



ABBAY THEATRE

AMHARCLANN NA MAINISTREACH

RESTRICTED PROCEDURE

ABOVE EU THRESHOLD (SERVICES)

SPECIFICATION OVERVIEW

The following document has been provided for information purposes only at this stage so that Tenderer's are aware of the requirements of the Contracting Authority and have sufficient information to formulate responses to the Award Criteria of the PQQ

3. OVERVIEW OF THE REQUIREMENT

3.1 Introduction

The Abbey Theatre (the “Contracting Authority”) is seeking to appoint a suitably qualified and experienced Technology Partner to deliver a comprehensive ICT Managed Service that supports the organisation's artistic, operational and commercial objectives.

The successful Tenderer will be responsible for the delivery, management and continual improvement of the Abbey Theatre's ICT environment, providing secure, reliable and resilient technology services whilst working collaboratively with the organisation to support business priorities, technology governance and future organisational change.

The Contracting Authority has recently undertaken a comprehensive review of its ICT Strategy and future operating model. This review concluded that the Abbey Theatre has established a strong technology foundation through recent investment in core infrastructure and business systems. The focus of the next contract is therefore not on replacing that foundation, but on ensuring that technology continues to evolve in line with the organisation's strategic ambitions through a collaborative partnership that combines operational excellence with effective technology leadership.

The successful Tenderer will therefore be expected to provide both high-quality managed ICT services and the strategic capability required to support technology planning, business engagement, innovation and continual service improvement throughout the life of the Contract.

The Contracting Authority currently has 120 IT users working onsite and remotely, “hybrid”. There is a need for IT users to be supported at the following Dublin premises:

Location Reference	Location
1	Main Building – 27/29 Lower Abbey Street, Dublin 1.
2	22-23 Eden Quay, Dublin 1.
3	Annesley Place, North Strand, Dublin 3
4	Costume Stores, Finglas Business Centre, Dublin 11.
5	Eden House (Archives Department Storage)
6	D'Olier Chambers (Sales, Communications, Fundraising)

3.2 Overview of the Requirement

The Contract will comprise the provision of a fully managed ICT service across the Abbey Theatre's technology estate while also supporting staff working remotely away from the locations listed in the table above, including responsibility for the operational management, maintenance, support and continual improvement of ICT services.

The scope of services includes, but is not limited to:

- End User and Workplace Support
- Service Desk and Incident Management
- Infrastructure, Network and Cloud Services
- Microsoft 365 Collaboration Services
- Cyber Security and Operational Resilience
- Business Application Support
- Technology Governance and Service Management
- Business Engagement and Technology Leadership

- Third Party Supplier Management
- Continual Improvement and Innovation
- Technical Consultancy and Project Support
- Performance Reporting and Service Improvement
- Transition, Knowledge Management and Exit Services

The detailed functional, technical and service requirements are set out within the Specification below.

3.3 Procurement Objectives

The objective of this procurement is to appoint a Technology Partner capable of delivering:

- Reliable, secure and resilient ICT services that support the day-to-day operation of the Abbey Theatre.
- A collaborative partnership that aligns technology services with the organisation's artistic, operational and commercial priorities.
- Strong technology governance, business engagement and executive reporting.
- Effective management of third-party technology suppliers and service providers.
- Continual service improvement, innovation and appropriate adoption of emerging technologies.
- High-quality service management supported by measurable performance outcomes.
- Strategic technology advice that supports informed investment and planning throughout the term of the Contract.

The Contracting Authority is seeking a partner that will work collaboratively with internal stakeholders to ensure that technology remains an enabler of the organisation's core mission, supporting the delivery of outstanding theatre and cultural experiences whilst maintaining a secure, resilient and cost-effective ICT environment.

3.4 Organisational Context

The Abbey Theatre is Ireland's National Theatre and a publicly funded cultural institution with a national remit to create, produce and present world class theatre while supporting artistic development, cultural participation and audience engagement across Ireland and internationally. Technology is therefore an important enabler of the organisation's artistic, operational and commercial ambitions.

Whilst relatively modest in organisational size, the Abbey operates within a complex and dynamic environment that extends well beyond a traditional office-based organisation. The ICT estate supports a diverse range of business activities including corporate functions, theatre production, stage and technical operations, front of house, ticketing and audience services, rehearsal spaces, workshops, warehousing, storage facilities and specialist production technologies. The successful Tenderer will be expected to understand these differing operational environments and recognise that technology underpins both the day-to-day operation of the organisation and the successful delivery of performances.

The operating environment is characterised by changing business priorities, varied working patterns and periods of heightened operational activity associated with rehearsals, productions, performances and public events. As a result, the Abbey requires a Managed Service Provider capable of delivering a flexible, responsive and resilient service that supports both planned operational activity and the changing demands of a creative organisation.

Over recent years, the Abbey has continued to increase its reliance on cloud-based services, digital collaboration, cyber security, business applications and data to support the organisation. Like many organisations, it is also evaluating the opportunities and risks associated with emerging technologies, including Artificial Intelligence, whilst recognising the importance of maintaining robust governance, security and operational resilience.

The Abbey is supported by a small internal ICT function which works closely with a number of specialist technology suppliers and business application providers. The successful Managed Service Provider will therefore be expected to operate effectively within a collaborative multi supplier environment, building trusted working relationships with internal stakeholders and external partners, sharing knowledge and contributing positively to the wider ICT ecosystem.

The Abbey is seeking a Managed Service Provider that will deliver reliable, secure and high-quality ICT services whilst demonstrating a proactive approach to continual service improvement, innovation and customer experience. Tenderers are encouraged to propose delivery models that reflect their own experience and expertise, provided they clearly demonstrate how their approach will support the Abbey's operational requirements, strategic ambitions and unique operating environment.

Tenderers should recognise that success will be measured not only by the effective operation of ICT services, but also by their ability to understand the organisation, work collaboratively with stakeholders, respond flexibly to changing operational demands and contribute positively to the Abbey's ongoing technology journey.

3.5 Current ICT Environment

The ICT Environment Schedule provides Tenderers with an overview of the Contracting Authority's current ICT environment to support the preparation of their Tender submission.

The information contained within this Schedule is intended to provide an understanding of the current technology estate, user environment, applications, infrastructure, services and operational landscape. It is provided to assist Tenderers in developing an informed technical and commercial proposal and to minimise the need for assumptions.

The information contained within this Schedule is indicative of the current ICT environment and should not be interpreted as limiting the Tenderer's ability to propose alternative approaches, technologies or service improvements where these better support the objectives of the Contracting Authority and remain consistent with the requirements of this Request for Tender.

4. OVERVIEW OF THE SERVICES

4.1 Introduction

The successful Tenderer will provide a comprehensive ICT Managed Service for the Contracting Authority, combining the delivery of high-quality operational ICT services with strategic technology leadership, business engagement and continual service improvement.

The services shall support the organisation's day-to-day operations whilst providing the capability, governance and expertise necessary to ensure that technology continues to evolve in line with the Contracting Authority's business objectives throughout the term of the Contract.

The successful Tenderer will be expected to work collaboratively with the Contracting Authority's Executive Team, operational departments and third-party suppliers to ensure the effective planning, delivery and continual improvement of ICT services.

4.2 Overview of the Services

The Contract shall include, but not be limited to, responsibility for the following service areas:

4.2.1 Operational ICT Services

- Service Desk and End User Support
- Workplace Services
- Infrastructure Management
- Network Services
- Microsoft 365 Services
- Azure Cloud Services
- Identity and Access Management
- Endpoint Management
- Backup, Disaster Recovery and Business Continuity
- Asset and Configuration Management
- Monitoring and Event Management
- Technical Support for supported business applications

4.2.2 Cyber Security and Operational Resilience

- Cyber security operations
- Vulnerability management
- Security monitoring
- Endpoint protection
- Identity security
- Security patch management
- Security incident response
- Security reporting
- Disaster recovery testing
- Business continuity support
- Cyber awareness and user education

4.2.3 Technology Leadership and Business Engagement

- ICT governance
- Technology planning
- Business relationship management
- Executive reporting
- ICT budgeting support
- Technology roadmap development

- Third party supplier management
- Procurement support
- Architectural and technical advice
- Strategic technology consultancy

4.2.4 Continual Improvement and Innovation

- Service improvement planning
- Technology innovation
- AI advisory services
- Process automation
- User adoption
- Benefits realisation
- Service optimisation
- Technology reviews
- Proof of concepts
- Continuous improvement initiatives

4.2.5 Project and Consultancy Services

The successful Tenderer shall provide technical consultancy and project support to assist the Contracting Authority in delivering approved technology initiatives throughout the duration of the Contract.

This may include project delivery, technical design, implementation support, supplier assurance, technical reviews, migration activities and specialist consultancy services, as required.

4.3 Guiding Principles

The services delivered under this Contract shall:

- Support the Abbey Theatre's artistic, operational and commercial objectives.
- Be business led rather than technology led.
- Deliver secure, reliable and resilient ICT services.
- Promote collaboration between the Technology Partner and the Contracting Authority.
- Encourage continual improvement and appropriate innovation.
- Provide measurable service performance and value.
- Maintain flexibility to support future organisational change.

4.4 Service Boundaries

The successful Tenderer will be expected to assume responsibility for all services defined within this Specification together with the associated governance, service management and supplier management activities necessary to deliver an integrated ICT Managed Service.

Whilst individual business applications may remain supported by specialist application vendors, the successful Tenderer will retain overall responsibility for service coordination, operational management, incident ownership and supplier engagement to ensure that end to end ICT services are delivered effectively.

The successful Tenderer will be expected to work collaboratively with the Contracting Authority and its appointed third-party suppliers to resolve incidents, coordinate change activity and support the continual improvement of ICT services throughout the Contract.

5. SPECIFICATION OF REQUIREMENTS

5.1 Introduction

This section defines the minimum ICT Managed Service requirements to be provided by the successful Tenderer. Tenderers shall demonstrate how they will deliver each of the services described within this section, including the resources, processes, governance and supporting technologies that will be used to achieve the required service outcomes. Whilst the Contracting Authority has identified the minimum service requirements, Tenderers are encouraged to propose alternative or additional approaches where these deliver demonstrable improvements in service quality, operational efficiency or value for money. Tenderers shall identify within their Tender any assumptions, dependencies or clarifications that may materially affect their proposed solution or pricing.

5.2 Services within Scope

The Services described within this section collectively comprise the core ICT Managed Services to be delivered under the Contract, including:

- End User Support
- Service Desk
- Infrastructure
- Networks
- Microsoft 365
- Azure
- Business Applications
- Cyber Security
- Service Management
- Technology Leadership
- Consultancy
- Optional Services

5.3 First Level IT Support

5.3.1 Overview

The successful Tenderer shall provide a responsive, customer focused First Level IT Support Service acting as the primary point of contact for all ICT related incidents, service requests and user enquiries. The service shall support the Contracting Authority's staff, contractors, visiting creatives and authorised third parties, ensuring that users can effectively access and utilise the technology services required to perform their roles.

The First Level IT Support Service shall be delivered in a manner that minimises disruption to business operations, provides timely resolution of routine issues and delivers a consistently high standard of customer service.

5.3.2 Service Requirements

The successful Tenderer shall provide:

- A single point of contact for ICT incidents, service requests and enquiries.
- First line diagnosis, triage and resolution of incidents wherever possible.
- Support for end user devices, Microsoft 365 services and approved business applications.
- Remote and on-site user support as required.
- User account administration, including onboarding, offboarding and access requests.
- Support for meeting room technology, collaboration tools and hybrid working.
- Ownership of incidents through to resolution or formal escalation.

- Effective communication with users throughout the incident lifecycle.
- Maintenance of an accurate knowledge base to improve first time resolution and encourage user self-service where appropriate.
- Coordination with third party suppliers where incidents involve externally supported systems or services.

5.3.3 Resource Requirements

The Tenderer shall propose an appropriately resourced First Level IT Support function capable of delivering the required service levels throughout the Contract. Tenderers should describe:

- their proposed support model;
- the balance between on site and remote support;
- resource availability;
- arrangements for absence cover and business continuity;
- skills and experience of proposed personnel;
- approach to maintaining service quality during periods of peak demand.

The Contracting Authority does not prescribe a specific staffing model but expects Tenderers to demonstrate that sufficient appropriately qualified resources will be available to deliver the Services throughout the Contract.

5.3.4 Incident Management

The successful Tenderer shall ensure that all incidents and service requests are logged, categorised, prioritised, tracked and managed through to resolution in accordance with the agreed Service Levels.

Users shall receive regular communication regarding progress, expected resolution times and any actions required.

The Tenderer shall maintain full visibility of all open incidents and retain ownership until satisfactory resolution has been achieved.

5.3.5 Vendor Coordination

Where incidents involve third party suppliers or externally managed applications, the successful Tenderer shall retain overall ownership of the incident and coordinate all required activities until resolution.

The Tenderer shall act as the primary point of contact for the Contracting Authority, ensuring effective collaboration between all relevant suppliers whilst minimising disruption to users.

5.3.6 Continual Improvement

The Tenderer shall proactively identify opportunities to improve First Level IT Support through process optimisation, automation, knowledge management, user education and service improvement initiatives.

The Tenderer shall provide recommendations aimed at improving first time fix rates, reducing recurring incidents and enhancing the overall user experience.

5.4 Second Level IT Support

5.4.1 Overview

The successful Tenderer shall provide a comprehensive Second Level IT Support Service responsible for the investigation, diagnosis, resolution and proactive management of technical incidents, service requests and operational issues that cannot be resolved through First Level IT Support.

The service shall provide the technical expertise necessary to maintain the stability, performance, security and resilience of the Abbey Theatre's ICT environment, whilst supporting the continual improvement of technology services throughout the duration of the Contract.

5.4.2 Service Requirements

The successful Tenderer shall provide Second Level technical support across the Contracting Authority's ICT estate, including, but not limited to:

- Server and infrastructure management.
- Microsoft Windows Server administration.
- Microsoft 365 administration and support.
- Microsoft Azure administration and support.
- Network infrastructure support.
- Wired and wireless networking.
- Identity and Access Management.
- Active Directory / Entra ID administration.
- Virtualisation platforms.
- Endpoint management.
- Storage management.
- Backup and recovery services.
- Approved business application support.
- Audio visual and meeting room technologies.
- Technical problem diagnosis and root cause analysis.

5.4.3 Technical Responsibilities

The successful Tenderer shall:

- Resolve technical incidents escalated from First Level IT Support.
- Perform detailed technical investigation and root cause analysis.
- Implement permanent corrective actions where appropriate.
- Coordinate technical activities with third party suppliers.
- Maintain the health, availability and performance of supported infrastructure.
- Support approved technology changes and releases.
- Maintain technical documentation.
- Ensure supported platforms remain secure, supported and appropriately configured.
- Provide technical guidance to First Level IT Support where required.

5.4.4 Problem Management

The successful Tenderer shall proactively identify recurring incidents and underlying technical issues. Problem Management activities shall include:

- Trend analysis.
- Root cause analysis.
- Identification of recurring failures.
- Development of permanent resolutions.
- Known Error documentation.
- Preventative recommendations.
- Lessons learned.

The objective shall be to reduce recurring incidents and improve overall service stability.

5.4.5 Third Party Technical Coordination

Where technical incidents involve third party suppliers, cloud providers, software vendors or telecommunications providers, the successful Tenderer shall retain technical ownership of the incident and coordinate all required activities through to resolution.

The Tenderer shall demonstrate an ability to work collaboratively across a multi supplier environment whilst maintaining clear accountability for service delivery.

5.4.6 Technical Continual Improvement

The successful Tenderer shall continually review the performance, resilience and supportability of the ICT environment and make recommendations that improve operational efficiency, reduce risk and enhance service quality. This shall include recommendations relating to:

- Infrastructure optimisation.
- Cloud optimisation.
- Capacity planning.
- Automation.
- Standardisation.
- Technical debt reduction.
- Technology lifecycle management.
- Service resilience.
- Operational efficiency.

Recommendations shall be presented through the agreed governance arrangements and prioritised in collaboration with the Contracting Authority.

5.5 Help Desk Management

5.5.1 Overview

The successful Tenderer shall provide a professional, responsive and customer focused Helpdesk Service acting as the single point of contact (SPOC) for all ICT incidents, service requests, enquiries and service communications.

The Helpdesk shall provide a consistent, accessible and high-quality user experience, ensuring that all requests are managed efficiently, communicated effectively and progressed through to satisfactory resolution.

The Helpdesk shall support the Contracting Authority's operational requirements during normal business hours and provide appropriate arrangements for major incidents, priority support and agreed out of hours activities where required

5.5.2 Service Requirements

The Helpdesk Service shall include, but not be limited to:

- Logging, categorisation and prioritisation of all incidents and service requests.
- Incident ownership from initial contact through to resolution or agreed escalation.
- Request fulfilment.
- Service request management.
- User communication and progress updates.
- Escalation management.
- Major incident coordination.
- Service notifications and planned maintenance communications.
- Knowledge management.
- Self service capabilities where appropriate.
- Coordination with third party suppliers where required.

5.5.3 User Access

The successful Tenderer shall provide users with multiple methods of accessing the Helpdesk, including as a minimum:

- Telephone.
- Email.
- Self-service portal.
- Remote support.

Tenderers are encouraged to propose additional support channels where they enhance the user experience, improve accessibility or increase operational efficiency.

5.5.4 IT Service Management System

The successful Tenderer shall provide and maintain an industry recognised IT Service Management (ITSM) platform to support the delivery of the Services. The solution shall, as a minimum, provide:

- Incident Management.
- Service Request Management.
- Problem Management.
- Change Management.
- Asset and Configuration Management.
- Knowledge Management.
- Service reporting and dashboards.
- Workflow automation.
- Self-service functionality.
- Audit history and reporting.

The Tenderer shall describe the proposed ITSM platform and demonstrate how it supports efficient service delivery, reporting and continual improvement.

5.5.5 Customer Experience

The Helpdesk shall operate with a strong customer service ethos, recognising that user experience is a key measure of overall service quality. The successful Tenderer shall:

- Communicate clearly and professionally.
- Keep users informed throughout the lifecycle of incidents and requests.
- Measure customer satisfaction.
- Monitor user feedback.
- Identify opportunities to improve the user experience.
- Implement agreed service improvements.

Tenderers shall describe their approach to measuring and improving customer satisfaction, including the use of customer feedback and service performance data.

5.5.6 Continual Improvement

The Helpdesk Service shall be subject to continual review to improve service quality, increase first contact resolution, reduce response times and enhance the overall user experience.

The successful Tenderer shall use operational data, customer feedback and service trends to identify and implement service improvements throughout the Contract.

5.6 Core ICT Service Requirements

5.6.1 Overview

The successful Tenderer shall be responsible for the delivery, management, support and continual improvement of all ICT Services within the scope of this Contract.

The Services shall be delivered in accordance with industry best practice and shall provide a secure, reliable and resilient ICT environment that supports the Contracting Authority's operational, artistic and business requirements.

The successful Tenderer shall assume end to end responsibility for the delivery of the Services, including service coordination, supplier management, operational support, service performance and continual improvement.

5.6.2 End User Services

The successful Tenderer shall provide comprehensive End User Services including, but not limited to:

- End user computing.
- Desktop and laptop management.
- Mobile device support.
- Device lifecycle management.
- Software deployment.
- Meeting room and collaboration technology.
- Microsoft 365 user support.
- Remote working support.
- User onboarding, moves and offboarding.

5.6.3 Infrastructure Services

The successful Tenderer shall manage and support all core ICT infrastructure including:

- Physical and virtual servers.
- Microsoft Azure services.
- Cloud infrastructure.
- Storage platforms.
- Backup and recovery.
- Network infrastructure.
- Internet connectivity.
- Wireless networking.
- Core platform services.
- Identity and authentication services.
- Infrastructure resilience.

5.6.4 Business Application Support

The successful Tenderer shall provide operational support and service coordination for the Contracting Authority's business applications. Responsibilities shall include:

- Application availability monitoring.
- Application support coordination.
- Third party supplier liaison.
- Incident ownership.
- Service request fulfilment.
- Release coordination.
- Technical integration support.
- User support for agreed applications.
- Performance monitoring.
- Escalation management.

Where business applications are supported directly by specialist application vendors, the successful Tenderer shall retain responsibility for coordinating support activities and ensuring effective end to end service delivery.

5.6.5 Service Management

The successful Tenderer shall provide comprehensive Service Management including:

- Incident Management.
- Request Fulfilment.
- Problem Management.
- Change Management.
- Release Management.
- Configuration Management.
- Asset Management.
- Knowledge Management.
- Service Catalogue Management.
- Supplier Management.

Service Management shall align with recognised industry best practice and support the continual improvement of ICT Services.

5.6.6 Operational Responsibilities

The successful Tenderer shall:

- Maintain service availability.
- Protect service resilience.
- Manage operational risks.
- Coordinate planned maintenance.
- Maintain technical documentation.
- Ensure appropriate technical standards.
- Support audits where required.
- Maintain operational procedures.
- Coordinate with third party suppliers.
- Maintain business continuity arrangements.

5.6.7 Asset and Licence Management

The successful Tenderer shall provide Software Asset and Licence Management services to ensure that software licences are appropriately administered, utilised and monitored. Responsibilities shall include:

- Licence inventory management.
- Licence allocation and reassignment.
- Licence utilisation monitoring.
- Identification of unused or underutilised licences.
- Software compliance monitoring.
- Support for software renewals.
- Advice on licence optimisation.
- Support for software audits where required.

The successful Tenderer shall proactively identify opportunities to optimise software licensing arrangements and reduce unnecessary expenditure.

5.6.8 Lifecycle Planning

The successful Tenderer shall maintain lifecycle information for all significant ICT assets and software platforms. Lifecycle planning shall include:

- End of life identification.
- End of support monitoring.
- Refresh recommendations.
- Capacity planning.
- Technology replacement planning.
- Budget forecasting support.
- Risk identification associated with ageing technologies.

Recommendations shall be presented through the agreed governance arrangements and aligned with the Contracting Authority's technology roadmap and investment planning.

5.6.9 Continual Improvement

Throughout the Contract, the successful Tenderer shall identify opportunities to improve the delivery of ICT Services. Improvement activities may include:

- Service optimisation.
- Process improvement.
- Technology standardisation.
- Automation.
- Cost optimisation.
- Service quality improvements.
- Capacity optimisation.
- Operational efficiencies.
- User experience improvements.

All agreed improvement initiatives shall be incorporated into the Continuous Service Improvement programme and reviewed through the agreed governance arrangements.

5.7 Proactive Monitoring and Alerting

5.7.1 Overview

The successful Tenderer shall provide a comprehensive Proactive Monitoring and Alerting Service to ensure the continuous availability, performance, security and resilience of the Contracting Authority's ICT environment.

The objective of the service is to identify, investigate and resolve potential issues before they impact business operations, reducing unplanned service disruption and supporting the reliable delivery of ICT services across the organisation.

The monitoring service shall support a proactive operational approach, enabling informed decision making, improved service performance and continual operational improvement throughout the Contract.

5.7.2 Monitoring Requirements

The successful Tenderer shall implement and maintain appropriate monitoring solutions across all in scope ICT services, including but not limited to:

- Server infrastructure.
- Cloud services.
- Microsoft 365 services.
- Microsoft Azure resources.
- Network infrastructure.
- Internet connectivity.
- Firewalls and security appliances.
- Endpoint devices.

- Storage platforms.
- Backup services.
- Business critical applications.
- Authentication and identity services.
- Environmental monitoring where applicable.

Monitoring shall provide real time visibility of service health, availability, capacity and performance.

5.7.3 Alerting and Event Management

The successful Tenderer shall operate an effective alerting and event management capability to ensure that service issues are identified, prioritised and acted upon promptly. The service shall include:

- Automated alert generation.
- Event correlation and filtering.
- Alert prioritisation.
- Incident creation.
- Escalation procedures.
- Major incident notification.
- Performance threshold monitoring.
- Capacity threshold monitoring.
- Security event notification.
- Service availability monitoring.

The Tenderer shall describe the tools and processes used to manage alerts and minimise false positives.

5.7.4 Major Incident Management

The successful Tenderer shall operate a formal Major Incident Management process for high-priority service disruptions. The process shall include:

- Rapid incident assessment.
- Defined escalation procedures.
- Business communications.
- Technical coordination.
- Executive updates where appropriate.
- Service restoration.
- Post incident reviews.
- Root cause analysis.
- Agreed improvement actions.

Tenderers shall describe their Major Incident Management process and provide examples of how major incidents have been successfully managed for comparable organisations.

5.7.5 Proactive Service Management

The successful Tenderer shall proactively monitor trends, identify risks and recommend actions to improve the stability, resilience and performance of the ICT environment. Activities shall include, but not be limited to:

- Trend analysis.
- Capacity planning.
- Performance optimisation.
- Identification of recurring service issues.
- Infrastructure health reviews.

- Technology lifecycle monitoring.
- Risk identification.
- Resilience assessments.
- Recommendations for preventative maintenance.

The emphasis shall be on preventing service disruption rather than responding to failures after they occur.

5.7.6 Operational Reporting

The successful Tenderer shall provide regular reporting on monitoring activities and operational performance, including:

- Service availability.
- Infrastructure health.
- Capacity utilisation.
- Significant alerts and events.
- Major incidents.
- Recurring issues.
- Risks and emerging concerns.
- Recommended improvement actions.
- Planned preventative activities.

Operational reporting shall support both day-to-day service management and strategic service reviews.

5.7.7 Continual Improvement

The successful Tenderer shall use monitoring data and operational intelligence to identify opportunities for continual improvement throughout the Contract. This shall include recommendations to:

- Improve system resilience;
- Reduce recurring incidents;
- Optimise infrastructure performance;
- Improve service availability;
- Automate operational activities where appropriate;
- Strengthen operational resilience; and
- Improve the overall efficiency of ICT service delivery.

Improvement recommendations shall be reviewed through the agreed governance arrangements and incorporated into the Continuous Service Improvement programme where agreed by the Contracting Authority.

5.8 Cyber Security and Operational Resilience

5.8.1 Overview

The successful Tenderer shall be responsible for maintaining the security, integrity and operational resilience of the ICT services delivered under this Contract.

The Tenderer shall implement and operate appropriate security controls, processes and procedures that protect the Contracting Authority's ICT environment against evolving cyber threats whilst supporting the availability, confidentiality and integrity of information and technology services.

The Tenderer shall adopt a proactive approach to cyber security, working collaboratively with the Contracting Authority and any appointed specialist security providers to continuously improve the organisation's cyber resilience throughout the duration of the Contract.

5.8.2 Security Responsibilities

The successful Tenderer shall be responsible for:

- Security administration.
- Identity and Access Management.
- Privileged access management.
- Endpoint security.
- Security patch management.
- Vulnerability remediation.
- Secure configuration management.
- Backup and recovery.
- Operational resilience.
- Security event management.
- Security documentation.
- Technical support during security incidents.

The Tenderer shall ensure that all supported platforms remain appropriately configured, patched and protected throughout the Contract.

5.8.3 Vulnerability and Patch Management

The successful Tenderer shall implement robust processes for vulnerability identification, assessment and remediation. Responsibilities shall include:

- Regular vulnerability assessments;
- Security patch deployment;
- Remediation planning;
- Risk based prioritisation;
- Verification of successful remediation;
- Reporting of outstanding vulnerabilities;
- Lifecycle management of unsupported technologies.

Tenderers shall describe their approach to vulnerability management and the timescales within which different categories of vulnerabilities will be addressed.

5.8.4 Identity and Access Management

The successful Tenderer shall manage user identities and access rights in accordance with the Contracting Authority's security policies. Responsibilities shall include:

- User account administration;
- Privileged account administration;
- Access provisioning;
- Access removal;
- Role based access control;
- Authentication management;
- Periodic access reviews.

The Tenderer shall ensure that access to ICT services is granted only to authorised users and that access rights are reviewed regularly.

5.8.5 Security Incident Support

The successful Tenderer shall maintain documented procedures for responding to ICT security incidents affecting services delivered under this Contract. Where a cyber security incident occurs, the successful Tenderer shall:

- Respond promptly;
- Contain the incident;
- Support investigation activities;
- Work collaboratively with the Contracting Authority and any appointed specialist advisers;
- Restore affected services;
- Provide timely communications;
- Participate in post incident reviews;
- Implement agreed corrective actions.

5.8.6 Operational Resilience

The successful Tenderer shall ensure that ICT services are designed, operated and maintained to support business continuity and operational resilience. Responsibilities shall include:

- Backup management;
- Recovery testing;
- Resilience reviews;
- Capacity planning;
- Technology lifecycle management;
- Resilience recommendations;
- Support for business continuity planning;
- Support for disaster recovery exercises.

The Tenderer shall proactively identify operational risks and recommend appropriate mitigation measures.

5.8.7 Compliance and Assurance

The successful Tenderer shall comply with all applicable legislation, regulatory obligations and the Contracting Authority's information security policies. Tenderers shall describe:

- Relevant security certifications;
- Security governance arrangements;
- Staff vetting procedures;
- Security awareness programmes;
- Approach to audit support;
- Approach to maintaining compliance throughout the Contract.

The Contracting Authority reserves the right to request reasonable evidence of compliance during the term of the Contract.

5.8.8 Continual Improvement

The successful Tenderer shall continually review emerging cyber threats, operational risks and technology developments, providing recommendations that improve the security and resilience of the ICT environment. Recommendations may include improvements to:

- Security controls;
- Resilience;
- Operational processes;
- Identity management;
- Endpoint protection;
- Technology lifecycle;
- User awareness;
- Risk management.

All agreed improvements shall be incorporated into the Continuous Service Improvement programme.

5.9 Consultancy, Technology, Leadership and Strategy

5.9.1 Overview

The successful Tenderer shall provide strategic consultancy, technology leadership and advisory services that support the Contracting Authority in the effective planning, governance and continual evolution of its ICT environment.

In addition to delivering high-quality operational ICT services, the successful Tenderer shall work collaboratively with the Contracting Authority to ensure that technology investments, service improvements and future developments remain aligned with organisational priorities and represent value for money throughout the term of the Contract.

The Contracting Authority is seeking a long-term Technology Partner capable of supporting informed decision making, providing objective advice and contributing to the continual development of its ICT operating model.

5.9.2 Technology Leadership

The successful Tenderer shall provide appropriate technology leadership to support the Contracting Authority throughout the duration of the Contract. Responsibilities shall include:

- Strategic technology advice.
- Technology planning.
- ICT roadmap development and maintenance.
- Technology lifecycle planning.
- Emerging technology advice.
- Technology standards.
- Technical assurance.
- Architecture guidance.
- Investment planning support.
- Technology risk identification.

Technology advice shall be objective, practical and aligned with the operational and strategic priorities of the Contracting Authority.

5.9.3 Business Engagement

The successful Tenderer shall establish and maintain effective working relationships with stakeholders across the Contracting Authority to ensure that ICT services continue to support business priorities. Responsibilities shall include:

- Regular engagement with business stakeholders.
- Understanding departmental requirements.
- Identification of emerging business needs.
- Support for service planning.
- Business impact assessment.
- User engagement.
- Communication of technology developments.
- Coordination of business change activities where appropriate.

The successful Tenderer shall demonstrate how business engagement will be embedded within the overall service delivery model.

5.9.4 ICT Strategy and Roadmap

The successful Tenderer shall support the ongoing development and maintenance of the Contracting Authority's ICT Strategy and Technology Roadmap. Activities shall include:

- Annual technology reviews.
- ICT roadmap updates.
- Technology investment recommendations.
- Lifecycle planning.
- Market insight.
- Benchmarking where appropriate.
- Recommendations for service improvement.
- Alignment with organisational priorities.

The Contracting Authority does not expect the ICT Strategy to remain static throughout the Contract and will expect the successful Tenderer to contribute to its periodic review and development.

5.9.5 Governance and Decision Support

The successful Tenderer shall provide advice and information that supports effective ICT governance and informed decision making. This shall include:

- Executive reporting.
- Options appraisals.
- Business case support.
- Technical assurance.
- Procurement support where appropriate.
- Third party supplier reviews.
- Technology risk assessments.
- Budget planning support.
- Recommendations for investment prioritisation.

The successful Tenderer shall provide impartial advice that reflects the best interests of the Contracting Authority.

5.9.6 Innovation and Emerging Technologies

The successful Tenderer shall proactively identify opportunities to improve ICT services through appropriate innovation and the adoption of emerging technologies. This shall include consideration of:

- Artificial Intelligence.
- Automation.
- Microsoft technology developments.
- Cloud optimisation.
- Process improvements.
- Digital collaboration.
- Service innovation.
- Productivity improvements.

Recommendations shall be evidence based, proportionate and supported by a clear business case where investment is required.

5.9.7 Consultancy Services

The successful Tenderer shall provide specialist consultancy services as required throughout the duration of the Contract. This may include:

- Technical consultancy.
- Infrastructure reviews.
- Cloud advisory services.

- Security advice.
- Procurement support.
- Technical due diligence.
- Architecture reviews.
- Technology assessments.
- Project assurance.
- Specialist technical expertise.

Where consultancy services fall outside the agreed managed service scope, the Tenderer shall clearly identify any associated commercial implications.

5.9.8 Continual Improvement

The successful Tenderer shall proactively identify opportunities to improve technology services, governance, operational performance and business value throughout the Contract.

Recommendations shall be discussed through the agreed governance arrangements and prioritised jointly with the Contracting Authority based on business need, affordability and expected benefits.

5.10 Optional Services

5.10.1 Overview

In addition to the core Managed ICT Services described within this Specification, the Contracting Authority may require the successful Tenderer to provide a range of optional and specialist ICT services during the term of the Contract.

Tenderers shall identify the optional services they are able to provide and clearly describe the associated commercial arrangements, resource model and charging mechanisms.

The inclusion of Optional Services within this Specification does not guarantee that such services will be commissioned during the Contract.

5.10.2 Professional Services

The successful Tenderer should be capable of providing specialist professional services, including but not limited to:

- Technical consultancy.
- Infrastructure design.
- Cloud consultancy.
- Microsoft 365 consultancy.
- Azure consultancy.
- Cyber security consultancy.
- Business application consultancy.
- Solution architecture.
- Technical assurance.
- Procurement support.
- Technical due diligence.

Tenderers shall describe the expertise available and the commercial arrangements for accessing these services.

5.10.3 Project Delivery Services

The Contracting Authority may require support for ICT projects throughout the duration of the Contract. These services may include:

- Project management.

- Technical implementation.
- Infrastructure deployment.
- Cloud migration.
- Technology refresh.
- Business application implementation.
- Data migration.
- User adoption support.
- Testing support.
- Technical project assurance.

Tenderers shall describe their project delivery capability and provide indicative charging arrangements.

5.10.4 Innovation Services

The Contracting Authority expects the successful Tenderer to proactively identify opportunities to improve ICT services throughout the Contract. Optional innovation services may include:

- Artificial Intelligence advisory services.
- Process automation.
- Microsoft Copilot advisory services.
- Service optimisation.
- Technology proof of concepts.
- Emerging technology assessments.
- Productivity improvements.
- Digital collaboration enhancements.
- Technology benchmarking.

Innovation proposals should be supported by an outline business case demonstrating expected benefits, risks and implementation considerations.

5.10.5 Specialist Technical Services

Where required, the successful Tenderer should be capable of providing specialist technical expertise including:

- Security assessments.
- Infrastructure health checks.
- Network reviews.
- Performance optimisation.
- Capacity planning.
- Disaster Recovery reviews.
- Business Continuity exercises.
- Technical audits.
- Licensing reviews.
- Technology lifecycle assessments.

5.10.6 Flexible Resourcing

The Contracting Authority may require additional technical resources during periods of increased demand, major projects or significant organisational change. Tenderers shall describe:

- The range of specialist resources available;
- Mobilisation timescales;
- Skills available;
- Resource continuity arrangements; and
- The commercial basis upon which additional resources would be provided.

5.10.7 Commercial Arrangements

Tenderers shall clearly describe the commercial arrangements applicable to Optional Services, including:

- Day rates;
- Role definitions;
- Charging mechanisms;
- Expenses policy;
- Lead times;
- Assumptions;
- Dependencies.

Tenderers shall identify any volume discounts, framework pricing or alternative commercial models that may benefit the Contracting Authority.

6. CONTRACT MANAGEMENT AND GOVERNANCE

6.1 Overview

The Contracting Authority recognises that the successful delivery of the Services will depend not only on operational performance, but also on the establishment of an effective and collaborative working relationship between the Contracting Authority and the successful Tenderer.

The successful Tenderer shall establish, implement and maintain a comprehensive Contract Management and Governance framework that supports the effective planning, delivery, monitoring and continual improvement of the Services throughout the duration of the Contract. The framework shall provide clear accountability, transparent performance reporting, effective communication and timely decision-making at operational, tactical and strategic levels.

The governance arrangements shall provide the Contracting Authority with appropriate oversight of service performance, operational risks, contractual obligations, technology planning and continual improvement activities. Governance shall extend beyond the review of operational performance and provide a structured mechanism for reviewing service quality, monitoring agreed outcomes, identifying opportunities for improvement and supporting informed decision-making.

The successful Tenderer shall demonstrate a collaborative and proactive approach to contract management, working openly with the Contracting Authority to resolve issues, manage risks, monitor performance and identify opportunities to improve the quality, efficiency and effectiveness of the Services throughout the Contract.

The governance framework shall promote transparency, accountability and shared responsibility, ensuring that both parties work together to achieve the objectives of the Contract and deliver ICT Services that continue to support the Contracting Authority's operational, organisational and strategic priorities.

6.2 Governance Framework

6.2.1 Overview

The successful Tenderer shall establish and maintain a Governance Framework that supports the effective management of the Contract throughout its duration.

The Governance Framework shall provide clear accountability, defined decision-making processes and effective communication between the Contracting Authority and the successful Tenderer. It shall support the monitoring of service performance, management of operational and commercial risks, oversight of contractual obligations and the continual improvement of ICT Services.

The Governance Framework shall be proportionate to the size and complexity of the Contract and remain sufficiently flexible to accommodate changes in organisational priorities, technology requirements and service demand throughout the Contract Term.

6.2.2 Governance Principles

The Governance Framework shall be founded upon the following principles:

- Clear accountability and defined responsibilities.
- Open, transparent and collaborative working.
- Timely and informed decision-making.
- Proactive management of service performance.
- Effective risk and issue management.
- Continual service improvement.
- Shared commitment to delivering value for money.
- Alignment of ICT services with the operational and strategic objectives of the Contracting Authority.

6.2.3 Governance Structure

The successful Tenderer shall propose a Governance Structure that supports the effective management of the Contract at operational, tactical and strategic levels. The Governance Structure shall clearly define:

- Governance forums.
- Roles and responsibilities.
- Decision-making authority.
- Escalation routes.
- Reporting responsibilities.
- Approval processes.
- Communication arrangements.
- Interfaces with third-party suppliers where applicable.

The proposed Governance Structure shall demonstrate clear ownership and accountability across all aspects of the Service.

6.3 Governance Meetings

6.3.1 Overview

The successful Tenderer shall participate in a structured governance framework comprising operational, tactical and strategic service review meetings. The governance framework shall include, as a minimum:

- Operational Service Review Meetings.
- Monthly Service Review Meetings.
- Quarterly Service Performance Reviews.
- Strategic Review Meetings.
- Annual Service Planning and Contract Review.

The frequency and format of meetings shall be agreed during the Transition Phase and may be amended by mutual agreement throughout the Contract.

6.3.2 Service Reviews

Regular Service Reviews shall be undertaken to:

- Review Service Level performance;
- Assess customer satisfaction;
- Review major incidents and problem trends;
- Monitor risks and issues;
- Review progress against agreed improvement actions;
- Review supplier performance;
- Consider technology opportunities and operational improvements; and
- Agree priorities for the forthcoming reporting period.

Service Reviews shall focus on both operational performance and the continual improvement of ICT services.

6.3.3 Management Information

The successful Tenderer shall provide meaningful Management Information that supports operational management and strategic decision making. Management Information shall include:

- Trend analysis;
- Performance dashboards;

- Service improvement metrics;
- Resource utilisation where appropriate;
- Technology lifecycle information;
- Capacity forecasting;
- Risk registers;
- Action logs;
- Continual improvement registers.

Tenderers shall describe how Management Information will be presented to different stakeholder groups, including operational managers, senior management and Executive stakeholders.

6.3.4 Action and Improvement Tracking

The successful Tenderer shall maintain a formal register of agreed actions, recommendations and continual improvement initiatives arising from service reviews, audits, major incidents and governance meetings. The register shall include:

- Agreed actions;
- Ownership;
- Target completion dates;
- Current status;
- Realised outcomes;
- Outstanding risks.

Progress shall be reviewed as a standing agenda item during governance meetings.

6.4 Governance Deliverables

6.4.1 Overview

The successful Tenderer shall produce and maintain the governance documentation necessary to support the effective management, monitoring and continual improvement of the Services throughout the duration of the Contract.

The governance deliverables shall provide the Contracting Authority with appropriate visibility of service performance, contractual compliance, operational risks, improvement activities and future planning. Unless otherwise agreed, all governance documentation shall be maintained throughout the Contract and made available to the Contracting Authority upon request.

6.4.2 Minimum Governance Deliverables

As a minimum, the successful Tenderer shall provide and maintain the following governance deliverables:

Deliverable	Minimum Frequency
Service Performance Report	Monthly
KPI and SLA Dashboard	Monthly
Service Review Pack	Monthly
Risk Register	Monthly (or as required)
Issue Register	Monthly (or as required)

Action Log	Ongoing
Decision Register	Ongoing
Continual Service Improvement Register	Monthly
Customer Satisfaction Summary/Survey	Bi-annually
Governance Meeting Minutes	Following each governance meeting
Technology Roadmap	Reviewed annually
Annual Service Improvement Plan	Annually
ICT Asset and Licence Summary	Annually (or as agreed)
Business Continuity and Disaster Recovery Test Results	Following each scheduled test
Annual Contract Performance Review	Annually

The successful Tenderer may propose additional governance deliverables where these provide further value to the Contracting Authority.

6.4.3 Document Standards

All governance documentation shall:

- Be accurate, complete and up to date;
- Be presented in a clear and professional format;
- Include appropriate trend analysis where applicable;
- Identify actions, owners and target dates;
- Clearly highlight significant risks, issues and recommendations; and
- Support informed decision-making by the Contracting Authority.

Reports and governance documentation shall be provided electronically unless otherwise agreed.

6.4.4 Continuous Review

The governance deliverables shall be reviewed periodically to ensure they remain appropriate to the operational and strategic requirements of the Contracting Authority.

The Contracting Authority reserves the right to request reasonable amendments to the format, content or frequency of governance deliverables during the term of the Contract, provided that such amendments do not materially alter the scope of the Services.

6.5 Roles and Responsibilities

6.3.1 Overview

The successful Tenderer shall establish a clearly defined management structure for the delivery of the Services, ensuring that appropriately qualified personnel are assigned to fulfil all operational, technical, commercial and governance responsibilities throughout the duration of the Contract.

The Contracting Authority expects the successful Tenderer to provide experienced personnel with clearly defined responsibilities, appropriate authority and the capability to effectively manage the

Services, maintain strong working relationships with stakeholders and support the successful delivery of the Contract.

6.5.2 Contract Management

The successful Tenderer shall appoint a dedicated Contract Manager who shall have overall responsibility for the successful delivery of the Contract.

The Contract Manager shall act as the principal point of contact for all contractual matters and shall be responsible for:

- Overall contract performance.
- Contract compliance.
- Commercial management.
- Governance and reporting.
- Escalation management.
- Risk and issue management.
- Relationship management.
- Continual Service Improvement.
- Coordination of specialist resources where required.

The Contract Manager shall have sufficient authority to make decisions and commit the successful Tenderer to agreed actions throughout the Contract.

6.5.3 Service Delivery Management

The successful Tenderer shall appoint an appropriately experienced Service Delivery Manager responsible for the day-to-day operational management of the Services. Responsibilities shall include:

- Service performance.
- Service Level achievement.
- Operational management.
- Incident and Problem Management oversight.
- Service Review preparation.
- Performance reporting.
- Customer satisfaction.
- Operational improvement.
- Coordination of technical teams.

The Service Delivery Manager shall work closely with representatives of the Contracting Authority to ensure the effective delivery of the Services.

6.5.4 Technical Leadership

The successful Tenderer shall identify appropriately qualified technical personnel responsible for providing technical leadership across the ICT environment. Responsibilities shall include:

- Technical assurance.
- Infrastructure oversight.
- Technical standards.
- Architecture guidance.
- Technical risk management.
- Technology lifecycle planning.
- Support for technology change.
- Specialist technical advice.

The Contracting Authority does not prescribe a specific organisational structure and Tenderers may propose alternative delivery models, provided they demonstrate that these responsibilities will be effectively discharged.

6.5.5 Business Engagement

The successful Tenderer shall identify the individual or individuals responsible for maintaining effective engagement with the Contracting Authority and ensuring that ICT Services continue to support organisational priorities. Responsibilities shall include:

- Stakeholder engagement.
- Understanding business requirements.
- Communication with service users.
- Identification of service improvement opportunities.
- Coordination of business priorities.
- Support for service planning.
- Relationship management.

Tenderers shall describe how this capability will be incorporated within their proposed service delivery model.

6.5.6 Resource Continuity

The successful Tenderer shall ensure that appropriately qualified personnel remain available throughout the duration of the Contract. Tenderers shall describe:

- Succession planning;
- Absence management;
- Knowledge transfer arrangements;
- Business continuity arrangements;
- Resource resilience; and
- Arrangements for replacing key personnel.

Any proposed changes to key personnel shall be discussed with the Contracting Authority in advance and managed in a manner that minimises disruption to the Services.

6.6 Service Review Meetings

6.6.1 Overview

The successful Tenderer shall establish and maintain a structured programme of Service Review Meetings to support the effective management of the Contract throughout its duration.

The purpose of the Service Review Meetings shall be to review service performance, monitor contractual obligations, manage risks and issues, assess progress against agreed actions and identify opportunities for continual improvement. The meetings shall support informed decision-making and foster a collaborative working relationship between the Contracting Authority and the successful Tenderer.

The frequency, format and attendees for each meeting shall be agreed during the Transition Phase and may be amended by mutual agreement throughout the Contract.

6.6.2 Governance Meeting Structure

The Governance Framework shall include, as a minimum, the following meetings:

Meeting	Typical Frequency	Primary Purpose
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Operational Service Meeting	Weekly (or as agreed)	Review operational performance, incidents, service requests, changes, risks and outstanding actions.
Service Review Meeting	Monthly	Review Service Levels, KPIs, customer satisfaction, service performance, continual improvement and contractual matters.
Strategic Governance Meeting	Quarterly	Review overall contract performance, strategic priorities, technology planning, risks, supplier performance and future initiatives.
Annual Service Review	Annually	Review overall contract performance, technology roadmap, service improvements, contract objectives and future priorities.

Alternative governance arrangements may be proposed by Tenderers, provided they deliver an equivalent or enhanced level of governance and oversight.

6.6.3 Meeting Requirements

Each Service Review Meeting shall, where appropriate, include consideration of:

- Service Level performance.
- Key Performance Indicators.
- Customer satisfaction.
- Major Incidents.
- Problem Management.
- Change Management.
- Risks and issues.
- Action log review.
- Continual Improvement activities.
- Planned maintenance.
- Capacity and demand.
- Security matters.
- Third-party supplier performance.
- Forward work programme.

Meeting agendas and supporting reports shall be circulated sufficiently in advance to allow attendees to prepare appropriately.

6.6.4 Actions and Decisions

The successful Tenderer shall record and maintain formal minutes, actions and decisions arising from all governance meetings. Meeting records shall include:

- Key decisions.
- Agreed actions.
- Action owners.

- Target completion dates.
- Outstanding issues.
- Risks requiring escalation.

Progress against agreed actions shall be reviewed at each subsequent governance meeting until completion.

6.6.5 Escalation

The Governance Framework shall include clearly defined escalation procedures for operational, commercial and contractual matters.

The successful Tenderer shall ensure that issues requiring escalation are identified promptly and communicated to the appropriate representatives of the Contracting Authority. Escalation procedures shall define:

- Escalation levels.
- Responsibilities.
- Decision-making authority.
- Expected response times.
- Communication arrangements.

6.7 Measuring Success

6.7.1 Overview

The Contracting Authority expects the successful Tenderer to deliver measurable improvements in the quality, effectiveness and value of the Services throughout the duration of the Contract.

Success shall not be measured solely by the achievement of Service Levels, but by the successful delivery of the Contract objectives, the quality of the working relationship, continual improvement and the contribution made by ICT Services to the operational and organisational priorities of the Contracting Authority.

The successful Tenderer shall work collaboratively with the Contracting Authority to establish an appropriate framework for measuring the overall success of the Contract.

6.7.2 Measures of Success

The success of the Contract may be assessed using a combination of qualitative and quantitative measures, including:

- Achievement of agreed Service Levels.
- Customer satisfaction (CSAT Surveys).
- Service availability.
- Service reliability.
- Reduction in recurring incidents.
- Delivery of Continual Service Improvement initiatives.
- Achievement of agreed project outcomes.
- Effective management of operational risks.
- Delivery of agreed technology improvements.
- Stakeholder satisfaction.
- Overall value for money.

The Contracting Authority reserves the right to review and refine these measures throughout the duration of the Contract.

6.7.3 Performance Reviews

The successful Tenderer shall participate in periodic reviews of overall Contract performance. These reviews shall consider:

- Achievement of contractual objectives;
- Overall service quality;
- Relationship effectiveness;
- Governance effectiveness;
- Continual improvement achievements;
- Innovation delivered;
- Customer feedback;
- Future priorities.

The objective of these reviews shall be to ensure that the Services continue to meet the evolving requirements of the Contracting Authority and deliver value throughout the term of the Contract.

6.8 Supplier Relationship Management

6.8.1 Overview

The successful Tenderer shall establish and maintain a proactive Supplier Relationship Management approach that promotes collaboration, transparency and shared accountability throughout the duration of the Contract.

The objective of Supplier Relationship Management is to develop a productive and effective working relationship between the Contracting Authority and the successful Tenderer, ensuring that ICT Services continue to support the operational, organisational and strategic objectives of the Contracting Authority.

The successful Tenderer shall work collaboratively with representatives of the Contracting Authority to develop mutual trust, maintain effective communication and support informed decision-making throughout the Contract.

6.8.2 Relationship Management Principles

The successful Tenderer shall demonstrate a relationship management approach based upon the following principles:

- Collaboration and partnership.
- Open and transparent communication.
- Shared accountability.
- Responsiveness and accessibility.
- Proactive engagement.
- Mutual respect.
- Constructive challenge where appropriate.
- Commitment to continual improvement.
- Delivery of measurable value.

6.8.3 Stakeholder Engagement

The successful Tenderer shall maintain regular engagement with key stakeholders across the Contracting Authority to ensure that ICT Services continue to meet organisational requirements. This shall include:

- Understanding business priorities.
- Supporting departmental requirements.
- Identifying emerging service needs.
- Communicating planned changes.
- Reviewing user feedback.

- Promoting awareness of new technology capabilities where appropriate.
- Identifying opportunities to improve service delivery.

The successful Tenderer shall demonstrate how stakeholder engagement activities will be planned, delivered and monitored throughout the Contract.

6.8.4 Supplier Collaboration

The successful Tenderer shall work collaboratively with all third-party suppliers supporting the Contracting Authority's ICT environment. Responsibilities shall include:

- Coordinating supplier activities.
- Supporting integrated service delivery.
- Managing service dependencies.
- Sharing relevant operational information.
- Participating in joint problem resolution.
- Supporting coordinated change implementation.
- Promoting effective communication between suppliers.

The successful Tenderer shall recognise that responsibility for delivering effective ICT Services extends beyond individual contractual boundaries and shall actively support collaborative working across the wider supplier ecosystem.

6.8.5 Customer Satisfaction

The successful Tenderer shall implement appropriate measures to assess customer satisfaction throughout the duration of the Contract. Customer satisfaction activities shall include:

- User satisfaction surveys.
- Stakeholder feedback.
- Service review discussions.
- Trend analysis.
- Improvement planning.

Feedback shall be used to identify opportunities to improve service quality and enhance the overall customer experience.

6.8.6 Relationship Development

The successful Tenderer shall proactively identify opportunities to strengthen the relationship with the Contracting Authority throughout the Contract. This shall include:

- Sharing industry good practice.
- Providing relevant market insight.
- Identifying service improvement opportunities.
- Supporting organisational priorities.
- Encouraging innovation where appropriate.
- Promoting collaborative planning.

Relationship development shall be focused upon supporting the long-term success of the Contract and delivering measurable business value.

6.9 Risk and Issue Management

6.9.1 Overview

The successful Tenderer shall establish and maintain a proactive Risk and Issue Management process to support the effective delivery of the Services throughout the duration of the Contract.

The Risk and Issue Management process shall provide a structured approach to the identification, assessment, mitigation, monitoring and reporting of risks and issues that may affect the successful delivery of the Services, achievement of contractual obligations or the operational objectives of the Contracting Authority.

The successful Tenderer shall adopt a proactive approach to risk management, identifying potential issues at the earliest opportunity and working collaboratively with the Contracting Authority to minimise their impact.

6.9.2 Risk Management

The successful Tenderer shall establish and maintain a formal Risk Register covering all significant risks associated with the delivery of the Services. The Risk Register shall include, as a minimum:

- Risk description.
- Risk owner.
- Likelihood and impact assessment.
- Mitigation actions.
- Target completion dates.
- Current status.
- Residual risk.
- Review date.

Risks shall be reviewed regularly and discussed as part of the agreed governance arrangements.

6.9.3 Issue Management

The successful Tenderer shall establish and maintain an Issue Register recording significant operational, commercial and contractual issues affecting the delivery of the Services. The Issue Register shall include:

- Issue description.
- Issue owner.
- Impact assessment.
- Agreed actions.
- Target resolution date.
- Current status.
- Escalation status where applicable.

The successful Tenderer shall proactively manage issues through to resolution and ensure that progress is reported through the agreed governance framework.

6.9.4 Risk Identification and Mitigation

The successful Tenderer shall implement processes to identify and assess risks on an ongoing basis. This shall include consideration of:

- Service delivery risks.
- Resource risks.
- Technology risks.
- Supplier dependencies.
- Capacity risks.
- Cyber security risks.
- Business continuity risks.
- Commercial risks.
- Contractual risks.
- Technology lifecycle risks.

Where significant risks are identified, the successful Tenderer shall propose appropriate mitigation measures and implementation plans for consideration by the Contracting Authority.

6.10 Continual Service Improvement (CSI)

6.10.1 Overview

The successful Tenderer shall establish, implement and maintain a formal Continual Service Improvement (CSI) programme throughout the duration of the Contract.

The purpose of the CSI programme shall be to identify, evaluate, prioritise and implement improvements that enhance the quality, efficiency, resilience and value of the Services. The programme shall promote a culture of continuous improvement and ensure that the Services continue to evolve in line with the operational and organisational requirements of the Contracting Authority.

The Contracting Authority expects continual improvement to form an integral part of the Service and not to be delivered solely in response to service failures or contractual underperformance.

6.10.2 Continual Service Improvement Programme

The successful Tenderer shall establish a structured CSI programme that, as a minimum, includes:

- Identification of improvement opportunities.
- Assessment and prioritisation of improvement initiatives.
- Agreed improvement plans.
- Allocation of ownership and responsibilities.
- Target completion dates.
- Progress monitoring.
- Measurement of realised benefits.
- Regular reporting through the governance framework.

The CSI programme shall be maintained throughout the Contract and reviewed regularly with the Contracting Authority.

6.10.3 Sources of Improvement

The successful Tenderer shall proactively identify opportunities for improvement from a variety of sources, including:

- Service performance trends.
- Incident and Problem Management.
- Customer feedback.
- Service Review Meetings.
- Technology developments.
- Lessons learned.
- Operational audits.
- Capacity and performance reviews.
- Supplier recommendations.
- Business requirements.

The successful Tenderer shall not rely solely on requests from the Contracting Authority to identify improvement opportunities.

6.10.4 Improvement Register

The successful Tenderer shall maintain a Continual Service Improvement Register that records all agreed improvement initiatives. The register shall include:

- Improvement description.

- Business justification.
- Priority.
- Owner.
- Planned implementation date.
- Current status.
- Expected benefits.
- Realised outcomes.

The register shall be reviewed regularly through the agreed governance arrangements.

6.10.5 Measuring Success

The successful Tenderer shall demonstrate how the effectiveness of the CSI programme will be measured throughout the Contract. Measures may include:

- Improvements in Service Level performance.
- Reduction in recurring incidents.
- Increased customer satisfaction.
- Improved operational efficiency.
- Cost optimisation.
- Increased automation.
- Reduced operational risk.
- Delivery of agreed business benefits.

Tenderers shall demonstrate how improvements will be measured and reported to the Contracting Authority.

6.10.6 Continuous Learning

The successful Tenderer shall promote a culture of continuous learning by reviewing service performance, analysing operational trends and sharing relevant good practice and industry developments with the Contracting Authority.

Recommendations shall be practical, evidence-based and proportionate to the needs and priorities of the Contracting Authority.

6.11 Innovation and Future Service Development

6.11.1 Overview

The Contracting Authority expects the successful Tenderer to adopt a proactive approach to innovation and future service development throughout the duration of the Contract.

Innovation shall be focused on delivering measurable improvements in service quality, operational efficiency, cyber resilience, user experience and value for money. The successful Tenderer shall proactively identify opportunities to improve the Services and support the Contracting Authority in assessing the potential benefits, costs and risks associated with new technologies and service improvements.

Innovation shall be proportionate to the size and requirements of the Contracting Authority and aligned with its organisational priorities and available resources.

6.11.2 Innovation Programme

The successful Tenderer shall maintain an Innovation Programme that identifies, evaluates and prioritises opportunities to improve the delivery of ICT Services. The Innovation Programme shall include, as a minimum:

- Emerging technology reviews.
- Service optimisation opportunities.

- Process automation.
- Productivity improvements.
- Technology lifecycle recommendations.
- Cyber resilience improvements.
- User experience enhancements.
- Sustainability opportunities.
- Cost optimisation initiatives.

Innovation proposals shall be discussed through the agreed governance arrangements and prioritised jointly with the Contracting Authority.

6.11.3 Emerging Technologies

The successful Tenderer shall maintain awareness of relevant technology developments and advise the Contracting Authority on opportunities that may deliver operational or organisational benefit. This may include consideration of:

- Artificial Intelligence.
- Microsoft technology developments.
- Cloud services.
- Collaboration technologies.
- Automation.
- Digital workplace technologies.
- Cyber security technologies.
- Infrastructure modernisation.

Recommendations shall be supported by an assessment of expected benefits, implementation considerations, costs, risks and dependencies.

6.11.4 Technology Roadmap

The successful Tenderer shall support the ongoing development and maintenance of the Contracting Authority's Technology Roadmap. The Technology Roadmap shall:

- Support business priorities;
- Identify technology lifecycle requirements;
- Inform investment planning;
- Identify opportunities for service improvement;
- Reflect agreed innovation initiatives; and
- Support future organisational requirements.

The Technology Roadmap shall be reviewed periodically through the agreed governance arrangements.

6.11.5 Business Case Development

Where significant innovation opportunities or technology investments are proposed, the successful Tenderer shall provide sufficient information to support informed decision-making. Business cases shall include, where appropriate:

- Business justification;
- Expected benefits;
- Implementation approach;
- Estimated costs;
- Risks and dependencies;
- Resource implications;
- Expected return on investment.

7. TRANSITION, MOBILISATION AND EXIT MANAGEMENT

7.1 Overview

The Contracting Authority recognises that the successful transition, mobilisation and eventual exit of ICT Services are critical to maintaining business continuity and minimising operational disruption.

The successful Tenderer shall be responsible for planning, managing and delivering all activities necessary to ensure the orderly transition of the Services from the incumbent arrangements, the effective mobilisation of the new service and, at the conclusion of the Contract, the orderly transfer of the Services to the Contracting Authority or a replacement supplier.

The successful Tenderer shall work collaboratively with the Contracting Authority, incumbent suppliers and other relevant third parties to ensure that all transition, mobilisation and exit activities are carefully planned, effectively governed and completed with minimal impact on service users and business operations.

Transition, Mobilisation and Exit Management shall form an integral part of the overall Service Delivery Model and shall be supported by appropriate planning, governance, communication, knowledge transfer and operational readiness activities throughout the lifecycle of the Contract.

7.2 Transition and Mobilisation

The successful Tenderer shall be responsible for the planning, management and delivery of all Transition and Mobilisation activities necessary to establish the Services in accordance with the requirements of the Contract.

Within an agreed period following Contract Award, the successful Tenderer shall develop a comprehensive Transition and Mobilisation Plan for approval by the Contracting Authority. The plan shall define the proposed approach, key activities, milestones, dependencies, responsibilities, risks and timescales associated with the mobilisation of the Services.

The Transition and Mobilisation Plan shall demonstrate how the successful Tenderer will:

- Establish the governance arrangements for the Contract;
- Undertake service discovery and due diligence activities;
- Validate the existing ICT environment and service documentation;
- Engage with incumbent suppliers and relevant third parties;
- Complete the transfer of operational knowledge;
- Prepare the Service Delivery team for operational readiness; and
- Minimise disruption to business operations throughout the transition period.

The successful Tenderer shall work collaboratively with the Contracting Authority and incumbent suppliers to ensure that transition activities are delivered in a controlled and coordinated manner. Particular emphasis shall be placed on maintaining service continuity, protecting critical business services and ensuring that users experience minimal disruption throughout the mobilisation period.

The Transition and Mobilisation Plan shall be maintained throughout the mobilisation phase and updated where necessary to reflect agreed changes, emerging risks or revised implementation activities.

7.3 Operational Readiness and Service Commencement

The successful Tenderer shall ensure that all Transition and Mobilisation activities have been satisfactorily completed prior to the commencement of the Services.

The successful Tenderer shall demonstrate that appropriate operational, technical and governance arrangements are in place to enable the Services to commence in a controlled and effective manner. Operational readiness shall be achieved through the successful completion of agreed mobilisation

activities and the validation of service processes, supporting documentation and operational procedures.

Prior to Service Commencement, the successful Tenderer shall provide evidence that:

- Governance and reporting arrangements have been established;
- Service Delivery resources are in place;
- Service management processes have been implemented;
- Operational documentation has been completed and validated;
- Communication and escalation procedures have been agreed;
- Service management tools are operational; and
- Any agreed pre-commencement activities have been successfully completed.

Where appropriate, the Contracting Authority may require a formal Operational Readiness Review prior to Service Commencement to confirm that the agreed mobilisation activities have been completed and that the Services are ready to transition into live operation.

Following Service Commencement, the successful Tenderer shall provide an agreed period of enhanced operational support ("Hypercare") to ensure service stability, promptly address any issues arising from the transition and support the successful embedding of the new service arrangements. The duration and scope of the Hypercare period shall be agreed with the Contracting Authority during mobilisation.

7.4 Knowledge Transfer and Documentation

The successful Tenderer shall establish and maintain appropriate knowledge management and documentation processes to support the effective delivery of the Services throughout the duration of the Contract.

During Transition and Mobilisation, the successful Tenderer shall work collaboratively with the Contracting Authority, incumbent suppliers and other relevant parties to obtain, validate and maintain the operational knowledge necessary to support the Services. This shall include the review of existing documentation, operational procedures, system configurations and service information necessary to ensure continuity of service.

The successful Tenderer shall maintain accurate and up-to-date operational documentation throughout the Contract, including system documentation, support procedures, configuration information, operational runbooks and other documentation necessary for the effective management and support of the ICT environment.

Knowledge and documentation shall be reviewed periodically and updated following significant changes to the ICT environment, service delivery arrangements or operational processes to ensure they remain accurate and fit for purpose.

At the conclusion of the Contract, or upon earlier termination where applicable, the successful Tenderer shall provide all relevant operational documentation and undertake appropriate knowledge transfer activities to support the orderly transition of the Services to the Contracting Authority or a replacement supplier.

7.5 Exit Management

The successful Tenderer shall maintain appropriate Exit Management arrangements throughout the duration of the Contract to support the orderly transfer of the Services upon expiry or earlier termination of the Contract.

The successful Tenderer shall cooperate fully with the Contracting Authority and, where applicable, any replacement supplier to ensure that the transition of the Services is completed in a planned, controlled and efficient manner with minimal disruption to business operations.

The successful Tenderer shall provide all reasonable assistance necessary to facilitate the transfer of the Services, including the timely handover of operational knowledge, service documentation, configuration information, asset records and other information reasonably required to support the continued delivery of the Services.

During the Exit Management period, the successful Tenderer shall continue to deliver the Services in accordance with the requirements of the Contract until responsibility has formally transferred to the Contracting Authority or replacement supplier, unless otherwise agreed in writing.

The successful Tenderer shall ensure that all Contracting Authority information, documentation and data is returned or securely transferred in accordance with the Contracting Authority's instructions and all applicable legislative and regulatory requirements.

The scope, duration and commercial arrangements associated with Exit Management shall be agreed as part of the Contract and shall reflect the nature and complexity of the Services being transitioned.

8. SERVICE LEVELS AND PERFORMANCE MANAGEMENT

8.1 Overview

The successful Tenderer shall deliver the Services in accordance with agreed Service Levels and Performance Measures designed to ensure the consistent delivery of high-quality ICT Services.

The Service Level framework shall provide the Contracting Authority with clear visibility of service performance, support effective contract management and encourage continual service improvement throughout the duration of the Contract.

Performance shall be measured using a combination of quantitative service levels, Key Performance Indicators (KPIs) and qualitative measures, including customer satisfaction and service quality.

The Contracting Authority reserves the right to review and amend Service Levels and Performance Measures during the Contract where this is necessary to reflect changes in business priorities, operational requirements or the ICT environment.

8.2 Service Level Framework

The successful Tenderer shall establish, implement and maintain a comprehensive Service Level Framework that supports the effective measurement, monitoring and reporting of the Services throughout the duration of the Contract.

The Service Level Framework shall provide a balanced assessment of service performance and shall include appropriate Service Level Agreements (SLAs), Key Performance Indicators (KPIs) and other agreed performance measures. The framework shall support effective contract management, encourage continual service improvement and provide the Contracting Authority with clear visibility of service performance.

Service Levels shall reflect the criticality of the Services being delivered and shall be aligned to the operational requirements of the Contracting Authority. The successful Tenderer shall ensure that appropriate performance measures are applied across all in-scope services and that service performance is monitored, reported and reviewed through the agreed governance arrangements.

The detailed Service Level requirements, including priority definitions, response times, resolution targets, service availability and performance measures, are set out in the Service Level Schedule contained within this RFT.

The successful Tenderer shall ensure that all Service Levels are supported by appropriate monitoring, measurement and reporting processes and shall promptly investigate any actual or anticipated failure to achieve the agreed Service Levels.

Where Service Levels are not achieved, the successful Tenderer shall identify the underlying cause, implement appropriate corrective actions and report progress through the agreed governance arrangements.

8.3 Service Level Agreement (SLA) Management

8.3.1 Overview

The successful Tenderer shall deliver the Services in accordance with agreed Service Levels that support the Contracting Party's operational requirements and business priorities.

Service Level Management shall provide a structured framework for measuring, monitoring and continually improving service performance throughout the Contract, ensuring that ICT services remain reliable, responsive and aligned with the needs of the organisation.

Service Levels shall be supported by transparent reporting, effective governance and a collaborative approach to service improvement.

8.3.2 Service Level Framework

The successful Tenderer shall develop, agree and maintain a comprehensive Service Level framework covering all Services provided under the Contract. The framework shall include, but not be limited to:

- Incident response times.
- Incident resolution times.
- Service request fulfilment.
- Service availability.
- Major Incident response.
- Service Desk performance.
- Customer satisfaction.
- Change success rates.
- Problem Management performance.
- Service reporting.
- Service review arrangements.

The proposed Service Level framework shall be agreed with the Contracting Authority during the Transition Phase and reviewed periodically throughout the Contract.

8.3.3 Performance Management

The successful Tenderer shall continuously monitor service performance against the agreed Service Levels and proactively identify opportunities to improve service delivery. Performance Management shall include:

- Continuous performance monitoring.
- Trend analysis.
- Performance dashboards.
- KPI reporting.
- Root cause analysis.
- Service improvement recommendations.
- Risk identification.
- Capacity and demand monitoring.
- Exception reporting.

The Tenderer shall clearly demonstrate how service performance will be monitored, analysed and reported.

8.3.4 Service Credits and Performance Improvement

The Contracting Authority expects consistently high standards of service delivery throughout the Contract. Where agreed Service Levels are not achieved, the successful Tenderer shall:

- Investigate the underlying causes;
- Identify corrective actions;
- Implement agreed improvement plans;
- Monitor progress against agreed actions; and
- Report progress through the agreed governance arrangements.

Where applicable, Service Credits shall apply in accordance with the Contract.

The Contracting Authority's primary objective is to encourage continual improvement and sustained service quality rather than the routine application of contractual remedies.

8.3.5 Continuous Service Improvement

The successful Tenderer shall establish a formal Continuous Service Improvement (CSI) programme throughout the duration of the Contract. The CSI programme shall include:

- Identification of improvement opportunities;
- Service trend analysis;
- Recurring incident analysis;
- Automation opportunities;
- Service optimisation;
- Technology improvements;
- User feedback;
- Lessons learned;
- Innovation recommendations.

Improvement initiatives shall be prioritised jointly with the Contracting Authority through the agreed governance arrangements.

8.4 Performance Reporting

The successful Tenderer shall provide timely, accurate and meaningful performance reporting to enable the Contracting Authority to effectively monitor the delivery of the Services and assess compliance with the agreed Service Levels and Performance Measures.

Performance reports shall present service performance in a clear and consistent format and include sufficient information to support operational oversight, informed decision-making and continual service improvement. Reports shall include appropriate trend analysis, commentary on significant service events, areas of underperformance, improvement activities and any emerging risks or issues that may affect the delivery of the Services.

Performance reporting shall, as a minimum, include:

- Achievement against agreed Service Levels and Key Performance Indicators;
- Service demand and performance trends;
- Major incidents and significant service issues;
- Customer satisfaction measures;
- Progress against Continual Service Improvement initiatives;
- Outstanding risks, issues and agreed actions; and
- Recommendations for service improvements where appropriate.

Performance reports shall be provided in accordance with the agreed governance arrangements and shall support the Service Review Meetings described in this RFT.

8.5 Service Performance Improvement

The successful Tenderer shall proactively monitor Service performance and implement appropriate corrective and preventative actions where performance falls below the agreed Service Levels or where trends indicate a risk of future underperformance.

Where Service Levels are not achieved, the successful Tenderer shall investigate the underlying causes, identify appropriate remedial actions and agree an improvement plan with the Contracting Authority where necessary. Progress against agreed improvement actions shall be monitored through the agreed governance arrangements until satisfactory performance has been restored.

The successful Tenderer shall use performance information, operational experience and stakeholder feedback to identify opportunities to improve the quality, efficiency and effectiveness of the Services. Improvement initiatives shall be proportionate to the nature of the issue and support the continual enhancement of service delivery throughout the duration of the Contract.

Persistent or significant service underperformance may be managed in accordance with the performance management and contractual provisions of the Agreement.

10. SERVICE LEVEL SCHEDULE

10.1 Overview

The purpose of this Service Level Schedule is to define the minimum service levels and performance standards expected by the Contracting Authority for the delivery of the Managed ICT Services described within this Request for Tender (RFT). Tenderers shall confirm their ability to meet or exceed the Service Levels contained within this Schedule. Where any proposed Service Level cannot be achieved, Tenderers shall clearly identify the proposed alternative, together with the rationale and any associated business impact. The successful Tenderer shall monitor, measure and report Service Performance throughout the Contract Term in accordance with the Governance arrangements described within the RFT.

10.2 Service Availability

Service	Required Availability	Measurement Period
Service Desk	08:00–18:00 Monday–Friday (excluding Public Holidays)	Business Hours
Infrastructure Monitoring	24 x 7 x 365	Monthly
Major Incident Support	24 x 7 x 365	As Required
Planned Maintenance	Outside Business Hours where practicable	N/A
Onsite Support	As agreed with the Contracting Authority	Business Hours

10.3 Incident Priority Definitions

Priority	Definition	Typical Examples
P1 – Critical	Complete loss of a critical business service with significant operational impact.	Network outage, Microsoft 365 unavailable, cyber security incident.
P2 – High	Significant degradation of a critical service affecting multiple users or a key business function.	Finance system unavailable, critical application failure.
P3 – Medium	Failure affecting an individual user or non-critical service where a workaround may be available.	Email issue, printer failure, workstation fault.
P4 – Low	Minor issue, routine service request or request for information.	Password reset, software installation, advice.

10.4 Incident Response and Resolution Targets

Priority	Response Target	Restore Workaround Target /	Resolution Target	Update Frequency
P1	15 minutes	4 hours	Agreed through Incident Management	Every 30 minutes
P2	30 minutes	8 business hours	2 business days	Every 2 hours
P3	4 business hours	2 business days	5 business days	Daily
P4	1 business day	As agreed	10 business days	On request

Note: Restoration of service may be achieved through a temporary workaround pending permanent resolution.

10.5 Service Request Targets

Request	Target Completion
Password Reset	Within 2 business hours
New User Provisioning	Within 2 business days
Leaver Processing	Within 1 business day
Standard Software Installation	Within 3 business days
Standard Hardware Request	Within 5 business days
Access Request	Within 2 business days

10.6 Change Management

Change Type	Target
Standard Change	Implement in accordance with agreed catalogue
Normal Change	Managed through agreed Change Management process
Emergency Change	Implement immediately following appropriate approval and risk assessment

The successful Tenderer shall maintain a formal Change Management process that minimises business disruption and ensures all changes are appropriately authorised, communicated and documented.

10.7 Service Performance Reporting

The successful Tenderer shall provide a monthly Service Performance Report containing, as a minimum:

- Service Level performance;
- Incident statistics;
- Service Request statistics;
- Major Incident summary;
- Problem Management activities;
- Change Management performance;
- Service Availability;
- Customer Satisfaction results;
- Risks and Issues;
- Continual Service Improvement initiatives;
- Outstanding actions from Governance meetings.

10.8 Customer Experience

The successful Tenderer shall actively measure customer satisfaction and use the results to drive continual improvement.

Measure	Minimum Requirement
Customer Satisfaction Survey	Bi-annually
Service Review	Monthly
Trend Analysis	Quarterly
Improvement Actions	Reported through Governance

10.9 Continial Service Improvement

The successful Tenderer shall maintain a Continual Service Improvement (CSI) programme throughout the Contract Term. Progress shall be reported through the Governance arrangements. The CSI programme shall include:

- identification of service improvement opportunities;
- trend analysis;
- automation opportunities;
- efficiency improvements;
- technology recommendations;
- lessons learned from incidents and changes;
- agreed improvement actions.

10.10 Service Credits and Performance Improvement

Where Service Levels are not achieved, the successful Tenderer shall investigate the underlying causes and implement appropriate corrective actions. Persistent or material service underperformance may result in the application of the performance management provisions contained within the Contract.

11. GOVERNANCE DELIVERABLES SCEDHULE

11.1 Overview

This Schedule defines the minimum governance meetings, reports, management information and contract management deliverables to be provided by the successful Tenderer throughout the Contract Term. The Schedule establishes the minimum governance framework and may be refined by mutual agreement following Contract Award.

11.2 Governance Principles

The successful Tenderer shall produce each deliverable at the agreed frequency unless otherwise agreed by the Contracting Authority. All reports shall be accurate, timely and action-oriented. Governance meetings shall include an agenda, supporting papers, documented decisions, agreed actions, owners and target completion dates. The governance framework may be refined during the Contract Term to reflect changes in business priorities or service requirement.

11.3 Governance Deliverables

Deliverable	Frequency	Supplier Owner	Contracting Authority Owner	Purpose
Service Performance Report	Monthly	Service Manager	Contract Manager	Report SLA performance, KPIs, incidents, service requests and trends.
Operational Service Review	Monthly	Service Manager	Contract Manager	Review operational performance, actions, risks and service issues.
Governance Board	Quarterly	Account Manager	Contract Manager / CIO	Strategic review of contract performance, risks and future priorities.
Risk Register	Monthly	Service Manager	Contract Manager	Review operational, commercial and delivery risks.
Continual Service Improvement Register	Quarterly	Service Manager	Contract Manager	Track agreed service improvement initiatives.
Technology Roadmap	Annually	Account Manager	Executive Sponsor	Recommend technology improvements and future opportunities.
Major Incident Report	As Required	Incident Manager	Contract Manager	Root cause analysis and corrective actions.
Problem Management Report	Monthly	Problem Manager	Contract Manager	Monitor recurring issues and preventative actions.

Change Management Report	Monthly	Change Manager	Contract Manager	Summary of implemented and planned changes.
Asset & Licence Compliance Report	Quarterly	Service Manager	Contract Manager	Asset lifecycle and licence compliance.
Security Performance Report	Monthly	Security Lead	Contract Manager	Security posture, vulnerabilities and remediation.
Business Continuity Review	Annually	Service Manager	Executive Sponsor	Review resilience, recovery and continuity arrangements.
Annual Contract Review	Annually	Account Manager	Executive Sponsor	Review overall contract performance and agree objectives for the following year.