

**Report of Head of Financial Services, Business Support Centre**

**Report to Chief Officer, Business Support Centre**

**Date: 24 January 2017**

**Subject: Approval for Contract Extension with Purchasing Card Provider**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of main issues**

1. Crown Commercial Services awarded a framework contract for the provision of Purchasing Cards in August 2014. The UK Public Sector, including Local Government, is able to award contracts from this Framework Contract.
2. The Terms and Conditions of the Framework Contract allowed for either direct call off from the framework or award via a mini competition exercise. The Council tested the competitiveness of the suppliers on the Framework contract via a mini competitive process. This was conducted in line with the terms and conditions of the framework agreement.
3. In accordance with the Council's decision making processes, the approval to procure via a mini competition process from this Framework Contract was taken as a Key Decision and included on the List of Forthcoming Key Decisions on 15<sup>th</sup> August 2014 for a period of 28 days. This Key Decision was subject to Call In.
4. Following the mini competitive process, having evaluated the submissions on both price (70%) and quality (30%) Lloyds Bank PLC emerged as the preferred supplier.

5. The Council's contract with Lloyds Bank PLC was awarded from 1 April 2015 for a period of 2 years with the option to extend for a further 12 or 24 months. The current contract with Lloyds Bank PLC expires on 31 March 2017.

### **Recommendations**

7. It is recommended that the contract is awarded to Lloyds Bank PLC from 1<sup>st</sup> April 2015 to 31<sup>st</sup> March 2017 with the provision to extend the period for a further 12 or 24 months.

## **1. Purpose of this report**

1.1. This report is to seek approval for the extension of the Council's purchasing card contract to Lloyds Bank PLC from 1st April 2017 to 31st March 2019.

## **2. Background information**

2.1. Crown Commercial Service offer a framework contract for an e Purchasing Card Solution (ePCS) from which the UK Public Sector, including Local Government, is able to award contracts for ePCS.

2.2. The Terms and Conditions of the Framework Contract allowed for either direct call off from the framework or award via a mini competition exercise. The Council tested the competitiveness of the suppliers via a mini competitive process. This was conducted in line with the terms and conditions of the framework agreement.

2.3. The Terms and Conditions of the Framework allowed the contract to be awarded from 1st April 2015 to 31st March 2017 with the provision to extend the period for a further 12 or 24 months.

2.4. While there is no payment to Lloyds Bank PLC under the terms of the contract, the Council instead receives a payment in the form of a rebate. This payment is based upon spend by the Council using the Lloyds Purchasing Cards. Based on 2015-16 spend, the rebate received by the Council totaled £339k.

## **3. Main issues**

### **Contract Extension**

3.1. The Call Off Agreement between Leeds City Council and Lloyds Bank PLC includes details on performance and governance in addition to action required in the event of any performance issues.

3.2. The Call Off Agreement attached includes agreed Part A Service Levels at page 33 and Part B Performance Monitoring at page 34.

3.3. During the contract period from 1 April 2015 to date there has not been any need to invoke this Call Off Agreement with regards to contract resolution following a failure to meet any of the standards set out above.

### **Consequences if the proposed action is not approved**

3.4. Failure to extend the contract would result in the Council not having appropriate arrangements in place for a purchasing card provider. In addition to the operational impact that this would have upon card holders, it would also result in the loss of income to the Council in excess of £300k via the cash back scheme that is in place based upon level of spend via cards.

#### **4. Council Policies and City Priorities**

4.1. One of the Council's Values which underpins the Best Council Objectives is Spending Money Wisely, as set out in the Best Council Plan. Carrying out a mini competitive process in 2014 ensured that the contract delivered the best value for money to the Council.

#### **5. Resources and Value for Money**

5.1. The Council does not pay the supplier for this contact, but instead receives cashback from Lloyds Bank PLC based upon the value of spend on purchasing cards. Therefore there are no financial costs to this contract. The preferred supplier offers the most competitive cashback, being in excess of 1%. Based on 2015-16 spend, the rebate received by the Council totaled £339k.

#### **6. Legal Implications, Access to Information and Call In**

6.1. In accordance with the Council's decision making processes, the approval to extend this Framework Contract is a Key Decision and included on the List of Forthcoming Key Decisions on 1<sup>st</sup> February 2017 for a period of 28 days. This Key Decision is subject to Call In.

#### **7. Conclusions**

7.1. In light of the mini competitive process that was undertaken prior to awarding this contact from 1 April 2015 and the performance of Lloyds Bank PLC during the contract period from 1 April 2015, there has been no recourse to invoke the Call Off Agreement between the parties.

#### **8. Recommendations**

8.1. In light of this, it is recommended that the contract with Lloyds Bank PLC is extended for a period of 24 months from 1st April 2017 to 31st March 2019.

## **CALL OFF SCHEDULE 2: SERVICES**

### **1. INTRODUCTION**

1.1 This Call Off Schedule specifies the:

1.1.1 Services to be provided under this Call Off Contract, in Annex 1;

## ANNEX 1: THE SERVICES

The Services to be supplied are those specified in the **ePURCHASING CARD SOLUTION FRAMEWORK AGREEMENT** (Agreement Ref: RM1095) between Crown Commercial Services and the Supplier and the document titled **PART 2 – SPECIFICATION (SERVICES)** referenced 9MWP-F3T9E6

The Services required are those as specified in the Crown Commercial Framework RM1095 namely Framework Schedule 2 ‘Services and Key Performance Indicators’ Part A Services Specification (Lot 1 only – all references to Lot 2 do not apply). Part A of Framework Schedule 2 provides a description for the services that the supplier shall be required to deliver to the Customer (i.e. Leeds City Council).

Leeds City Council’s specific requirements in relation to the Council’s technical requirements for the Back Office System are as stated in Annex a and the Compatibility Requirements in Annex b.

<u>Appendix A</u>		<u>Service Provider Name: - Lloyds Banking Group</u>	
This form should be used by the service provider to indicate if their support system can meet each of our requirements. Business critical criteria are compulsory and are marked in green for ease of reference. As part of the tender evaluation potential service providers will be invited to attend an evaluation interview where they will be expected to demonstrate the support system including each of the business critical criteria, plus any additional highly desirable and desirable criteria that their system can provide and scores will be adjusted up/down to reflect the content of the demonstration and the ability of the product to meet our needs.			
Question A3	Statement of Requirements – Data Reconciliation Tool	Yes	No
<b>A3.1</b>	<b>Input</b>		
a	Ability to input applicants data into system pending further info and/or pending card being issued by bank. Account then flagged as live.	Yes	
b	Ability to input new application information direct to the system in a quick, efficient and user friendly manner.	Yes	
c	A customised terms and conditions page upon logging in the first time which requires the user to accept these before progressing to use the system.		No - The terms and conditions can be reached by a link or a document loaded to the system
<b>A3.2</b>	<b>General</b>		
a	Is populated on a daily basis with new transactions from the bank i.e. transactions that have been posted to cardholders’ accounts by the bank during the previous 24 hours	Yes	
b	Has the capacity to cater for a minimum of 3000 cardholders, 3000 transaction approvers, 1000 other users and Lodged /virtual cards. These figures could rise as the Council expands its Purchasing Card programme.	Yes	
c	Able to flow transactions for a lodged / virtual card to local service areas across the Council with restricted access to be able to only see, review and approve their own transactions. A corporate view of all lodged card expenditure to be available to the Central Administrator.	Yes	
d	Has the capacity to hold more than one billing unit / bank account number and associate cards to billing units / accounts	Yes	
e	Has the capacity to process a minimum of 1000 transactions per week with the capacity to increase as the Council expands its Purchasing Card programme	Yes	
f	Complies with all relevant VAT and tax regulations	Yes	
g	Provides appropriate system support and a user help desk facility available during core office hours as a minimum.	Yes	

h	System has an administrator's home page after login which displays any new lock outs and new cards dispatched	Yes - The system will show lock outs and new cards, however this is not on the home page	
i	Easy navigation menu	Yes	
j	The system is browser based	Yes	
k	Able to trace a transaction's history	Yes	
l	Able to see transaction ID	Yes	
m	Able to see transaction and item origin	Yes	
n	Able to select all transactions and skip between one set of details to the next	Yes	
o	Able to send a single electronic notification from the system to all individuals who have not reviewed/approved transactions	Yes	
p	Can mass upload cardholders in one go	Yes	
q	Can mass update cardholders	Yes	
r	Can edit user details on system	Yes	
s	When approving transactions on a page, the system should take you back to the last page you were on rather than back to the home page - desirable	Yes	
t	Online user friendly help programme	Yes	
u	Instant help chat - desirable		No
v	Ability to view data and conduct searches from different viewpoints	Yes	
w	All users are able to add comments to transactions irrespective of status	Yes	
x	A customised Contact Us page	Yes	
y	System able to retain a unique supplier/ creditor reference for each supplier which can be used to export to the general ledger, and be included within reports.	Yes	
z	Allows other user definable fields to be held against each supplier for reporting purposes	Yes	
aa	Home page highlights a user's outstanding transactions for review / approval	Yes	
bb	Option to brand with Leeds City Council branding	Yes	
cc	There should be flexible parameters for transaction searches	Yes	
dd	The system administrator has the ability to add new cardholders to the database, and amend existing cardholder details	Yes	
<b>A3.3</b>	<b>Security</b>		
a	Information must be securely held and meet the requirements of the Data Protection Act.	Yes	
b	Password can be set as alphanumeric and case sensitive	Yes	
c	Password can be set to expire after a certain period of time decided by Corporate Administrator	Yes	
d	Password can be re-set by Corporate Administrator	Yes	
e	System will automatically lock you out after 3 attempts at password and send you notification	Yes - System can lock out after 3 attempts however cannot send a notification	
f	System only shows last 4 digits of card number	Yes	
g	Is profile driven to ensure users are only able to see transactions and actions appropriate to their position in the Council. A range of different profiles and viewpoints can be set up by the administrator e.g. read only access	Yes	
h	Cardholder can have more than 1 approver	Yes	
i	If for any reason the file is not received from the bank LCC to be alerted via an automatic messaging system		No the bank cannot confirm this requirement without more detail of the interface requirements.

j	Automatically notifies a system administrator(s) within the Council if transactions flow for a new cardholder who has not been set up on the database	Yes	
k	Ability to import leavers in to the system from an electronic file to place an automatic stop their cards.	Yes - Leavers can be imported in to the system to block access, however separate notification needs to be added to Tsys	
l	System can have multiple administrators	Yes	
<b>A3.4</b>	<b>Cost Allocation</b>		
a	Be capable of using a range of business rules/validation/parameters to automatically generate expenditure codes including a default code - assigned to Purchasing Cards, Merchant Category Codes, Commodity Codes and Supplier Details, the Vendors Customer Reference Number, quoted at point of sale and predefined Associations.	Yes	
b	Allow code lists to be automatically uploaded into the database from multiple formats including xls /xlsx / csv format file.	Yes - however csv is not supported (txt is supported as an alternative)	
c	Allow a System Administrator within the Council to amend business rules / parameters as required.	Yes	
d	Allow users to amend expenditure codes online as part of the review/approval process (and subject to their user profiles) providing the transaction has not been marked as exported.	Yes	
e	Not allow transactions to be reviewed, approved or uploaded unless all cost code fields have been completed with a valid code.	Yes	
f	Cost Codes are stored and must be configurable and easily accessed on the system	Yes	
g	Users able to set up favourite codes for ease of access	Yes	
h	Default cost centres can be changed by system administrator at user's request	Yes	
i	View points can be changed on system to allow users access to different codes	Yes	
j	Must be capable of being able to assign at least 6 levels of cost codes against each transaction to accommodate revenue and capital coding structures.	Yes	
<b>A3.5</b>	<b>Reviewing &amp; Approving</b>		
a	System will automatically prevent users from reviewing transactions without all cost codes added	Yes	
b	Users can un-review transactions	Yes (as long as before extraction)	
c	System has a series of traffic light and flag colours to tell user what stage the transaction is at	Yes	
d	System will not allow tax to be assigned to a foreign bought item	The system can be configured to support this as long as the card issuing currency is different from the origination currency.	
e	Where a supplier is LID1 and not VAT registered, the system will automatically assign a tax rate of zero per cent 'out of scope' or equivalent	Yes because the system can be configured to support this as a default.	
f	Users to be able to split level 1 and level 2 transactions and be able to assign different VAT rates to split transactions. The system will automatically calculate updated net and VAT values.	Yes	
g	Users can see the current balance and previous statements online	Yes	
h	Search parameters can be easily adjusted for ease of search for transactions	Yes	
i	New transactions will automatically appear when logging on	Yes	
j	Allow users to review the 'Line Item Detail' (LID) of transactions wherever this level of detail has been 'flowed' through the banking system	Yes	
k	Allow users to 'flag up' disputed transactions, add comments and amend coding including individual LID transactions	Yes	



l	Mark the transactions reviewed or approved	Yes	
m	System to prevent cardholders from approving their own transactions	Yes	
n	Option to make comment field mandatory	Yes	
o	Option to make a comment post-export		No
p	Users and administrators to be able to review and add comments to transactions in bulk.	Yes - Quick coding options are available	
<b>A3.6</b>	<b>Reporting</b>		
a	Wide range of standard reports available.	Yes	
b	Reports can be customised by the administrator	Yes	
c	New report options available at request of administrator from service provider	Yes	
d	Weekly or monthly reports can be scheduled to run automatically	Yes	
e	Comprehensive reporting facilities including analysis of spend by supplier, cardholder, merchant category code, merchant category group, the total amount of Approved & Non Approved transactions for a period, VAT & Non VAT transactions, VAT & Non VAT enabled vendors and unextracted / extracted transactions.	Yes	
f	Allow users, or at the very minimum the System Administrator, to create reports using all or any of the information that is held in the database including defining the output style of the report and being able to save and make the reports available to all users.	Yes	
g	The system must be able to store the Council's hierarchy structure with at least 4 levels - organisation, department, division, and section for reporting purposes. The structure must be editable and should mirror the Council's financial management system hierarchy to allow reconciliation.	Yes	
h	Reports can be set to automatically be emailed directly to system administrators - desirable.		No - Emails can be sent to notify a user that a report has run and is available for upload
<b>A3.7</b>	<b>VAT Accounting</b>		
a	Calculate tax for all LID and VAT capable supplier transactions. Allow the appropriate rates to be applied to non-capable VAT transactions (LID1).	Yes	
b	Identify those transactions that have or have not had the VAT assigned either on import or after import.	Yes	
c	Prevent transactions which have not been identified as having VAT assigned from being reviewed, approved or uploaded into the general ledger	Yes - we can mandate that a tax code is applied to each transaction.	
<b>A3.8</b>	<b>Upload of Transactions into General Ledger</b>		
a	Produce an export file of Purchasing Card transactions from the database, on demand, in a file format compatible for upload into the Council's General Ledger only for transactions that are marked as approved, have all cost code fields completed with a valid code and all mandatory fields completed.	Yes	
b	Run the export function in a batch format and it be available to import to our general ledger on the same day.	Yes	
c	Only include transactions in the upload that are approved, have all cost code fields completed with a valid code and all mandatory fields are completed, and provide LCC with the ability to run dummy exports to ensure that the total amount exported balances and that all lines contain codes.	Yes	
d	Work with LCC to revise the export file so that it incorporates new upload information such as line item detail supplier/ creditor references.	Yes	
e	Mark those transactions which have been uploaded as such, not include them in future uploads and not allow any changes to the cost codes, VAT amounts or status.	Yes	
f	Produce export reconciliation summary information for each export file showing summary gross total values, VAT values, net total values, & number of lines in the export file.	Yes	
<b>A3.9</b>	<b>Training</b>		
a	Access provided to a bespoke training client complete with overnight system refreshes, with a minimum of 1 trainer logon and 12 user logons -	Yes	

REF	P or F only		ESSENTIAL REQUIREMENTS These requirements are mandatory. Your responses to the questions below will be assessed on a pass or fail basis. <b>Any response assessed as "fail" will result in your tender being disqualified.</b>	Score Guidance Pass / Fail				
TE-1	P		Any desktop client for the proposed solution must run under MS Windows XP.	P/F	The solution is compatible with Window XP			
TE-2	P		<p>and support to be provided by the system provider to system</p> <p>The supplier must provide telephone support including the period between 8.30am and 5.30pm (UK time) Monday to Friday for the proposed solution.</p>	P/F	Fully supported	Yes		
TE-3	P		Fault fixing including that of any LCC specific changes must be included in the quoted annual maintenance costs, if any.	P/F	Faults will be resolved at no cost to LCC			
TE-4	P		The provision of New Releases related to statutory / regulatory changes must be included in the quoted annual maintenance costs, if any.	P/F	The solution will be maintained to comply with regulatory requirements at no cost to LCC			
REF	Score	(Weighting)	<b>NON ESSENTIAL SYSTEM SPECIFIC REQUIREMENTS</b> Your responses to the questions below will allow the Council to undertake the technical evaluation of your proposal especially with regard to compatibility with the Council's existing and future ICT infrastructure and strategies. It will also assist with evaluation of the cost. Please self score in the box provided.	<b>Score Guidance</b> 3 = Best Answer 2 1 0 = Worst Answer				
* = optional					<b>SUPPLIER COMMENTS and information</b>	<b>ADJUSTED</b>	<b>WEIGHTED</b>	<b>MAX WTD</b>
<b>TD-1</b>	<b>GENERAL ARCHITECTURE INFORMATION</b>							
TD-1.2	3	5	The proposed solution must be a commercially established product.	3 = 3 years +; 2 = 2 years +; 1 = 1 year +; 0 = No	The solution offered to LCC is a globally deployed solution utilised by a wide variety of business verticals and varying geographies.		15	15
<b>TD-2</b>	<b>DATABASE</b>							

TD-2.1	1	3	Agree to provide a full database schema when contract is signed and each time changes impact on it.	3=agree; 0=disagree	The Lloyds CCDM platform is run as a software as a service (SAAS) model that is delivered over the internet. It operates in a highly secure environment that has passed the PCI-DSS accreditation, as well as the bank's own security audits. Due to the nature of the SAAS service this information is not made publicly available. We would welcome further opportunity to discuss your requirements in more detail.	3	9
TD-2.2	3	5	How do you ensure that LCC data is separated from that of other customers? Demonstrate that no customer can accidentally see somebody else's data.	3=Supplied 0=Not supplied	There are a number of complex controls that Lloyds have in place to ensure confidentiality of customer data. These exist at the database level, storage level and application level.	15	15

TD-2.3	3	5	How is our data extracted into our own applications; specifically reconciliation data but also for BI purposes? Please describe in some detail.	3=secure FTP or XML over HTTPS 2=other secure method (please describe) 0=any other	Data is extracted based upon defined hierarchy structures. These are built in our tool initially by our implementation but can then be maintained by LCC. This allows you to control the hierarchy and carry out maintenance as needed by the programme. The solution has a number of prebuilt reports but also allows your own users to create their own analysis of your data. These reports can be scheduled or ad-hoc. LCC may wish to define extracts to be created from our tool to be imported into its own back office technologies. We will during implementation work with you to build your file requirement(s) to ensure that data is available to your applications in the format and frequency desired.		15	15
<b>TD-3 CLIENT INTERFACE</b>								
TD-3.1	3	5	To what extent do users access the system through a web browser interface?	3=all 2=most 1=some 0=none	Access to the data for LCC users is via the web (internet explorer version7 or higher is required for access). Other access methods are not supported.		15	15
TD-3.1.1*	3	2	If "most" or "some", list all elements which cannot be accessed through a web browser interface	3=Not relevant 2=Admin only 1=Other Supplied 0=Not supplied	All elements are accessed via the web		6	6

TD-3.1.2*	3	3	Are plug-ins or other software (e.g. JVM or Activex controls) required for browser access?	3=no 0=yes	No.		9	9
TD-3.1.3*	3	3	The System has the ability to support all leading web browser products in LCC's current version at the date of issue of this document (seesoftware sheet) ( 3=Microsoft, Firefox, Opera; 2=Microsoft, Firefox; 1=Microsoft; 0=None)	See left	For the best user experience we recommend  <ul style="list-style-type: none"> <li>• Internet Explorer 9</li> <li>• Screen resolution of 1280 x 720 or greater</li> </ul> We support the following versions of Internet Explorer:- <ul style="list-style-type: none"> <li>• Internet Explorer 7</li> <li>• Internet Explorer 8</li> <li>• Internet Explorer 9</li> <li>• Internet Explorer 10</li> <li>• Internet Explorer 11</li> </ul> We support the latest versions of:- <ul style="list-style-type: none"> <li>• Firefox</li> <li>• Chrome</li> <li>• Safari</li> <li>• Opera</li> </ul> By "latest versions" we mean that the auto-updating feature of these browsers should be turned on, and that the latest version supported by the browser vendor is always used.		9	9
TD-3.1.4*	3	1	Provide timescales for providing browser access if not already available	3=N/A; Supplied (No. missing???) 0=Not supplied	already fully support web based access		3	3
TD-3.2*			<b>Provide full details of the client layer if not currently browser enabled including:-</b>					
TD-3.2.1*	3	1	- standard thick client configuration (RAM, deployed size in MBs)	3=Supplied 0=Not supplied	na		3	3
TD-3.2.2*	3	1	- thin client RAM requirement	3=Supplied 0=Not supplied	na		3	3

TD-3.2.3*	3	1	- other applications required to run in the client environment (MS Office, OpenOffice, Lotus Notes, protocol stacks etc ) including versions	3=Supplied 0=Not supplied	na		3	3
TD-3.2.4*	3	1	- frequency of new releases	3=Supplied 0=Not supplied	na		3	3
TD-3.2.5*	3	1	- proposed method for applying new updates	3=Supplied 0=Not supplied	na		3	3
TD-3.3			<b>The System can interface with the following</b> in order to support partially sighted users and other users with a disability:-					
			Note:- Leeds City Council recognises that some of these features may depend on the desktop environment rather than the proposed solution. However, it is seeking confirmation that no feature or constraint of the proposed solution will prevent any functionality that Leeds City Council would expect to be available.				0	0
TD-3.3.1	3	2	- Dragon-Dictate	3=yes 0=no	CCDM has been certified with WCAG Level AA compliance. Specifically, Jaws was the tool used during this compliance testing. It is reasonable to expect that the other well recognised tools of this type will be compatible also.		6	6
TD-3.3.2	3	1	- Jaws	3=yes 0=no	CCDM has been certified with WCAG Level AA compliance. Specifically, Jaws was the tool used during this compliance testing. It is reasonable to expect that the other well recognised tools of this type will be compatible also.		3	3
TD-3.3.3	3	1	- HAL	3=yes 0=no	CCDM has been certified with WCAG Level AA compliance. Specifically, Jaws was the tool used during this compliance testing. It is reasonable to expect that the other well recognised tools of this type will be compatible also.		3	3
TD-3.4			<b>All user functionality can utilise the following: -</b>				0	0
TD-3.4.1	3	3	- Mouse	3=yes 0=no	supported		9	9

TD-3.4.2	3	2	- Function Keys	3=yes 0=no	supported		6	6
TD-3.4.3	3	1	- Voice recognition	3=yes 0=no	supported (with assistive software)		3	3
TD-3.4.4	3	2	The System has comprehensive context sensitive on-line 'Help'	3=yes 0=no	Lloyds CCDM has a comprehensive set of context sensitive online help.		6	6

<b>TD-4 CLIENT SIDE COEXISTENCE</b>								
-------------------------------------	--	--	--	--	--	--	--	--

TD-4.1	3	5	Can the system co-exist with other applications running concurrently on end-user personal computers - see "LCC Infrastructure tab on this spreadsheet	3=all 2=most 1=some 0=none	There are no known conflicts with the LCC infrastructure list		15	15
TD-4.1.1	3	1	- if "most" or "some", state which applications	3=not relevant 2=supplied 0=not supplied	na		3	3
TD-4.1.2	3	1	- if "most", "some" or "none", state reasons	3=not relevant 2=supplied 0=not supplied	na		3	3
TD-4.2	3	1	If the System initiates other applications, then on closing that application, it should return to the supplier's system without compromising system/data integrity.	3=not relevant 2=yes 0=no	na		3	3
TD-4.3			<b>The System has full support for DDE with other applications when running in a GUI or browser based environment</b>					
TD-4.3.1	3	1	- for GUI	3=yes, N/A 2=later technology alternative 0=no	NA		3	3
TD-4.3.2	3	1	- for Browser	3=yes 2=later technology alternative 0=no	Lloyds CCDM is a SAAS solution, and we use the latest industry standard web services for secure data exchange. We would welcome the opportunity to discuss your requirements further.		3	3

<b>TD-5 SERVER SIDE - TIGHTLY COUPLED SERVICES</b>								
--	--	--	--	--	--	--	--	--

TD-5.1	2	3	Please supply details, including versions, of services integrated directly with the system; i.e. not using any form of XML or batch data transfer (there is a section on this later). These include Office products, databases, maps etc.	3=Supplied,N/A 0=Not supplied	NA - this is a cloud based browser accessed solution tight coupling is not required	6	9
TD-5.2	3	1	If the above includes office products, please describe how this is carried out.	3=Supplied,N/A 0=Not supplied	NA	3	3
<b>TD-6 DATA STANDARDS AND QUALITY</b>							
TD-6.1			<b>People</b>				
TD-6.1.1	0	2	- Does the system conform with BS8766?	3=yes 0=no	The system has not been assessed against BS8766	0	6
TD-6.1.2	3	5	- Does the person have a unique identifier?	3=yes 0=no	yes each user has a unique credential	15	15
TD-6.2			<b>General Data Quality</b>				
TD-6.2.1	3	3	What policy is adopted to ensure the quality of data entered into the user interface?	3=Supplied 0=Not supplied	The Bank ensures the quality of data at all stages of the card lifecycle ensuring that data is successfully processed onto our card processing platform. Data is extracted from the card platform in a predetermined file format which includes detailed trailer data to reconcile data loaded into the data management tool against the data output in the input file received from the card platform.	9	9
TD-6.2.2	3	3	Do important fields refer to "lists of values" and how configurable are these lists?	3=Configurable 2=Negotiable 1=Fixed 0= none	The system does include lists of values and a number of these are configurable at the client level.	9	9



TD-6.2.3	3	3	To what extent are validation rules applied; for instance mandatory, range check, valid date? Are these configurable?	3=Configurable 2=Negotiable 1=Fixed 0= none	There are opportunities to enter validation checks the design of the tool for LCC will influence the level of configuration achievable.		9	9
TD-6.2.4	2	3	Describe the attention paid to screen "ergonomics".	3=Supplied 0=Not supplied	Screens are designed to be intuitive and the application to flow in a sequence that will be logical to the user.		6	9
<b>TD-7 REPORTING STRATEGY</b>								
TD-7.1	3	1	Please describe your strategy for producing operational style reports directly from the application.	3=N/A, Supplied 0=not supplied	The solution includes both prebuilt reports and the ability for users to define save and schedule there own reporting.		3	3
TD-7.2	3	1	Please describe the options for distributing operational reports if they are centrally produced.	3=N/A 1 per method	The user must login to application to retrieve the reports they have created and scheduled to run. The user must then export the results locally to use in other applications.		3	3
TD-7.5	3	1	For BI style reporting, do you utilise a proprietary BI reporting product? If so which?	3=N/A, Microsoft 1=named 0=No	NA		3	3
TD-7.7	3	1	If yes to proprietary software, are licences included in your costs?	3=N/A, All 2=Limited number 0=None	No additional costs are involved in supplying reporting functionality		3	3
<b>TD-8 USER ACCESS AND AUTHENTICATION</b>								
TD-8.1	3	2	Does the system employ role based security?	3=Yes 0=No	Fully supported		6	6
TD-8.4	3	1	Is the password format configurable? Please describe what can be configured? I.e. Password can be set as alphanumeric and case sensitive	3=N/A, 1-3=depending on quality.	Password strength is defined in the platform at Bank level and cannot be configured at the LCC level.		3	3
TD-8.5	3	1	Can security be managed by LCC administrators?	3=Yes 0=No	LCC administrators can administer LCC users.		3	3

TD-8.6	3	1	Can LCC administrators dynamically disable individuals or groups of users?	3=Y, 0=No	Fully supported		3	3
TD-8.7	3	1	Is there a configurable timeout feature?	3=Y, 0=No	Timeout is a feature of the solution but is configured at the Bank level not LCC.		3	3
TD-8.8	3	2	Is the user's connection to the database via a user id which is not the database owner and not their own login?	3=Both 2=not owner 1=not same	Yes.		6	6
TD-8.9	3	3	Are web service or API connections to the database via 3) a user id which is service specific; 2) a single user which is not the database owner; 0) the database owner?	See left	see above		9	9
TD-8.10	3	5	The supplier must either provide the results of independent penetration tests or enable LCC to carry out their own penetration testing.	3=Comply 0=Not comply	The application is covered by PCI DSS requirements and is subject to annual penetration tests. The results of the penetration test will not be shared but an attestation of compliance can be supplied.		15	15
<b>TD-9 AVAILABILITY</b>								
TD-9.1	3	2	Other than infrastructure failure, please describe any circumstances which will result in system unavailability during the agreed prime time window.	3=Provided 0=Not provided	All scheduled release management will be outside of agreed prime time windows. In a situation of infrastructure failure then emergency outages could be required. The Bank will in these circumstances endeavour to provide reasonable notice to LCC.		6	6

TD-9.2	3	5	In the event of a failure, please indicate how up to date the data will be following resumption of service.	3=Last trans 2=Recent chkpt 1=Day 0=>1 day	Following the system being unavailable there would be no data loss to LCC. Backups of data are stored at the Banks processing platform and would be used to restore the data management tool if required to recover from a system failure.		15	15
TD-9.3	3	3	In the event of a failure, please describe how data loss is minimised and integrity maintained.	3=Provided 0=Not provided	See previous answer		9	9
<b>TD-10 ACCESSIBILITY - Is the system available through the following channels?</b>								
TD-10.1	3	3	The user workstation on the LCC LAN whether PC or laptop	3=Yes 0=No	Fully supported		9	9
TD-10.3	3	1	Remotely using VPN with Vasco token	3=Yes 0=No	Fully supported		3	3
TD-10.4	2	1	Remotely using PDA or A5	3=Yes 0=No	The solution is not optimised for these device types		2	3
TD-10.5			Other - please describe	Information only	NA		0	0
<b>TD-11 1 AUDIT - Does the system provide the following?</b>								
TD-11.1	3	1	Audit logs for event logging (as defined in ISO17799 now ISO/IEC 27002)?	3=yes 0=no	The solution maintains audit logs for all event types.		3	3
TD-11.2	3	1	Archive and restore of audit trail data	3=yes 0=no	Full audit data is available		3	3
TD-11.3	3	3	Logging of security violations?	3=yes 0=no	Fully supported		9	9
TD-11.4	3	1	Logging of user login / logoffs?	3=yes 0=no	Fully supported		3	3
TD-11.5	3	1	Logging of user lockout?	3=yes 0=no	Fully supported		3	3
TD-11.6	3	1	Logging of user time outs?	3=yes 0=no	Fully supported		3	3
TD-11.7	3	3	Time stamping of all transactions in the database and on the audit log.	3=yes 0=no	Fully supported		9	9
TD-11.8	3	3	Restriction of access to audit logs to specific LCC users	3=yes 0=no	Bank users in addition to nominated LCC users will have access to audit data		9	9

TD-11.9	3	1	Readable by an Audit system such as Novell Nsure or Sentinel or provision of analysis facilities.	3=Audit sys 2=Analysis 0=Not supplied	Yes – however, audit logs within the system are stored centrally using a tamper proof log management device (QRadar). These logs are analysed daily by trained personnel and are monitored by FIM agents.		3	3
<b>TD-12 SYSTEM MAINTENANCE AND UPDATE</b>								
TD_12.1	1	3	LCC normally utilise additional instances of applications for system testing and training. Please supply details of your -policy for these additional instances.	3=No charge 2=Minimal charge 0=full licences	The Bank do not as standard offer client test or training regions. This requirement will need to be understood and may involve technical considerations between the parties. For example the test regions used by the Bank include depersonalised data and are not all accessible via the public internet VPN connectivity between LCC and the Banks systems maybe a requirement for fulfilment of this request.		3	9
TD-12.2	3	3	Please describe the version control policy used when updating the database and the application?	3=supplied 0=not supplied	The Bank implements a number of releases per annum against its data management tool. The content of releases are fully documented and are subject to unit, integration and user acceptance testing before final promotion to production.		9	9
TD-12.3	3	3	Do you apply upgrades and fixes to the test instance first then migrate to live following rigorous testing? What is your user testing policy?	3=Supplied 0=Not supplied	All upgrades follow the process above and are promoted following user testing performed by the Bank and its technology partner.		9	9

TD-12.4	3	3	How do you ensure that the application is maintained in line with legislative / regulatory changes?	3=Supplied 0=Not supplied	The Bank and its technology partner works to ensure that it is at all times compliant with regulatory requirements. Lloyds banking Group has zero appetite for non compliance with regulatory requirements.		9	9
TD-12.5	3	5	Please describe the process for protecting or integrating LCC specific enhancements when new versions are released.	3=Satisfactory, 2=Reasonable, 0=unsatisfactory	The Data Management tool being offered is hosted and developed for the Bank by a technology partner under a direct contract. This does mean that there is opportunity for the Bank to introduce change specifically required by LCC.		15	15
<b>TD-13 DOCUMENTATION</b>								
TD-13.1	3	2	Is full user documentation provided with the system?	3=yes 0=no	Yes the solution is fully documented		6	6
TD-13.2	3	2	Is the user documentation updated for each new release?	3=yes 0=no	User documentation is updated for major releases		6	6
<b>TD-14 ELECTRONIC DOCUMENT MANAGEMENT, RECORDS MANAGEMENT AND WORKFLOW</b>								
TD-14.1			<b>Electronic Document Management</b>					
TD-14.1.1	3	1	Please detail any document management functionality integrated in the proposed solution	3=supplied,N/A 0=not supplied	The solution allows the user to import documents and attach them to expenses. These can be attached to one or many transactions and can be viewed by users and approvers and can be exported to other applications.		3	3

TD-14.1.2	3	1	Please indicate how the document management system would interact with an LCC equivalent.	3=supplied,N/A 0=not supplied	LCC would need to extract documents from the Bank solution and store them in its own applications. LCC would need to define the indices to used in storing the documents in its own applications.		3	3
TD-14.1.3	0	1	How does the product support BSI DISC PD0008 (Code of practice for legal admissibility and evidential weight of information stored electronically)?	3=compliant,N/A; 0=non compliant	The solution has not been assessed against this standard		0	3
TD-14.2			<b>Records Management</b>					
TD-14.2.1	3	1	Please detail any record management functionality integrated in the proposed solution	3=N/A, supplied 0=not supplied	The Bank definition of a record would include both financial transactions and user data. The Bank ensures that its tools meet all regulatory requirements in terms of data retention, privacy, destruction and legal holds.		3	3
TD-14.2.2	3	1	Please indicate how the records management system would interact with an LCC equivalent.	3=N/A, supplied 0=not supplied	The platform has the ability to export data via a customised extract into any third party system or platform, which would allow interaction with LCC's existing records management system if this was required. This will allow transactional spend and receipt image data to be exported into additional LCC systems.		3	3

TD-14.2.3	3	1	How does the product's record management capability match with the requirements of Central Government - <a href="Http://www.pro.gov.uk/recordsmanagement/default.htm">Http://www.pro.gov.uk/recordsmanagement/default.htm</a>	3=N/A, compliant 0=not compliant	The Banks approach to records management is inline with the objectives of the policy. Our aim is to ensure records are traceable, are retained for audit and legal purposes, are used only for their intended purpose and that all required customer consents are in place to allow their retention.		3	3
TD-14.2.4	0	1	Does the System meet ISO15489 (International Standards Organisation Records Management Standard)?	3=N/A, compliant 0=not compliant	The solution has not been assessed against this standard		0	3
<b>TD-15 SUPPLIER'S HELP DESK</b>								
TD-15.1	0	3	What are the standard help desk arrangements other than core time telephone support. Include website. (3=24hour calls and response; 2=24hour call, prime time response; 1=out of hours chargeable; 0=no out of hours arrangements)	See left	no out of hours arrangement		0	9
TD-15.2	3	2	Please confirm standard prime time response time for fault reporting.	3=<2hr 2=<4hr 1=<8hr 0=>8hr	Mon -Fri 08.00 - 20.00 Sat 09.00 - 16.30		6	6
TD-15.3	3	2	Please confirm standard fix time for fault reporting . Please provide your prioritisation and escalation policies.	3=Provided 0=Not provided	Neil - we can only offer SLA's on fault fixes with SV		6	6
<b>TD-16 PRODUCT DEVELOPMENT STANDARDS</b>								

TD-16.1	3	1	Please provide details of the product development methodologies/standards you have adopted including:-	3=Supplied 0=Not supplied	<p>We use Agile with a combination of Scrum and KanBan teams.</p> <p>We follow industry best practice including guidance from Microsoft, Fowler, Evans and others. Our Coding Standards and Guidelines are documented on our wiki and audited annually for security best practice by independent audit.</p>		3	3
TD-16.1.1	0	1	Level of accreditation	3=supplied 0=not supplied	None.		0	3
TD-16.1.2	3	1	Quality Assurance processes	3=supplied 0=not supplied	<p>Agile Testing practices are followed associated with our Software Development methodology. Our testing practices are documented to align with the Agile Testing Quadrants:</p> <p>1-Technology-facing tests that Support the Team - represents test-driven development which is a core agile development practice</p> <p>2-Business-facing tests that Support the Team – represent Epic and Story Acceptance Tests conducted during Sprint development to ensure the Definition of Done has been achieved.</p> <p>3-Business-facing tests that Critique the Product – represent end-to-end product testing (including regression tests), as well as stakeholder and customer Acceptance Testing</p>		3	3



4-Technology-facing tests that Critique the Product – represent non-functional testing such as Security, Accessibility, Performance etc

Our practices are published in living-documents in our Confluence wiki and include our Test Procedures including test design techniques and test coverage standards. Our Test Analysts are regularly appraised to ensure the procedures are being followed and the standards are being met.

TD-16.2	3	1	<p>What methods are used to prioritise core product functionality.</p>	<p>3=Supplied 0=Not supplied</p>	<p>Our partners development resource is organized into scrum teams. These scrum teams focus on discreet work streams, driven by strategic goals or bank sponsored development.</p> <p>The strategic work represents partner enhancements that aim to drive the greatest value to their customers, and are aligned to our business objectives. The priority order of this work is managed by partner Product Managers, taking direction from their customer facing team, market forces and our solutions experts. A variety of methods and a cross-functional team are employed to determine priority order of the agreed product change, taking into account effort, community benefit and overall value. Under our direct contract Lloyds will sponsor developments and can govern the priority order for their developments. The partner account manager and solutions team work with us to ensure the developments are appropriate, have value and have the widest community appeal.</p>	3	3
---------	---	---	--	--------------------------------------	---	---	---

TD-16.3	3	1	What is the frequency and scope of the Supplier In-house technical development Group meetings	3=Supplied 0=Not supplied	daily		3	3
TD-16.5	3	1	Please provide a roadmap for future development of non-legislative enhancement to the product.	3=Supplied 0=Not supplied	This is provided to all LBG customers who are also encouraged to contribute to the future enhancement roadmap.		3	3

**ANNEX 2: NOT USED**

## ANNEX 1: CALL OFF CONTRACT CHARGES

### SCHEDULE OF PRICES

#### REBATES

YEARS	ESTIMATED ANNUAL CONTRACT SPEND £/YEAR	REBATE 28 DAY SETTLEMENT (AS PERCENTAGE) BY DIRECT DEBIT	REBATE 21 DAY SETTLEMENT (AS PERCENTAGE) BY DIRECT DEBIT	REBATE 14 DAY SETTLEMENT (AS PERCENTAGE) BY DIRECT DEBIT	REBATE 7 DAY SETTLEMENT (AS PERCENTAGE) BY DIRECT DEBIT
1 to 4	<0.25m	0.90%	0.942%	0.984%	1.026%
1 to 4	<£1m	0.90%	0.942%	0.984%	1.026%
1 to 4	<£5m	0.90%	0.942%	0.984%	1.026%
1 to 4	<£10m	0.90%	0.942%	0.984%	1.026%
1 to 4	<£15m	0.90%	0.942%	0.984%	1.026%
1 to 4	<£25m	0.90%	0.942%	0.984%	1.026%
1 to 4	<£50m	0.90%	0.942%	0.984%	1.026%
1 to 4	<£75m	0.90%	0.942%	0.984%	1.026%
1 to 4	<£100m	0.95%	0.992%	1.034%	1.076%
1 to 4	>£100m	1.00%	1.042%	1.084%	1.126%

#### Fees and Charges

Service Description	A Charge	B Annual frequency*	C Multiplier	D Subtotal (Ax C)
Late payment fees (cost per occurrence)	0	0	1	0
Cash handling fees (percentage)	0	5	5	0
Foreign exchange fees (percentage)	0	0	1	0
Drawing and issuing cheque fees (cost per cheque)	0 (no cheque capability)	0	1	0
Copy of transaction receipt fees (cost per transaction receipt)	0	2	2	0
Copy paper statement (cost per statement)	0	0	1	0
Courier charges	0	0	1	0
Commercial and corporate card fees (cost per card)	0	0	1	0
Gold cards (cost per card)	0 (no Gold card capability)	0	1	0

Dormant card fees (cost per card)	0	0	1	0
<b>TOTAL</b>	0			
<b>Other Fees and Charges (if applicable)</b>				
<b>Service Description</b>				

\*The usage figures are based on the 2013-2014 financial period

\*\*Other fees and charges are for information only and will not form part of the evaluation

## **CALL OFF SCHEDULE 6: SERVICE LEVELS AND PERFORMANCE MONITORING**

### **1. SCOPE**

- 1.1 This Call Off Schedule (Service Levels and Performance Monitoring) sets out the Service Levels which the Supplier is required to achieve when providing the Services, the mechanism by which Service Level Failures will be managed and the method by which the Supplier's performance in the provision by it of the Services will be monitored.
- 1.2 This Call Off Schedule comprises:
  - 1.2.1 Part A: Service Levels;
  - 1.2.2 Annex 1 to Part A - Service Levels;
  - 1.2.3 Part B: Performance Monitoring; and
  - 1.2.4 Annex 1 to Part B: Additional Performance Monitoring Requirements.

### **PART A: SERVICE LEVELS**

### **2. GENERAL PROVISIONS**

- 2.1 The Supplier shall provide a proactive Call Off Contract manager to ensure that all Service Levels in this Call Off Contract and Key Performance Indicators in the Framework Agreement are achieved to the highest standard throughout, respectively, the Call Off Contract Period and the Framework Period.
- 2.2 The Supplier shall provide a managed service through the provision of a dedicated Call Off Contract manager where required on matters relating to:
  - 2.2.1 Supply performance;
  - 2.2.2 Quality of Services;
  - 2.2.3 Customer support;
  - 2.2.4 Complaints handling; and
  - 2.2.5 Accurate and timely invoices.

And any other such matters as shall be agreed between the Supplier and the Customer.

### **3. PRINCIPAL POINTS**

- 3.1 The objectives of the Service Levels are to:
  - 3.1.1 ensure that the Services are of a consistently high quality and meet the requirements of the Customer;
  - 3.1.2 provide a mechanism whereby the Customer can attain meaningful recognition of inconvenience and/or loss resulting from the Supplier's failure to deliver the level of service for which it has contracted to deliver; and
  - 3.1.3 incentivise the Supplier to comply with and to expeditiously remedy any failure to comply with the Service Levels.

#### 4. SERVICE LEVELS

- 4.1 Annex 1 to this Part A of this Call Off Schedule sets out the Service Levels the performance of which the Parties have agreed to measure.
- 4.2 The Supplier shall monitor its performance of this Call Off Contract by reference to the relevant performance criteria for achieving the Service Levels shown in Annex 1 to this Part A of this Call Off Schedule (the “**Service Level Performance Criteria**”) and shall send the Customer a Performance Monitoring Report detailing the level of service which was achieved in accordance with the provisions of Part B (Performance Monitoring) of this Call Off Schedule.
- 4.3 The Supplier shall, at all times, provide the Services in such a manner that the Service Levels Performance Measures are achieved.
- 4.4 If the level of performance of the Supplier of any element of the provision by it of the Services during the Call Off Contract Period:
  - 4.4.1 is likely to or fails to meet any Service Level Performance Measure,
  - 4.4.2 the Supplier shall immediately notify the Customer in writing and the Customer, in its absolute discretion and without prejudice to any other of its rights howsoever arising including under Clause 13 of this Call Off Contract (Service Levels), may:
    - (a) require the Supplier to immediately take all remedial action that is reasonable to mitigate the impact on the Customer and to rectify or prevent a Service Level Failure from taking place or recurring; and
    - (b) if the action taken under paragraph (a) above has not already prevented or remedied the Service Level Failure, the Customer shall be entitled to instruct the Supplier to comply with the Rectification Plan Process; or
- 4.5 Approval and implementation by the Customer of any Rectification Plan shall not relieve the Supplier of any continuing responsibility to achieve the Service Levels, or remedy any failure to do so, and no estoppels or waiver shall arise from any such Approval and/or implementation by the Customer.

5. NOT USED

6. NOT USED

7. NOT USED



## ANNEX 1 TO PART A: SERVICE LEVELS

Service Levels			
Service Level Performance Criterion	Key Indicator	Service Level Performance Measure	Service Level Threshold
Accurate and timely billing of Customer	Accuracy /Timelines	at least 98% at all times	90%
Access to Customer support	Availability	at least 98% at all times	90%
Complaints Handling	Availability/ Timelines	At least 98% at all times	90%
provision of specific Services	Quality	at least 98% at all times	90%
Timely provision of the Services 24 hours a day, 7 days a week.	Services Availability	at least 98% at all times	90%

## PART B: PERFORMANCE MONITORING

### 8. PRINCIPAL POINTS

- 8.1 Part B to this Call Off Schedule provides the methodology for monitoring the provision of the Services:
- 8.1.1 to ensure that the Supplier is complying with the Service Levels; and
  - 8.1.2 for identifying any failures to achieve Service Levels in the performance of the Supplier and/or provision of the Services ("**Performance Monitoring System**").
- 8.2 Within twenty (20) Working Days of the Call Off Commencement Date the Supplier shall provide the Customer with details of how the process in respect of the monitoring and reporting of Service Levels will operate between the Parties and the Parties will endeavour to agree such process as soon as reasonably possible.

### 9. REPORTING OF SERVICE FAILURES

- 9.1 The Supplier shall report all failures to achieve Service Levels and any Critical Service Level Failure to the Customer in accordance with the processes agreed in paragraph 8.2 of Part B of this Call Off Schedule above.

### 10. PERFORMANCE MONITORING AND PERFORMANCE REVIEW

- 10.1 The Supplier shall provide the Customer with performance monitoring reports ("**Performance Monitoring Reports**") in accordance with the process and timescales agreed pursuant to paragraph 8.2 of Part B of this Call Off Schedule above which shall contain, as a minimum, the following information in respect of the relevant Service Period just ended:
- 10.1.1 for each Service Level, the actual performance achieved over the Service Level for the relevant Service Period;
  - 10.1.2 a summary of all failures to achieve Service Levels that occurred during that Service Period;
  - 10.1.3 for any repeat failures, actions taken to resolve the underlying cause and prevent recurrence;
  - and
  - 10.1.4 such other details as the Customer may reasonably require from time to time.
- 10.2 The Parties shall attend meetings to discuss Performance Monitoring Reports ("**Performance Review Meetings**") on a monthly basis (unless otherwise agreed). The Performance Review Meetings will be the forum for the review by the Supplier and the Customer of the Performance Monitoring Reports. The Performance Review Meetings shall (unless otherwise agreed):
- 10.2.1 take place within one (1) week of the Performance Monitoring Reports being issued by the Supplier;
  - 10.2.2 take place at such location and time (within normal business hours) as the Customer shall reasonably require unless otherwise agreed in advance;
  - 10.2.3 be attended by the Supplier's Representative and the Customer's Representative; and
  - 10.2.4 be fully minuted by the Supplier. The prepared minutes will be circulated by the Supplier to all attendees at the relevant meeting and also to the Customer's

Representative and any other recipients agreed at the relevant meeting. The minutes of the preceding month's Performance Review Meeting will be agreed and signed by both the Supplier's Representative and the Customer's Representative at each meeting.

- 10.3 The Customer shall be entitled to raise any additional questions and/or request any further information regarding any failure to achieve Service Levels.
- 10.4 The Supplier shall provide to the Customer such supporting documentation as the Customer may reasonably require in order to verify the level of the performance by the Supplier and the calculations of the amount of Service Credits for any specified Service Period.

## **11. SATISFACTION SURVEYS**

- 11.1 In order to assess the level of performance of the Supplier, the Customer may undertake satisfaction surveys in respect of the Supplier's provision of the Services.
- 11.2 The Customer shall be entitled to notify the Supplier of any aspects of their performance of the provision of the Services which the responses to the Satisfaction Surveys reasonably suggest are not in accordance with this Call Off Contract.
- 11.3 All other suggestions for improvements to the provision of Services shall be dealt with as part of the continuous improvement programme pursuant to Clause 18 of this Call Off Contract (Continuous Improvement).