in delivery and identifies corrective action(s) and timeline(s) for each targeted performance area with assigned accountability
Personnel	means the Personnel of the Supplier with whom Contracting Authorities have entered into a Call Off Contract.
Record(s)	means any Contracting Authorities File, Document, Item, i.e. recorded information, in any form, created or received and maintained by Contracting Authorities in the transaction of its business or conduct of affairs and kept as evidence of such activity which is to be stored in the store as part of this Framework Agreement and subsequent Call Off Contracts.
Records Management	means professional practice of managing the records of an organisation
Service Level(s)	means the Contracting Authorities specified Service Level linked to specific functions which the Supplier is required to undertake as part of the Contract..

Social Media	means websites and applications that enable Users to create and share content or to participate in social networking.
Social Value	means the way that Government buyers apply thought -processes around how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when Contracting Authorities choose to award a contract.
Supplier Action Plan	means a document, maintained by the Authority, capturing information about the relationship between the Parties including, but not limited to strategic objectives, actions, initiatives, communication channels, risks and supplier performance
Supplier Relationship Management	means the discipline of strategically and operationally planning for, and managing, all interactions with Suppliers that supply Goods and Services to the Authority via this Framework Agreement or Contracting Authorities via subsequent Call Off Contracts, in order to maximise the value of those interactions.
User	means either a member of Contracting Authorities' Personnel or Supplier employee.