



Scottish Procurement

Travel Services – One Stop Shop

Travel Services One Stop Shop

Framework for the Scottish Public Sector

Reference SP-14-005

Buyer's Guide

September 2018

Version 9

Contents

Section	Description
1	<u>Buyer's Guide Introduction</u>
2	<u>Foreword and acknowledgements</u>
3	<u>Framework Introduction</u> <u>3.1 Framework Start Date and Duration</u> <u>3.2 Access Scope</u> <u>3.3 Calling Off from the Framework</u> <u>3.4 Process for Calling Off</u> <u>3.5 Procurement Reform (Scotland) Act 2014</u> <u>3.6 Framework Contract Management</u> <u>3.7 Key Performance Indicators (KPIs)</u> <u>3.8 Framework Sustainability Benefits</u>
4	<u>Pricing</u> <u>4.1 Transaction Fees</u> <u>4.2 Rebates</u> <u>4.3 Definition of a Transaction</u> <u>4.4 Billback</u> <u>4.5 Price Fixed Period</u>
5	<u>Overview of One Stop Shop Travel Services</u> <u>5.1 Service Provision</u> <u>5.2 Onsite Printers</u>
6	<u>Corporate Travel Management (North of England) Ltd Contacts</u>
7	<u>Scottish Procurement Contacts</u>
	<u>Annex 1: Framework Public Body Participation Form</u> <u>Annex 2: Example Template Call Off Order Form</u> <u>Annex 3: Key Performance Indicators (KPIs)</u>

1. Buyer's guide introduction

This buyer's guide provides guidance to public sector organisations on accessing and utilising the Travel Services: One Stop Shop framework.

Users of the Travel Services: Multi-Lot framework should refer to the separate buyer's guide for that framework.

2. Foreword and acknowledgements

Scottish Procurement aims to deliver benefits to the people of Scotland through improved value for money for taxpayers, improved goods and services for all our citizens and economic opportunities for Scotland. This is achieved through effective collaboration throughout the procurement cycle.

Scottish Procurement would like to acknowledge the on-going work, support and contribution from sector representatives.

3. Framework Introduction

Scottish Procurement has awarded a framework for the provision of a One Stop Shop for Travel Services (framework reference SP-14-005).

The framework is one of two (the other being the Travel Services Multi-Lot framework) that has replaced the previous contract for Travel Services (SP-11-003), supplied by Capita Travel and Events Ltd. The previous contract will end on 30 November 2015.

3.1. Framework start date and duration

The agreement commenced on 1 September 2015 and will run for a period of three years, with the option to extend for a further twelve months.

3.2. Access scope

The framework agreement is available to all Scottish public bodies (for example, Central Government, local authorities, higher and further education, police and fire and rescue) and Scottish third sector bodies (for example, registered charities and voluntary framework public bodies). **The framework agreement is not available to health bodies and special health boards.**

Note: It is the responsibility of any framework public body organisation wishing to use the framework agreement to satisfy itself that it is eligible to do so. Entitlement guidance on this can be found in annex A of [Scottish Government Guidance on Framework Agreements](#). If there is any doubt, legal advice should be sought.

3.3. Calling off from the framework

Framework public bodies must first agree in writing to operate the framework agreement in accordance with the procedures set out within this document. This takes the form of the participation form found at **annex 1**. This form is required to be completed by each framework public body and lodged with the Scottish Government at the address noted on the document.

It governs all future call-offs by them. **Please note that a framework public body will be unable to access the framework agreement without this form being completed.**

Following receipt of the completed participation form the framework public body will be given access to the entire agreement document (specifications / pricing and conditions).

3.4. Process for calling off

Framework public bodies sourcing their service requirements through this framework agreement must award their service requirements in accordance with the procedure set out in framework schedule 3 of the entire agreement document (ordering procedures).

A call-off contract can be either:

- For a pre-defined period; or
- On a booking by booking basis.

If the framework public body wishes to enter a call-off contract for a pre-defined period of time a call-off order form must be completed. The format of any such order will vary between framework public bodies. Framework public bodies may use their own order template, however, an example template is provided at **annex 2**.

If the call-off is on a booking by booking basis then the framework public body must, prior to each transaction, give a notice sent by email or fax to the contractor. This email should contain:

- Details of the services required;
- A request for a quotation, in accordance with the framework agreement pricing schedule 2 which sets out maximum prices; and
- Confirmation that they are calling off from the framework in accordance with the framework agreement terms and conditions, which includes schedule 5, call-off contract terms and conditions.

The contractor shall provide a response and a firm price (for example, not subject to change), and send a notice by electronic email or fax to the

framework public body. Subject to the framework public body notifying the contractor that their response has been accepted, the call-off contract for a booking shall be formed on the commencement date set out in the email notice and end once payment has been made for the booking.

3.5. Procurement Reform (Scotland) Act 2014

Buyers are reminded of the obligations contained in the [Procurement Reform \(Scotland\) Act 2014](#) in relation to the award of contracts valued equal to or greater than £50,000 including those awarded as a result of a framework call-off/mini competition.

In particular, buyers should note that in accordance with [Section 23\(2\)](#) the award of contracts must be publicised on the Public Contracts Scotland website and in accordance with [Section 35](#) contracts must be registered in the contracting authority's "contracts register".

3.6. Framework contract management

Strategic aspects of the framework are managed by Scottish Procurement, who are responsible for regular supplier review meetings covering areas such as pricing, key performance indicators (KPIs), innovation and escalated issues. Framework public bodies are required to manage the day-to-day operational aspects of their contract with the supplier.

Scottish Procurement is committed to managing, monitoring and developing supplier performance and understanding whether our contracts are delivering and meeting the needs of our customers, and customer feedback is an essential part of the process.

Day to day problems relating to aspects such as bookings and invoice payments should be managed by the organisation. However, there may be occasions where an issue should be escalated to Scottish Procurement to resolve.

In addition, Scottish Procurement will operate a framework and supplier review programme. Framework public bodies using the framework will be invited to participate and to complete a balanced scorecard. The balanced scorecards provide framework public bodies with an opportunity to inform Scottish Procurement how the supplier is performing.

The balanced scorecard assesses supplier performance against the key performance indicators of the framework. Framework public bodies will be able to participate and support on-going supplier performance and continuous improvement through their involvement in quarterly UIG meetings.

3.7. Key performance indicators (KPIs)

Full KPIs can be found at schedule 1 of the entire agreement document and at **annex 3** of this buyer's guide.

3.8. Framework sustainability benefits

As part of the framework agreement, Corporate Travel Management (CTM) (North of England) Ltd has committed to the following environmental, social and fair work benefits:

- Became a Living Wage employer in 2013.
- CTM North has an apprenticeship scheme in place.
- CTM North achieved higher reduction targets in line with Greening Government Commitments.

Customers may therefore wish to take this into consideration as part of their requirement where appropriate.

4. Pricing

4.1 Transaction fees

The framework operates on a transaction fee model, for example, framework public bodies pay a transaction fee to CTM North for each booking on top of the price paid for the travel/accommodation/conference booking.

The transaction fee payable differs depending on whether the booking was carried out through the online booking tool (tRIPS) or is an offline booking (booked via telephone or email).

Details of pricing are available within the transaction fees tariff document, available on the Knowledge Hub, or on request from Scottish Procurement. Framework public bodies must submit a participation form (see annex 1) to Scottish Procurement before accessing the pricing. CTM North apply no additional charges beyond the transaction fees defined in the transaction fees tariff.

4.2 Rebates

As the framework is based on a transaction fee cost model commissions generated will be returned to the respective framework public body. The levels of commissions returned as rebates are a fixed percentage of commissionable spend. Details of the rates paid are given in the transaction fees tariff.

- Rebates for rail travel will be deducted, at source, from the price of your ticket;
- The process for returning any rebates for hotel and/or conference bookings shall be agreed between CTM North and each framework public body during implementation of their contracts. Rebates must be paid, at least, on an annual basis within three months of each anniversary of the framework commencement date.

Framework public bodies should be aware that not all hotel rates are commissionable for example Premier Inn and Travelodge do not pay commission.

Airlines, ferry, car hire companies and international rail providers do not pay commission.

Alternatively, framework public bodies may reduce or cancel transaction fees by allowing the contractor to retain all or part of the commission. If this option is chosen, framework public bodies must provide spend profile information to allow the contractor to accurately calculate and propose the revised transaction fees. This option will therefore only be available to framework public bodies that commit to a call-off contract for a pre-defined period.

4.3 Definition of a transaction

Fees are applied to journeys, not the number of people involved in the transaction, for example, if two people share the same journey (route/time) then that is one transaction fee. A transaction means:

- A one-way or return journey for a traveller or group of travellers, regardless of the number of sectors, tickets or travel operators used, and including multi-leg/open jaw journeys;
- Accommodation for one or more persons irrespective of the number of rooms or consecutive nights stay;
- A conference/meeting venue booked for any number of delegates for any duration including any overnight accommodation irrespective of the number of rooms or consecutive nights stay;
- A carnet of tickets;
- An individual booking for all other services.
- Where multi-mode transport is used (for example, air/rail/ferry) then a separate transaction fee may be charged for the air/rail/ferry category of travel;
- A separate transaction fee will be charged for the travel and accommodation aspect; for example a booking for two guests departing from the same rail station, and each having a hotel room: when booked in one basket, the total fee will be one rail transaction fee plus one hotel transaction fee.

Online transaction fees are for “touchless” transactions (no direct agent involvement) – if a booking starts as online, then direct agent contact is required, the offline transaction fee will be charged (although this will be instead of, not in addition to, the online transaction fee).

4.4 Billback

Billback is a payment method where the cost of any bookings are sent to CTM North and then presented to the framework public body as a consolidated invoice. The frequency of the invoice (weekly, fortnightly or monthly) shall be agreed at call-off stage.

Billback has several advantages for framework public bodies. It streamlines the billing process by reducing the number of individual invoices; assists in managing the travel policy; and gives the traveller(s) peace of mind.

4.5 Price fixed period

The transaction fees and rebates are firm for the first 36 months of the framework but may be re-negotiated for the optional 12 month period.

5. Overview of one stop shop travel services

Under the One Stop Shop framework CTM North Ltd can service **all** your framework public bodies travel requirements - both domestic and International and also book any conference and meeting venues you require.

The One Stop Shop travel services agreement provides organisations with the following services:

- Air travel (domestic and international)
- Rail travel (domestic and international)
- Ferry travel (domestic and international)
- Coach and bus travel
- Ad hoc car hire
- Hotel accommodation (domestic and international)
- Bed and breakfast accommodation
- Serviced apartments
- Conference and meeting venues
- Associated travel services

Associated SsrviceS includes services such as visa and passport processing; airport parking; and meet and greet service.

Ad hoc car hire is car hire associated with a journey booked through the framework, for example airport car hire on arrival at the destination airport. Regular car hire should be booked through the appropriate framework/contract, which includes the Scottish Procurement vehicle hire contract for Central Government sector organisations.

5.1. Service provision

CTM North Ltd will provide both an offline and online booking service. Their offline service provision is by way of telephone, facsimile and email. Framework public bodies can utilise the email booking service during office hours (Monday to Friday 08:00 – 18:00). Redfern's online service provision is through unlimited access to **tRIPS**, their one stop shop booking tool. **tRIPS** is a live inventory, single-sign on secure web portal. Through this you will be able to book:

- Single journeys or build multi-modal itineraries; and

- UK rail (incl. Tube), Eurostar, domestic and international point to point air, hotels, serviced apartments and airport parking

An online venue find is available through **tRIPS** but the conference and meeting venue booking services are handled by Redfern’s offline team.

There is a 24 hour telephone support and booking service – 365 days a year, and a 24 hour portal to be used by framework public bodies to track the whereabouts of their personnel.

5.2. Onsite printers

If required by a framework public body, CTM North can supply desktop or kiosk ticket printers. Specific requirements can be discussed with CTM North as part of the go live arrangements.

6. Redfern Travel Ltd Contacts

Corporate Travel Management (North of England) Ltd
 Shire House
 Humboldt Street
 Bradford
 BD1 5HQ

tRIPS online booking system: <https://www.trips.uk.com/js/SABS/Corporate.html>

Telephone: 01274 760650

This booking and enquiry line operates from 8.00 am – 6.00 pm, Monday – Friday.

Telephone number for out of hours/emergency enquiries – including international: 01274 760650 (refer to transaction fees tariff for applicable charges).

24 hour people tracking portal: currently managed by CTM North (contact via telephone number, above) but this function will shortly be included in tRIPS.

Email contacts:		
Who to contact	E-mail address	When to contact
Travel team	North.Gov.Scot@travelctm.com	For offline bookings, queries or assistance
Group bookings	groups@travelctm.com	For any group bookings (10+ for rail and air 9+ rooms for hotels)
Conference/meetings/ events bookings	meetings@travelctm.com	For any meetings, events or conference bookings
BSU	North.BSU@travelctm.com	For any MI, systems setup or issues relating to a past booking.

Tech support	North.TechSupport@travelctm.com	For anyone who has had technical issues with the tRIPS online booking system. Please take screen shots of the error that has occurred and send it to tech support who will then be able to investigate further.
--------------	--	---

Fax number for offline bookings and enquiries: 01274 760633.

For new customers, please contact CTM North to discuss your requirements, arrange a visit and schedule your go-live date. Please contact:-

Joe Hardy - Business Development Manager
Mobile: 07595 779233
Email: joe.hardy@travelctm.com

7. Scottish Procurement contacts

Darren Russell
Senior Portfolio Specialist
Phone: 0131 244 3645
Email: darren.russell@gov.scot

Fraser Williamson
Portfolio Specialist
Phone: 0141 242 0206
Email: Fraser.Williamson2@gov.scot

Information regarding pricing and terms and conditions can now be found on Knowledge Hub.

If you are not registered to access this site and are eligible to use the framework please [complete the attached template](#) and send to the Scottish Procurement contact detailed above.

FRAMEWORK PUBLIC BODY PARTICIPATION FORM

**Framework Public Body Participation for
Travel Services One Stop Shop Framework Agreement
(Ref: SP-14-005)**

Name of Organisation

Please complete:

--

Category of Organisation*

Please complete:

--

*please include type of public body for example, core Scottish Government, agency, Non-Departmental Public Body (NDPB), local authority, university, college etc.

Date required to start accessing the framework

Please complete date:

--

On behalf of my organisation, I confirm that when using the framework agreement, my organisation will do so in accordance with the procedures outlined within the terms and conditions of the One Stop Shop Travel Services Framework Agreement **SP-15-002**); and confirm that the use and payment of any service called off from the framework agreement, as detailed in each order, will be the sole responsibility of my organisation:

Signature:	
Name:	
Job Title:	
Organisation Title:	
Organisation Address:	
Telephone No.:	
Email Address:	
Date:	

Please note that Scottish Procurement will issue any future communication about the framework (for example, variations etc.) to the contact named above.

Please return form to:

Scottish Procurement and Commercial Directorate
Scottish Government
Area 3F North, Victoria Quay
Edinburgh
EH6 6QQ

For the attention of Darren Russell, Senior Portfolio Specialist

Or

Email to: [Darren Russell, Senior Portfolio Specialist](#)

EXAMPLE TEMPLATE FOR INFORMATION ONLY

CALL OFF ORDER FORM

PART A – FOR COMPLETION BY FRAMEWORK PUBLIC BODY

This order form is issued subject to the provisions of the framework agreement entered into between the Scottish Ministers and Redfern Travel Ltd on 1 September 2015 ("framework agreement"). Redfern Travel Ltd agrees to supply the services specified below on and subject to the terms of this contract and for the avoidance of doubt the contract consists of the terms set out in this order form and schedule 5 Standard Terms of Supply.

Date	[]	Order Number	[] To be quoted on all correspondence relating to this order
------	--------	--------------	---

FROM

Framework public body	[]
Contract manager and address for notices	Name: Address: Phone: Email:
Invoice address(if different)	[]
Order number	To be quoted on all correspondence relating to this order form:

TO

Contractor	Corporate Travel Management (North of England) Ltd
Address	Shire House Humboldt Street Bradford BD1 5HQ
Account manager	Name: [] Address: [] Phone: [] Email: []

1. TERM
<p>(1.1) Commencement date</p> <p>[Guidance: Insert the date on which the contract is to take effect.]</p>
<p>(1.2) Expiry date</p> <p>Subject to earlier termination of the contract in accordance with clause 42, the contract shall expire on the date which is [] months after the commencement date</p> <p>[Guidance: framework public body to determine duration].</p>
2. SERVICES REQUIREMENTS
<p>Services and deliverables required</p> <p>[Guidance: Include a description of the services together with any deliverables. In the event that the services specification or requirements are particularly detailed or complex, consider setting out this information in a separate schedule.]</p>
<p>Limitation of liability (optional):</p> <p>Public Liability Insurance (schedule 5, clause 50.1.1, default limit is £1M per order) [insert alternative limit, if applicable]:</p> <p>Professional Indemnity Insurance (schedule 5, clause 50.1.2, default limit is £1M per order) [insert alternative limit, if applicable]:</p>
<p>Additional information for monthly reports (optional, if required):</p>
<p>The call-off contract shall be awarded in accordance with this order form and the framework terms and conditions, reference SP-14-005</p>
3. CONTRACTORS RESPONSE
<p>(3.1) Contractor response to the specification (to be appended)</p> <p>[Guidance: Insert details of the contractor's response.]</p>
<p>(3.2) Key personnel of the contractor to be involved in the provision of the services and deliverables</p> <p>[Guidance: Insert details of the contractor's account manager and any other key members of the contractor's team.]</p>
<p>(3.3) Training</p> <p>[Guidance: Insert details of any training that the framework public body requires the contractor to provide to the framework public body's staff in relation to the provision of the services.]</p>
<p>(3.4) Price</p>
<p>(3.5) Sub-contractors (if applicable)</p>

4. PERFORMANCE OF THE SERVICES AND DELIVERABLES

(4.1) Implementation plan, milestones (including dates for completion)

[Guidance: Consider whether milestones should be inserted into the table below for the provision of services, together with associated deliverables and what the dates for achievement of those milestones should be.

(i) The implementation plan as at the commencement date is set out below:

Milestone	Deliverables (bulleted list showing all deliverables (and associated tasks) required for each milestone)	Duration (working days)	Milestone date	Framework public body's responsibilities (if applicable)

(ii) If so required by the framework public body, the contractor shall produce a further version of the implementation plan (based on the above plan) in such further detail as the framework public body may reasonably require. The contractor shall ensure that each version of the implementation plan is subject to approval. The contractor shall ensure that the implementation plan is maintained and updated on a regular basis as may be necessary to reflect the then current state of the implementation of the Services.

(iii) The framework public body shall have the right to require the contractor to include any reasonable changes or provisions in each version of the implementation plan.

(iv) The contractor shall perform its obligations so as to achieve each milestone by the milestone date.

(v) Changes to the milestones shall only be made with agreement of the framework public body.

(4.2) Service levels

[Guidance: framework public bodies should review the service levels set out in the table shown in annex 3 of the buyer's guide and may make changes to the service level weightings and tolerance bands for each of the red, amber and green performance levels.]

Column 1 provides a title for the service level;

Column 2 provides a description of the service level;

Column 3 identifies the service element that is to be measured;

<p>Column 4 identifies the weighting of that service level;</p> <p>Column 5 identifies the level of performance against the relevant service Level which shall be deemed to be below target and as such shall be a service failure. Such performance shall be indicated by the colour red in the service level reporting tool (“red performance”).</p> <p>Column 6 identifies the level of performance against the relevant service level which shall be deemed to be a warning and shall also be a service failure. Such performance shall be indicated by the colour amber in the service level reporting tool (“amber performance”).</p> <p>Column 7 identifies the level of performance against the relevant service level which shall be deemed to be on target. Such performance shall be indicated by the colour green in the service level reporting tool (“green performance”).</p>
<p>5. FRAMEWORK PUBLIC BODY RESPONSIBILITIES</p>
<p>(5.1) Framework public body's responsibilities</p> <p>[Guidance: include details of any specific requirements/responsibilities on the framework public body for example, the granting of access to the relevant site, provision of a telephone line etc].</p>
<p>(5.2) Framework public body's equipment</p> <p>[Guidance: Insert details of any equipment that the framework public body is responsible for providing.]</p>
<p>6. PRICE AND PAYMENT</p>
<p>(6.1) Contract price payable by the framework public body (including applicable discount but excluding VAT), and method of payment (for example, billback)</p>
<p>(6.2) Invoicing and payment</p> <p>The contractor shall issue invoices [monthly]/ [quarterly] in arrears. The framework public body shall pay the contractor within [thirty (30) days] of receipt of a valid invoice, submitted in accordance with this paragraph 6.2, set out in paragraph 6.1 above and the provisions of the contract.</p> <p>[Guidance: delete the appropriate wording above to indicate whether the contractor is required to invoice monthly or quarterly. Also indicate the time period the framework public body requires to pay its invoices (for example, 30 days or insert a longer period if required).]</p>

7. CONFIDENTIAL INFORMATION

The following information shall be deemed Commercially Sensitive Information or Confidential Information:

[Guidance: include details of any Commercially Sensitive Information identified by the contractor and the duration it should be confidential for. This will assist the framework public body in respect of compliance with Freedom of Information Act and the section 45 Code published by the Department of Constitutional Affairs.]

BY SIGNING AND RETURNING THIS ORDER FORM THE CONTRACTOR AGREES to enter a legally binding contract with the framework public body to provide the services. The parties hereby acknowledge and agree that they have read the call-off terms and the order form and by signing below agree to be bound by the terms of this contract.

For and on behalf of the contractor:

Name and Title	
Signature	
Date	

For and on behalf of the framework public body:

Name and Title	
Signature	
Date	

KPIs applicable to Travel Services: One Stop Shop

Category	Performance Measure	Service Level	Below Target	Warning	On Target
Account Management	1	Account Manager Service The Account Manager works with the framework public body to understand their issues and resolve them quickly. 100% of issues resolved to agreed timescales and outcomes.	[<95%]	[95%-99.9%]	[100%]
	2	Account Manager Understanding The Account Manager works with the framework public body to identify or introduce improvements to service delivery or procedures for travel services (for example, introduce self-booking tool; create/ introduce/ amend travel policy). 90% of balanced scorecard responses indicate meeting or exceeding expectations.	[<80%]	[80%-89.9%]	[90%-100%]
Service	3	(a) 90% of telephone calls to be answered within 30 seconds.	[<80%]	[80%-89.9%]	[90%-100%]
		(b) 90% of emails to be responded to within four working hours.	[<80%]	[80%-89.9%]	[90%-100%]
		(c) 100% availability and access to out of hours and 24 hours emergency service.	[<95%]	[95%-99.9%]	[100%]
	4	(a) 90% of bookings to be confirmed within four working hours.	[<80%]	[80%-89.9%]	[90%-100%]
(b) 100% accuracy of booking confirmations.		[<95%]	[95%-99.9%]	[100%]	
(c) 95% of refunds processed within 10 working days.		[<90%]	[90%-94.9%]	[95%-100%]	

	5	Complaints / Issues / Disputes	<p>(a) 100% compliance with a complaints level of less than 2% of the total number of bookings.</p> <p>(b) 100% of acknowledgements to complaints received within four hours and a meaningful response to complaint within two working days.</p> <p>(b) Where the framework public body raises a complaint, issue and/or dispute the contractor must deal with 100% of the issues effectively and efficiently, without requiring it to be escalated.</p>	[<95%]	[95%-99.9%]	[100%]
Quality	6	Travel Documents	<p>(a) 100% of documents delivered to the right person with the correct booking details.</p> <p>(b) 100% of travel tickets delivered within two working days.</p> <p>With regards to air travel, electronic ticketing will be dependent on the airline ticket deadlines according to the terms and conditions of the ticket booked.</p> <p>Rail tickets must be posted first class unless otherwise requested. Any delay once posted is out of the contractor's control.</p>	[<95%]	[95%-99.9%]	[100%]
	7	Invoice accuracy	<p>(a) 100% invoice and supporting data accuracy</p> <p>(b) The contractor works with the framework public body(s) to understand and resolve billing</p>	[<95%]	[95%-99.9%]	[100%]
				[<80%]	[80%-89.9%]	[90%-100%]

Travel Services Framework Agreement – One Stop Shop

			issues when they arise. 90% of billing issues to be resolved within 10 working days.			
	8	MI Provision	MI is 100% accurate and to agreed timescales	[<95%]	[95%-99.9%]	[100%]
Cost	9	Savings	(a) The contractor is able to generate value for money savings for the framework public bodies through securing the best available fare/rate or by utilising pre-arranged route/hotel deals. The actual framework savings as a % of spend meets the target savings as set by the authority.	[<90%]	[90%-99.9%]	[100%]
			(b) 90% of balanced scorecard responses indicate meeting or exceeding expectations.	[<80%]	[80%-89.9%]	[90%-100%]
	10	Added Value	The contractor is aware of the framework public body's organisational requirements and provides the most appropriate advice to maximise the best rates/fares available. 90% of balanced scorecard responses indicate meeting or exceeding expectations.	[<80%]	[80%-89.9%]	[90%-100%]