

ANNEX 5 – Postal Goods, Services and Solutions (RM6017)

LOT 5 AUDITS, EFFICIENCY REVIEWS AND NICHE CONSULTANCY

1. SCOPE

- 1.1 The Supplier shall provide cost effective, flexible, high quality and value for money, independent mailroom and production audits, efficiency reviews and niche consultancy services specific to mailroom operations and associated document and data management.
- 1.2 The core requirements of Lot 5 shall include the provision of three (3) levels of Service, as follows:
 - Level 1 – Mailroom & Production Audits
 - Level 2 – Efficiency Reviews
 - Level 3 – Niche Consultancy Services
- 1.3 The levels of service shall include but is not limited to the following:
 - Mailroom operations
 - Information content management
 - Business communications (internal and external)
 - Opportunities for digitisation and/ or reduction of volumes
 - Document retention and disposal/destruction strategies
- 1.4 The Supplier shall be aware that Buyers' may have a requirement to access one level of Service only or may elect to access Services under multiple or all three (3) levels available within the scope of this Lot. The exact requirement will be defined by the Buyer during the Call-Off Procedure.
- 1.5 The Supplier shall be aware that in supplying Services under this Lot 5, there may be a requirement for the Supplier to work in collaboration with other third parties or incumbent suppliers nominated by the Buyer in order to maximise value for money and achieve optimum results. Such requirements will be defined by the Buyer during the Call-Off Procedure.

2. MANDATORY REQUIREMENTS – SERVICES

2.1. Services

- 2.1.1. The Supplier shall be aware that Buyers may range from small public sector organisations e.g. a small Local Authority through to large Central Government departments and have varying numbers of staff (i.e. from single figures up to thousands), single or numerous geographic locations, varying scopes of requirements and varying potential spend values (i.e. from hundreds to millions of pounds per annum). This is known as the Buyer's level of complexity. The Supplier shall have the flexibility and scalability to accommodate a broad Buyer base and shall include working with the Buyer to meet individual Buyers demands (e.g. fluctuations in volumes).

- 2.1.2. The Supplier shall be able to provide all Deliverables (Goods and /or Services) to any Public Sector organisation within the UK, including England, Northern Ireland, Scotland and Wales.
- 2.1.3. Supplier Staff as standard shall perform Services during Working Days (Monday to Friday) and for up to 7.5 man hours per day, as set out in Framework Schedule 3 (Framework Prices).
- 2.1.4. The Supplier shall offer extended service hours and perform Services out of hours and during non-Working Days when requested by Buyers' during the Call-Off Procedure i.e. during weekends, public holidays in England and Wales and/or during hours exceeding 7.5 hours per day. The Supplier shall clearly define the costs for extended service hours within Framework Schedule 3 (Framework Prices).
- 2.1.5. The Supplier shall provide entirely independent, vendor neutral Services to Buyers that access this Lot 5 throughout the lifetime of this Framework Contract. The Supplier shall not be permitted to perform any of the Services under any other Lots of this Framework Contract, this is to ensure that the integrity and independence of the Services provided is retained.
- 2.1.6. The Supplier shall have the capacity and capability to undertake all three (3) levels of Services on either Buyer, Supplier or Third Party premises, operating over a single Site and/ or multiple Sites.
- 2.1.7. The Supplier shall present data obtained through the provision of all three (3) levels of Service in such a way which enables the Buyer to use and include it in any future procurement of new goods and/or services.
- 2.1.8. The Supplier shall ensure they clearly identify and notify the Buyer of any dependencies for delivery of the Services at the start of the Call-Off Contract. This shall include but is not limited to, any access requirements and/or information required from the Buyer.
- 2.1.9. The Supplier shall ensure they monitor and manage performance of all three (3) levels of Service appropriately to ensure full, effective and timely delivery of the Buyer's requirements.
- 2.1.10. The Supplier shall positively promote the Crown Commercial Service Framework Contract and the Services it provides for use by the Buyer.

2.2. Level 1 - Mailroom and Production Audits

- 2.2.1. The Supplier shall provide an audit service which provides the Buyer with an in depth and informative review of their current facilities. This shall include the following:
- Production and output techniques
 - Equipment
 - Ergonomic design of the mail room
 - Services currently used to output mail items
- 2.2.2. The Supplier shall provide audit services which cater for facilities owned and operated in-house by the Buyer or facilities that are operated by a third party on behalf of the Buyer, including multi-vendor Sites / facilities, where the Buyer

may utilise the services of third party supplier(s) through outsourcing some or all of their mailroom operations.

2.2.3. The Supplier shall provide the Buyer with a detailed audit report, following completion of the audit, which as a minimum clearly defines the processes, services, and operations that the Buyer currently uses.

2.2.4. The Supplier shall ensure they monitor and manage performance of level one (1) Service appropriately to ensure full, effective and timely delivery of the Buyer's requirements

2.3. Level 2 - Efficiency Reviews

2.3.1. The Supplier shall provide efficiency reviews which deliver an in-depth and informative review of the Buyer's current facilities, production and output processes, equipment, ergonomic design of the mailroom and services currently used to output mail items.

2.3.2. The review shall include objective recommendations focussed on reducing and/or controlling costs and proposing process improvements or optimisation within the Buyer's operation to achieve further savings and efficiencies.

2.3.3. The Supplier shall provide findings and recommendations in the following areas as a minimum, unless stated otherwise by the Buyer:

- The Buyer's current policies and processes and whether these reflect best practice;
- Strategies to reduce costs and/or increase productivity of the mailroom operations;
- Transparency of the Buyer's current exit or settlement costs and recommendations as to how these may be better managed in the implementation of any improvement strategies.

2.3.4. The Supplier shall provide efficiency reviews which cater for facilities owned and operated in-house by the Buyer or facilities that are operated by a third party on behalf of the Buyer, including multi-vendor Sites / facilities, where the Buyer may utilise the services of third party supplier(s) through outsourcing some or all of their mailroom operations.

2.3.5. The Supplier shall provide the Buyer with a detailed report following completion of the efficiency review, which as a minimum clearly defines the processes, services, operations etc. that the Buyer currently uses and makes clear and objective recommendations for improvements and optimisation.

2.3.6. The Supplier shall ensure they monitor and manage performance of level two (2) Service appropriately to ensure full, effective and timely delivery of the Buyer's requirements

2.4. Level 3 - Niche Consultancy Services

2.4.1. The Supplier shall provide niche consultancy services to the Buyer to support the development and implementation of improvement strategies across the Buyer's organisation in order to deliver efficiencies and maximise the benefits achieved by the Buyer. This shall include but is not limited to the following areas:

- Strategy development and delivery, including options for change, transformation and digital by default strategies within the Buyer organisation.
- Document creation and lifecycle strategies, which look at opportunities to improve document workflows within the Buyer organisation.
- Project reviews, analysis and recommendations, where the Buyer has already commenced a piece of work however requires additional support, advice and input to the project.
- Change management, where the Supplier shall develop, implement and manage the change management policies, procedures and strategies to meet the varying requirements of the Buyer.
- Procurement advice and support, whereby the Buyer requires the Supplier to advise and support on the procurement of new goods and/or services.

2.4.2. The Supplier shall note that the Buyer may require consultancy services across multiple category areas which sit within a Buyer organisation, including but not limited to, postal services and mailroom operations, print, records management and, devices/equipment. This shall enable the Buyer to fully understand their end to end, outbound and inbound document workflow processes with a view to progressing the development of an integrated document lifecycle strategy, delivery of efficiencies and maximisation of digital technologies and innovation.

2.4.3. The Supplier shall implement a structured approach in the provision of niche consultancy services to provide Buyers' with the following information as a minimum, unless otherwise stated by the Buyer:

- The Buyer's current position;
- How to get the best out of the Buyer's existing infrastructure;
- How further benefits, savings and efficiencies can be achieved.

2.4.4. The Supplier shall ensure that assessment stage meetings take place with Buyers' to discuss and ensure the Supplier Staff understand the requirements of the Buyer including, but not limited to, the objectives, required outcomes and timescales for delivery of the Services.

2.4.5. The Supplier shall ensure that they have a structured approach to undertake an in-depth investigation of the Buyer's current mailroom operations, facilities, production/output processes and associated services in order to accurately map and analyse the Buyer's end to end profile for all physical and digital mail, incorporating both outbound and inbound mail items/communications.

2.4.6. The Supplier shall include analysis of wider document workflow and data management processes and procedures related to end to end mailroom operations, including physical and digital mail, in order to support the development of an integrated and effective document lifecycle strategy, where required by the Buyer.

2.4.7. The Supplier shall provide the Buyer with an in-depth report on the outcome of the investigation and analysis which as a minimum will clearly detail the following, unless otherwise stated by the Buyer:

- A complete asset listing for the mailroom operations;
- A detailed breakdown of the Buyer's current end to end, physical and digital mail profile including any associated services for both outbound and inbound mail items/communications;
- Assessment of user requirements within departments and any associated challenges. Questionnaires may be utilised by the Supplier to gather such information;
- An outline of the current position if the Buyer was to continue with business as usual i.e. no changes were implemented or required;
- Identification of risk in terms of governance or security of data based on current processes and procedures;
- Recommendations for potential improvements, optimisation opportunities and solution(s) to get the best out of the Buyer's existing infrastructure and reduce / control costs;
- A proposal outlining how to achieve further benefits and savings including improvements to information and document workflows/processes to deliver efficiencies and maximise use of digital technologies and innovation;
- Any dependencies for delivering the proposed results;
- Implementation plan.

2.4.8. The Supplier shall present findings and recommendations in such a way that clearly and objectively informs the Buyer to understand how and whether they should consider revising their existing strategies and/or whether these recommendations should be included as part of any future procurement processes for new goods and/or services.

2.4.9. The Supplier shall, where required, provide experienced Supplier Staff who will offer objective, independent advice and support the Buyer during future procurement processes for new goods and/or services. This shall include, but is not limited to, procurement processes via this Framework Contract or other contracts available via CCS and shall include provision of support in the following areas:

- Preparation of tender documents;
- Assessment of subsequent response(s);
- Implementation of (call-off) contracts;
- Processes to monitor and measure realisation of benefits and savings through (call-off) contracts.

2.4.10. The Supplier shall provide consultancy services which cater for facilities owned and operated in-house by the Buyer or facilities that are operated by a third party on behalf of the Buyer, including multi-vendor Sites / facilities, where the Buyer may utilise the services of third party supplier(s) through outsourcing some or all of their mailroom operations.

2.4.11. The Supplier shall work cooperatively, where appropriate, with the Buyer's personnel, with other third party suppliers and any other key stakeholders which

may be identified by the Buyer as being important in the delivery of the Service. This shall be defined by the Buyer during the Call-Off Procedure.

2.4.12. The Buyer will define the Services required including the level of consultancy, the term of the consultancy and the scope of the consultancy Service required during the Call-Off Procedure.

2.4.13. The Supplier shall ensure they monitor and manage performance of level three (3) Service appropriately to ensure full, effective and timely delivery of the Buyer's requirements

2.5. Advice and Recommendations

2.5.1. The Supplier shall ensure that the advice provided to Buyers is accurate, clear and is designed to drive value and efficiencies for Buyers' whilst supporting the effective and secure management of mail output, as a minimum.

2.5.2. The Supplier shall provide objective, independent and professional advice in the delivery of the Services. Such advice may be required at both operational and strategic levels within an organisation and as such, the Supplier shall ensure that any advice is appropriate for the specific requirement and also supports the strategic direction of Buyers'.

3. MANDATORY REQUIREMENTS – FRAMEWORK MANAGEMENT

3.1. Interaction

3.1.1. The Framework Contract shall be managed by CCS, by a combination of reviews of Suppliers performance against the Performance Indicators and via discussions and information sharing on a regular basis between CCS and the Supplier.

3.1.2. The form and frequency of such discussions between CCS and the Supplier shall be established during the initial six (6) Months of the Framework Contract Period.

3.1.3. This will be subject to review on an ongoing basis to ensure that this remains fit for purpose. It is anticipated that any face to face meetings will be no more than once a month.

3.1.4. The form and frequency of contact shall depend on the value and proactivity brought to the Framework Contract by the Supplier. Contact methods will vary and may include, but shall not be limited to:

- (a) face-to-face meetings;
- (b) calls,webinars;
- (c) supplier surgeries; and
- (d) newsletters.

3.1.5. Suppliers are required to be flexible in their approach to accommodate the range of methods available to ensure that the most appropriate and best value approach is adopted throughout the lifetime of the Framework Contract.

3.2. Buyer Access

- 3.2.1. The Supplier shall be expected to work with CCS over the lifetime of this Framework Contract to simplify how Buyers' may access the Framework Contract. This shall include but is not limited to, supporting CCS to implement a digital marketplace solution which will make as many of the available Goods and Services as possible accessible through a single sign on, CCS branded digital platform.

4. MANDATORY REQUIREMENTS – GENERAL

4.1. Supplier Staff – Skills and Experience

- 4.1.1. The Supplier shall ensure that all Supplier Staff possess the qualifications, experience and competence appropriate to the tasks for which they are employed
- 4.1.2. The Supplier shall ensure that the appropriate number of resources with relevant experience and skills are allocated to each Call-Off Contract and this shall be reviewed and managed throughout the duration of the Call-Off Contract in order to ensure the Buyer's requirements and timescales are met.
- 4.1.3. The Supplier shall be able to demonstrate successful delivery of local and/ or national projects of the same or similar nature and size either in the public or private sector, where required to do so by the Buyer.
- 4.1.4. The Supplier shall maintain the appropriate level of capability and capacity of Supplier Staff throughout the lifetime of the Framework Contract to meet the differing requirements and Service drivers/objectives of Buyers in an effective and efficient manner and support flexibility and scalability of the Supplier to accommodate a broad Buyer base, as detailed in paragraph 2.1.1.
- 4.1.5. The Supplier shall ensure that all Supplier Staff adhere and comply with Buyers' safety and confidentiality requirements at all times.
- 4.1.6. The Supplier shall ensure that the standard of security clearance for all Supplier Staff is compliant with the Buyer's Security Policy. The Buyer shall specify such security requirements during the Call-Off Procedure.
- 4.1.7. The Supplier shall ensure that at least one member of Supplier Staff allocated to the requirement has PRINCE2 (or an equivalent) project management qualification, where the requirement is for a design, build and/ or delivery Service.
- 4.1.8. The Supplier shall provide the Buyer with a dedicated named lead contact and shall specify the project team that will be allocated to delivery of the Services, where the Buyer's requirement is complex and/ or needs to be delivered over a period exceeding thirty (30) days.
- 4.1.9. The Supplier shall take all reasonable measures to ensure continuity of Supplier Staff over the lifetime of any project.
- 4.1.10. The Supplier shall ensure that in the event a member of Supplier Staff allocated to a Buyer is unable to undertake the Services, a suitable replacement member of Supplier Staff is provided.

- 4.1.11. The Supplier shall ensure any replacements shall have the same level of relevant experience and security clearance and is provided in a timely manner to ensure continuity in the provision of the required Services.
- 4.1.12. The Supplier shall ensure that any replacement members of Supplier Staff are agreed with the Buyer in advance. Any additional costs that may occur as a result of such a change in Supplier Staff shall be met by the Supplier.
- 4.1.13. The Supplier shall obtain prior Approval from the Buyer, for any additional costs which may arise as a result of a change of Supplier Staff requested by the Buyer.
- 4.1.14. The following table provides an illustration of the type of Supplier Staff that may be required to perform the Services under this Lot 5. This table is intended as a guide and the Buyer will specify their exact requirement during the Call-Off Procedure:

Staff Level/Grade	Description
Data Analyst (or equivalent)	<p>The Supplier Staff member shall have demonstrable experience in undertaking data gathering and analysis.</p> <p>This may not necessarily be within a Buyer facing role, but they shall have demonstrable experience in undertaking data analysis for a range of projects (simple and complex).</p>
Trainee (or equivalent)	<p>The Supplier Staff member shall have demonstrable experience in undertaking support work in process and organisational design, as well as in leading workshops and events which shall be Buyer facing environments.</p> <p>They will also have experience of and be able to evidence a range of projects in the audit and consultancy service field.</p>
Junior Manager (or equivalent)	<p>The Supplier Staff member shall have notable experience and in-depth knowledge of undertaking support work in process and organisational design, as well as in leading workshops and events which shall be Buyer facing environments.</p> <p>They will also have experience of and be able to evidence a wide range of projects in the audit and consultancy service field.</p>
Project Manager (or equivalent)	<p>The Supplier Staff member shall have demonstrable experience in project management on a wide range of relevant projects, preferably in the public sector. They shall have knowledge of the public sector environment and current policy and political issues affecting it. They will be a qualified PRINCE2 practitioner or equivalent and will be able to clearly demonstrate experience in working within a wide range of environments (simple and complex).</p>

Senior Manager / Director (or equivalent)	<p>The Supplier Staff member 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.</p> <p>They will be able to evidence Buyer facing work in identifying and addressing Buyer needs, bringing new insights and proposals for adding value to Buyer organisations.</p>
Expert Advisor (or equivalent)	<p>The Supplier Staff member 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 a highly qualified member of Supplier Staff, capable of providing expert or specialist advice within the appropriate field; someone industry recognised as a leading expert in their profession.</p>

4.1.15. The Supplier shall ensure that all Supplier Staff carry a valid company photographic identification badge upon their person at all times. The identification badge shall include as a minimum:

- Full name
- Expiry date (all identification badges shall be valid for at least one year)

4.1.16. The Supplier shall be aware that Buyer's may have a requirement for the Supplier to provide security information prior to arrival at the nominated Site(s). This will be defined by the Buyer during the Call-Off Procedure and may include, but not is not limited to:

- Vehicle details including registration
- Full driver details and estimated time of arrival

4.2. Supplier Staff Income Standards

4.2.1. The Supplier shall ensure that all Supplier Staff employed in the delivery of Goods and/ or Services under this Framework Contract receive a wage and benefits that meets, as a minimum, the national legal standards in the country of employment.

4.2.2. The Supplier shall be aware that Buyers' may have a requirement for the Supplier to meet other voluntary wage requirements such as the London Living Wage. Any such requirements will be defined by the Buyer during the Call-Off Procedure.

4.3. Subcontractors

- 4.3.1. The Supplier shall be the primary point of contact for all Key Subcontractors and/ or Subcontractors and shall therefore be responsible for managing, controlling and maintaining all relationships throughout the lifetime of each Contract.
- 4.3.2. The Supplier shall ensure where Key Subcontractors and/ or approved Subcontractors are used in the provision of the Deliverables, the Supplier must continue to manage, control and maintain Buyer facing activities, including but not limited to, all Call-Off contract management activities and invoicing to Buyers.

4.4. Security

- 4.4.1. The Supplier shall comply with the Cabinet Office Security Policy Framework (SPF) throughout the lifetime of each Contract, as may be amended from time to time. Full details of the Cabinet Office SPF can be viewed via the link below:

<https://www.gov.uk/government/collections/government-security>

- 4.4.2. The Supplier shall ensure they fully comply with the standards set out in the link below:

<https://www.gov.uk/government/publications/hmg-personnel-security-controls>

- 4.4.3. The Supplier shall comply with all requirements of Baseline Personnel Security Standard (BPSS) or an agreed equivalent and ensure a BPSS is undertaken for all Supplier Staff, in accordance with HMG Baseline Personnel Security Standard accessible via the link below:

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

- 4.4.4. The Supplier shall comply with the requirements of the Buyer and where relevant, the Security Policy, to ensure that they have in place the required level of security clearance and screening for Supplier Staff.

- 4.4.5. The Supplier shall be aware that Buyers' may have a requirement for Supplier Staff to have a higher level of security clearance, including but not limited to, Security Check (SC) clearance. The requirement for any such level of clearance shall be defined by the Buyer during the Call-Off Procedure.

- 4.4.6. The Supplier shall be aware that Buyers' may request additional security measures to comply with their Security Policy. This may include, but is not limited to:

- non-liveried vehicles or alternatively vehicles may require livery so they are easily identifiable;
- non-uniformed Supplier Staff or alternatively Supplier Staff may be required to wear a uniform so they are easily identifiable.

- 4.4.7. The requirement for any such security measures shall be defined by the Buyer during the Call-Off Procedure.

- 4.4.8. The Supplier shall ensure that all Supplier Staff used in the provision of the Goods and/ or Services under this Framework Contract shall comply with security controls, procedures and policies as specified in each Contract.

- 4.4.9. The Supplier shall ensure that no person who discloses that they have a relevant conviction, or who is found to have any relevant convictions (whether as a result of a police check or through the procedure of the Disclosure and Barring Service (DBS) or otherwise, is employed or engaged in any part of the provision of the Goods and/ or Services without prior written Approval.

4.5. Protection of Data and Confidentiality

- 4.5.1. The Supplier shall sign a Non-Disclosure Agreement (NDA)/ confidentiality-undertaking if requested by the Buyer prior to commencement of the Services.
- 4.5.2. The Supplier shall ensure that the intellectual property of data is retained by the Buyer and that confidentiality of the Buyer information and data is protected.
- 4.5.3. The Supplier shall ensure that all data collected and proposals made as a result of providing the Services remain the property of Buyer.
- 4.5.4. The Supplier shall ensure that only Supplier Staff directly engaged, in the provision of the Service shall be given access to data and confidential information obtained from the Buyer.
- 4.5.5. The Supplier shall ensure that such data is shared only as strictly necessary for the performance of the Service and sharing of any data shall be agreed with the Buyer in advance.
- 4.5.6. The Supplier shall ensure that all data collected as part of the Service provision is held securely for the duration of the Call-Off Contract and returned to the Buyer at the end of the Call-Off Contract Period, unless otherwise specified by the Buyer.

4.6. Data Security

- 4.6.1. The Supplier shall comply with Framework Schedule 10 (ISO 27001 or equivalent) to ensure that they and any Key Subcontractor engaged by the Supplier to deliver the Goods and/or Services are compliant with and operate to the ISO 27001 Information Security Management standards or equivalent.
- 4.6.2. The Supplier shall ensure that Buyers' 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 Buyers' requirements.
- 4.6.3. 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 Buyers' requirements.
- 4.6.4. The Supplier shall comply with the requirements of the Buyer and where relevant, the Security Policy and procedures, to ensure that they have in place and operate to the required level of data security and are able to comply with relevant security systems and/ or networks. Any such requirements will be defined by the Buyer during the Call-Off Procedure and may include, but are not limited to:
- ISO 15408 Common Criteria for Information Technology Security Evaluation

- N3 (the national broadband network for the English National Health Service (NHS)) to be superseded by HSCN (Health and Social Care Network)
- Code of Connection (CoCo) Compliance
- Government Connection Secure Extranet (GCSX)
- Public Services Network (PSN) Compliance
- Citrix Secure Gateway
- Level 2 Information Governance to be superseded by DSP (Data Security and Protection) Toolkit

4.6.5. The Supplier shall not charge a Buyer for any specific standards and/ or security compliance or accreditation/certification that they specify during the Call-Off Procedure.

4.6.6. The Supplier shall ensure that any suspected or actual security breaches are reported to the Buyer's representative immediately and depending on the impact of the breach, shall also be reported to CCS.

4.7. Processing Data

4.7.1. The Supplier shall not deliver all or any part of the Goods and/ or Services from a country not within the EU and shall not transfer any Personal Data outside of the EU without the prior written consent of the Relevant Authority.

4.7.2. The Supplier shall ensure they fully comply with the obligations set out in Joint Schedule 11 (Processing Data).

4.8. Quality Management

4.8.1. The Supplier shall ensure that they and any Key Subcontractor engaged by the Supplier are compliant with and operate to the ISO 9001 Quality Management standards or equivalent. The Supplier shall be required to provide evidence of their current ISO 9001 certification or equivalent to CCS throughout the lifetime of the Framework Contract.

4.9. Management Information ("MI")

4.9.1. The Supplier shall provide MI in accordance with the requirements as set out in Framework Schedule 5 (Management Charges and Information).

4.9.2. In addition, the Supplier shall ensure that specific MI requirements of CCS or Buyers' continue to be met throughout the duration of the Contract. The Supplier shall work co-operatively with the Relevant Authority to meet these developing MI requirements at no additional cost.

4.10. Environmental and Sustainability

4.10.1. The Supplier shall work with the Relevant Authority to limit the environmental impact of the Deliverables supplied under this Framework Contract. The Supplier shall integrate environmental protection and sustainable development into its decision-making processes, in respect of both the execution of its core functions and responsibilities and the management of day-to-day operations.

4.10.2. The Supplier shall consider the relevance of sustainability at all lifecycle stages of the Goods and/ or Services provided under this Framework Contract. This includes not only consideration of commercial needs and minimisation of

negative impacts but also the maximisation of positive impacts on society and the environment.

4.10.3. The Supplier shall work with the Relevant Authority to identify opportunities to introduce innovation, reduce cost and waste and ensure that sustainable development is at the heart of their operations. This shall include but is not limited to product rationalisation and standardisation; leveraging of opportunities within the Supplier's supply chain and reviewing Order placement methods, frequency and quantity.

4.10.4. The Supplier shall support the wider agenda of sustainability in terms of the social, economic and environmental impact of Buyers' operations, through the provision of data within the management information which supports Buyers' objectives.

4.10.5. The Supplier shall comply with the requirements of the Buyer to ensure that they have in place and operate to the required level of environmental and sustainability standards. Any such requirements will be defined by the Buyer during the Call-Off Procedure and may include compliance with ISO 14001, Eco-Management and Audit Scheme (EMAS) or a nationally recognised accredited equivalent standard applicable to the relevant Goods and/ or Services.

4.10.6. The Supplier shall include the provision of transport and Services that are aligned with the EU Green Public Procurement standards, wherever possible.

4.10.7. The Supplier shall work cooperatively and provide assistance to Buyers' to support the Government's Agenda to meet the Greening Government Commitments (GGC), including associated reporting requirements, details of which can be accessed via the following link:

<https://www.gov.uk/government/publications/greening-government-commitments>

4.10.8. The Supplier shall comply with the Government Buying Standards applicable to the Deliverables under this Framework Contract. Full details can be found on the DEFRA Sustainable Development in Government website via the following link:

<https://www.gov.uk/government/collections/sustainable-procurement-the-government-buying-standards-gbs>

4.11. Value for Money

4.11.1. The Supplier shall support public sector organisations by driving behaviour towards implementing best practice and applying your knowledge and expertise to the market for more efficient and effective ways of working to optimise commercial benefits and delivery of savings and efficiencies over the lifetime of each Contract.

4.11.2. The Supplier shall ensure that where volumes are secured under this Framework Contract, they shall employ strategies to leverage the benefit of such volumes in their commercial offering to ensure best value for the Buyer. Such strategies may include working with the supply chain to maximise any efficiencies and ensuring sustainability of supply.

4.11.3. The Supplier shall be aware that Buyers may have requirements that fall within a small geographical area such as a limited region or postcode area. Where appropriate, the Supplier may leverage these localised Buyer needs in their commercial offering to ensure best value for the Buyer.

4.11.4. The Supplier shall be aware that public sector organisations may seek to work in collaboration with each other to drive value and efficiencies. This collaborative approach may be in a specific region or may extend more widely. The Supplier shall comply with such requirements and associated processes, in accordance with Call-Off Schedule 12 (Clustering).

4.12. Estates Rationalisation

4.12.1. The Supplier shall be aware that many public sector organisations are reviewing their office locations and estate and it is likely that over the lifetime of this Framework Contract the number of office locations will reduce. As a result of such a programme, a Buyer may have the need to relocate the Goods and/ or Services.

4.12.2. The Supplier shall adopt a flexible approach to accommodate any such requirements in the management of the Buyers' Goods and/ or Services throughout the lifetime of the Contract.

4.13. Social Value

4.13.1. The Supplier shall have regard to economic, social and environmental wellbeing in connection with the Goods and Services supplied under this Framework Contract.

4.13.2. The Supplier shall work with the Buyers to help them conform to the Public Services (Social Value) Act 2012 and Well-being of Future Generations (Wales) Act 2015 in England and Wales and the Procurement Reform (Scotland) Act 2014 in Scotland.

4.13.3. The Supplier shall be aware that the Buyer may require the Supplier to identify, implement and report on Social Value initiatives it proposes as proportionate and relevant to the Call-Off Contract. Such requirements will be defined by the Buyer during the Call-Off Procedure and any Social Value options selected by Buyers' at the point of Call-Off, shall be in accordance with the Government's Social Values which are current at that point in time.

4.13.4. The Supplier shall be aware that the Buyer may identify Social Value initiatives in association with the National TOMS Framework 2019 <https://socialvalueportal.com/national-toms/>, other published frameworks or, independent initiatives unique and specific to that Buyer.

4.13.5. The Supplier shall be required to annually report to CCS details and progress for delivery of Social Value initiatives identified by Buyers.

4.14. Travel and Related Costs

4.14.1. The Supplier shall ensure they obtain and understand the Buyer's current travel, subsistence and expenses policy where required during the Call-Off

Procedure to ensure that Supplier Staff comply at all times with the associated criteria and arrangements for travel costs, travel-related costs, travel time and subsistence in the performance of Services.