

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):

"Supplier Framework Manager"	has the meaning given to it in Paragraph 3.1 of this Schedule; and
"Supplier Review Meetings"	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 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.
- 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, 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.
- 3.7 The Supplier shall comply with all requests from CCS in regard to compliance requirements as required including:
 - 3.7.1 D&B 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 competitions 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, in accordance with Clause 10.8 (Partially ending and suspending the contract), for a period as decided by CCS.

Supplier Review Meetings

- 3.9 Regular performance review meetings will take place at CCS's premises throughout the Framework Contract Period ("**Supplier Review Meetings**") at such times and frequencies as CCS determine. Face to face meetings shall be held quarterly as a minimum. 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 The Supplier Review Meetings shall be attended, as a minimum, by CCS 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
1.0 Management of the Supply Chain		
1.1 Delivery of Prompt Payment The supplier shall establish a prompt payment process to ensure that all their Subcontractors throughout their supply chain are paid in a timely and efficient manner and shall include for example: <ul style="list-style-type: none"> ○ For the order invoice process , payment of undisputed invoices to within a maximum of thirty (30) days ○ For the payment card process, payment of undisputed invoices within a maximum of seven (7) days ○ Provision of Providing clear guidance to your supply chain for payment procedures with a clear system for dealing with disputed payments 	100%	Report on prompt payment adherence, evidence to be provided by the Supplier; to be reviewed as part of the Framework Contract management process and audit reviews conducted by CCS.
1.2 Prompt Payment Performance The Supplier shall report on progress against completion of each Payment Performance Milestone as set out in the Payment Performance Improvement Plan in accordance with Special Term 1.		Targets and evidence to be agreed.
1.3 Delivery of Safe and Secure Supply Chains The Supplier shall ensure a safe and secure supply chain and shall provide for example the following: <ul style="list-style-type: none"> ○ Provision of Transparency in Supply Chains (TISC) statement ○ Evidence of risk assessment in their supply chain for modern slavery ○ Evidence of steps taken within the Supply chain to raise awareness of modern slavery and processes in place and monitored to address the risk. 	100%	Report on Modern Slavery compliance to be provided by the Supplier and to be reviewed as part of the Framework Contract management process and audit reviews conducted by CCS.

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<ul style="list-style-type: none"> ○ Provision of annual slavery and human trafficking report setting out the steps taken to ensure that slavery and human trafficking is not taking place in any of your supply chains or in any part of its business. ○ Evidence of risk assessments undertaken to identify risks of occurrence of Modern slavery in the supply chain 		
<p>1.4 Delivery of a Diverse Supply Chain</p> <p>The Supplier shall support the delivery of a diverse supply chain and shall provide for example the following:</p> <ul style="list-style-type: none"> ○ Equality and diversity policy ○ Signing up to the Disability Confident employer scheme ○ Supporting the rehabilitation of offenders ○ Supporting the employment of apprentices and SME, supporting the delivery against the government targets:- <ul style="list-style-type: none"> ○ SME target of 33 per cent of spend with SMEs by 2022 ○ 2.3% of their staff as new apprentice starts each year 	100%	Report on Suppliers activities to support the delivery of a diverse supply chain to include evidence of activities and initiatives undertaken to support the targets to be provided by the Supplier and to be reviewed as part of the Framework Contract management process and audit reviews conducted by CCS
2. 0 Customer Satisfaction		
<p>2.1 Delivery of a Quality Service</p> <p>Goods and Services provided under the Framework Contract to be to the satisfaction of Buyers</p> <p>The Supplier shall ensure that the goods and services provided under this Framework Contract are to the satisfaction of buyers and shall provide for example the following:</p> <ul style="list-style-type: none"> ○ Supporting smooth customer journeys including for example <ul style="list-style-type: none"> ○ Prompt resolution of customer queries and 	95%	<p>Report on customer satisfaction levels achieved to be provided by the Supplier and to be reviewed as part of the Framework Contract management process and audit reviews conducted by CCS</p> <p>CCS reserve the right to also survey Buyer Organisations</p>

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<ul style="list-style-type: none"> provision of support and guidance to customers <ul style="list-style-type: none"> ○ Prompt delivery of quotes ○ Robust complaints management ○ Mitigation and management of supply chain risks to safeguard service provisions ○ Effective management of performance of their supply chain to ensure <ul style="list-style-type: none"> ○ On time delivery of goods ○ Quality of goods to be the standard required by the Buyer 		
<p>2.2 Delivery and Demonstration of Value for Money for Customers</p> <p>The Supplier shall manage a robust service to ensure on going and demonstrable value for money is provided to customers</p> <ul style="list-style-type: none"> ○ Evidence that rate cards provided are competitive ○ Evidence that quotations provided are competitive ○ Evidence of ensuring on-going competitiveness of Buyers rate cards by benchmarking 	95%	Evidence of processes continually implemented to achieve on going value for money
<p>2.3 Provision of Competition for Customers (Lot 2 Only)</p> <p>Suppliers should participate in all Further Competitions Procedures where they have been invited to bid, Suppliers shall provide the following</p> <ul style="list-style-type: none"> ○ Evidence of the number of Further competitions the Supplier has been invited to participate in ○ Evidence of the number of Further Competitions participated in ○ Outcome of the further competitions ○ Evidence of the management of any direct approaches by eligible Buyers unaware of the Framework and subsequent use 	95%	Evidence to be provided by the Supplier via monthly report to CCS and to be reviewed as part of the Framework Contract management process and audit reviews conducted by CCS

3.0 Framework Management		
<p>3.1 MI returns: All MI returns to be returned to CCS by the 5th Working Day of each month</p> <p>Any incorrect returns to be corrected on or before the date when the next MI Report is due</p>	100%	Confirmation by CCS that this has been uploaded to the CCS data submission service
<p>3.2 CCS Management fee all undisputed invoices to be paid within 30 calendar days</p>	100%	Confirmation of receipt from CCS
<p>3.3 Supplier self-audit certificate to be issued to the Authority in accordance with the Framework Contract</p> <p>3.4 All actions identified in an audit report to be delivered by the dates set out in the Audit Report</p>	100%	Confirmation of receipt from CCS
<p>3.5 Promotion of the Framework Contract; the Supplier shall provide evidence of ongoing promotion of the Framework Contract</p> <ul style="list-style-type: none"> Development and management of a robust marketing strategy and action plan Reviews to ensure continued effectiveness Proactively raise awareness and value across the public sector of the Framework Contract 	[Targets and evidence to be agreed]	Evidence of delivery against the marketing plan to be provided by the Supplier via monthly report to CCS and to be reviewed as part of the Framework Contract management process and audit reviews conducted by CCS
4.0 Continuous improvement		
<p>The Supplier shall ensure that the Framework Contract continuously provides value for money for Buyers and that they undertake a proactive role to deliver this requirement.</p> <p>Where possible improvements should be made with respect to the delivery of Buyer requirements to achieve both efficiency and savings. such as for example:</p>	[TBC]	<p>Evidence to be provided by the Supplier via monthly report to CCS and to be reviewed as part of the Framework Contract management process and audit reviews conducted by CCS</p> <p>[Target and evidence to be agreed]</p> <p>Supplier to provide an improvement plan within 3 months of Framework</p>

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<ul style="list-style-type: none"> ○ standardisation, rationalisation or aggregation of products ○ use of alternative sources of supply or solutions ○ support and development of social value initiatives with Buyers to deliver added value. <p>4.1 Continuous improvement; the Supplier shall provide evidence of ongoing promotion of continual improvement for Buyer organisations, which result in efficiency savings and innovation</p> <p>4.2 Improvement plan; the Supplier shall develop an improvement plan to include Strategic, transformational and local level improvements (as appropriate)</p> <p>4.3 Strategic delivery of improvements (Lot 1 only) such as ;</p> <ul style="list-style-type: none"> ○ leveraging spend on common goods across government departments ○ Using expertise and knowledge across government departments to recommend and implement improvements on how Deliverables could be provided 		<p>Contract award, deliverables to be reported on throughout the period of the Framework Contract</p>
<p>5.0 Command and House paper service (Lot 1 only)</p>		
<p>This service is a key deliverable of the Framework Contract and it is imperative that appropriate resources, processes and facilities are established in a timely manner to accommodate the provision of this service</p> <p>The Supplier shall ensure:-</p> <ul style="list-style-type: none"> ○ The establishment of a robust governance process ○ Provision of sufficient resources with the required skill, expertise and 	<p>100%</p>	<p>Reporting: of paper copies not delivered within a Timeline on an exception basis (timed receipts)</p> <p>Reporting of digital formats not delivered within the timeline on an exception basis (timed receipts)</p> <p>Reporting of any non-compliance (ISBN and Copyright)</p> <p>Confirmation of number of staff with appropriate security clearance</p> <p>Evidence of proactive customer support provided</p>

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<p>security clearance to manage both peaks and troughs of demand</p> <ul style="list-style-type: none">○ Robust risk management process to manage and mitigate risk. <p>The Supplier to ensure :</p> <ul style="list-style-type: none">○ Delivery of all print copies required by Buyers within the timeline specified by Buyers○ Delivery of digital formats required by Buyers within the timeline specified by Buyers○ Compliance to ISBN and copyright statements for all papers○ Provision of staff with appropriate security clearance○ Provision of guidance and support to customers to ensure a smooth customer journey		
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- 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 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.
- 4.4 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.

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 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 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 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 its reasonable satisfaction within one (1) Month of receipt of such notice, and 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 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 Joint Schedule 13 (Continuous Improvement)
 - 8.1.2 Joint Schedule 14 (Benchmarking)
 - 8.1.3 Call-Off Schedule 8 (Business Continuity and Disaster Recovery); and
 - 8.1.4 Call-Off Schedule 9 (Security);(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 to 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 Joint Schedule 13 (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 Joint Schedule 14 (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 and
- (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).]

8.3.3 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

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

- (a) create and hold a template Security 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

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- (b) notify CCS in the event of breach of any Security Plan and the Supplier shall provide such support as CCS may reasonably require to coordinate the application of Security Plans across all Call-Off Contract Contracts