

Report to:	CABINET
Report of: Date of Decision:	Head of Procurement, Corporate Procurement Services 20 September 2016
SUBJECT:	Council print strategy and associated procurement strategy (contract ref: P0358)
Key Decision: Yes	Relevant Forward Plan Ref: 002181/2016
If not in the Forward Plan: (please "X" box)	Chief Executive approved <input type="checkbox"/> O&S Chairman approved <input type="checkbox"/>
Relevant Cabinet Member(s):	Cllr Majid Mahmood, Cabinet Member, Value for Money and Efficiency
Relevant O&S Chairman:	Cllr Mohammed Aikhlaq, O & S Chairman for Corporate Resources and Governance
Wards affected:	ALL

1. Purpose of report:
1.1 To set out the results of the options appraisal and the proposed procurement strategy for the future delivery of the Council's Print Services. The accompanying report on the private agenda contains commercially confidential information that cannot be disclosed on the public agenda.

2. Decision(s) recommended
That Cabinet:
2.1 Notes the contents of this report.

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3. Consultation

3.1 Internal

Officers from Finance, Legal and Democratic Services, Electoral Services, Shared Services, Communications and Procurement have been involved in the option appraisal process and preparation of this report.

External

Informal market sounding has been undertaken with the key suppliers in the print market to assess the market's ability to respond to the Council's high level requirements. The results of this consultation have been used to shape the procurement strategy

4. Compliance Issues:

4.1 Are the recommended decisions consistent with the Council's policies, plans and strategies?

4.1.1 The proposals will contribute to the Council's Business Plan and Budget 2016+ as follows:

▪ **A strong economy:**

- There is an opportunity for the Council to leverage greater value by (a) consolidating demand under one contract and (b) improved contract management.
- Greater visibility of printed material leading to rationalisation and implementation of a 'print by exception policy' which will lead to making information clearer and more accessible to citizens of Birmingham e.g. channel shift and an increased use of electronic media. The 'Print by exception policy' (to be developed as part of contract implementation) will be a means of considering the best method of communication for a message; this may be print or the use of non-traditional media such as social media or other online solutions.
- By centralising the control and management of the process the Council will achieve improved brand consistency. This will lead to a move to more targeted and focused messages

4.1.2 Birmingham Business Charter for Social Responsibility (BBC4SR)

Future Tender

Compliance with the BBC4SR will be a mandatory requirement for tenderers and will also form part of the conditions of contract. Tenderers will submit an action plan which will support the local economy and create much needed jobs and apprenticeships with their tender submissions that will be evaluated in accordance with 5.8. The action plan of the successful tenderer will be implemented and monitored during the contract period.

4.2 Financial Implications

The estimated spend through the proposed contracts is contained in the private report.

This proposed framework contract will not commit the Council to any particular level of spend. Spend on items identified within this contract will be met from existing approved

budgets.

Any savings arising from this contract award will be used by all directorates to contribute to the overall budget reduction agenda

Prices under this contract will be fixed for the first 12 months and will be reviewed annually thereafter. Any increases will not be permitted unless agreed by Strategic Contracts Manager within Corporate Procurement in conjunction with relevant stakeholders.

The Council will receive an income on all spend through the new Framework Agreement by other Councils and public sector organisations within the West Midlands. The rebate will be set at 1% of total spend and any income will be retained by Corporate Procurement Services to offset the cost of running the procurement. At this stage it is not possible to estimate what level of spend or rebate there will be from other Councils and public sector organisations within the West Midlands

Single Contractor Negotiations

Due to the need to make existing contracts coterminous, single contractor negotiations will be held with two of the existing providers in order to maintain service delivery

4.3 Legal Implications

The procurement is designed to enable the Council to deliver services under a wide range of primary legislation

4.3.1 Information Management

Through the procurement process prospective suppliers will be required to demonstrate that they have security policies in place to ensure that they handle any data for any Council mailing activity in a safe and secure manner.

4.3.2 Pre-Procurement Duty under the Public Service (Social Value) Act 2012

Consideration of how this procurement might contribute to achieving the Council's priorities and improve the economic, social and environmental well-being of Birmingham was discussed with key stakeholders (Corporate Communications and Elections Office) and this is reflected in the requirements, whilst being relevant and proportionate to the overall contract. Additional stakeholder consultation was not required to achieve this as sufficient information on how social value could be achieved was available to key stakeholders.

The process for securing this social value during the procurement will be through the Birmingham Business Charter for Social Responsibility.

4.4 Public Sector Equality Duty

A relevance test to decide whether the planned procurement for the contract has any relevance to the equality duty contained in Section 149 of the Equality Act 2010 of eliminating unfair/unlawful discrimination and to promoting equality and human rights was conducted on 7th December 2015. The screening identified there was no requirement to assess it further and completion of an Equality Assessment form was not required.

5. Relevant background / chronology of key events:

5. Background

5.1.1. The Council's Print Services are currently delivered through a number of contracts/arrangements with differing contract expiry dates (see table below in para

5.1.3). With the exception the operation of the hybrid mail service and design services none of the services included in this future procurement are currently delivered by Council employees.

5.1.2. Much work has been done over recent years within the relevant categories of print spend to address disparities such as multiple suppliers, inconsistent costs, invoicing, diverse contract management and charging etc in order to adopt a more consolidated corporate approach. This approach also provides opportunities to address the financial challenges facing the Council. One of the area's that has been identified is to explore the feasibility of a total print management solution. As a number of the Council's existing print contracts are due to expire in the next 2 years this presents a timely opportunity to do this.

5.1.3. Informal market consultation has indicated that there are a number of Framework Agreements (FA) that are currently managed in isolation that could practically be consolidated under a single contract to reduce overall costs. These contracts will expire at various times between now and 31st March 2018 and are summarised in the table below.

FA / purchasing category	Transactional Print and eComms (F0204)	Shredding & confidential waste (F0223)	Multifunctional devices (F0139)	Printed Material for elections office (F0210)	Postal ballot pack production (F0168)
Contractor	Corporate Document Services Ltd (CDS).	P W Commercial Company Ltd t/a Printwaste Recycling and Shredding (Printwaste).	1. Océ (UK) Limited * 2. Altodigital Networks Ltd 3. Office Depot UK Ltd*	Facilities & Corporate Solutions Ltd (FCS) t/a FCS Laser Mail	Opt2Vote Ltd (Name subsequently changed to IDOX Software Ltd)
Contract start	01/04/2014	03/06/2013	01/12/2011	15/05/2013	01/10/2011
Original Contract Completion	31/03/2018	02/06/2017	30/11/2015	14/05/2017	30/09/2016
Current / planned contract Expiry date	n/a	31/03/2018	31/03/2017	30/05/2018**	30/05/2018 **
Est. spend per annum ex schools	£1m	£99k	£1.036m	£124k	£400k
Specific framework call offs (if applicable & annual spend included above for call off 1 only - MFD's in Council Buildings)					
Description			1. MFDs in the Council building 2. Hybrid Mail 3. Individual school call offs		
Contractor	n/a	n/a	1. Altodigital Networks Ltd 2. Altodigital Networks Ltd 3. Altodigital Networks Ltd & Canon UK Limited	n/a	n/a
Contract start			1. 01/03/2015 2. 01/01/2016 3. Various		
Current contract expiry date			1. 30/03/2019 2. 31/12/2020 3. Various		
Est. spend per annum			1. £570k 2. £445k 3. £1.2m (Alto) & £146k (Cannon)		
* Office Depot UK Ltd subsequently withdrew from the FA in May 2013 and Océ (UK) Limited transferred to Canon UK Limited also in May 2013.					
** extended beyond 31 March 2018 due to May elections being close to contract commencement leaving insufficient time for mobilisation					

5.1.4 Computer output print services provided under the existing Service Birmingham contract is out of scope of this strategy given the duration of the contract remaining as is design services, where in-house capability/resources exists.

5.1.5 The hybrid mail solution referred to in the table above is operated by Birmingham Venture Capital (BVC) a wholly owned company of the council. This solution, as set out

in the business case approved by Cabinet on 22nd September 2015, was implemented in order to retain existing external postal customers at risk of migrating to a hybrid mail provider. A hybrid mail solution receives an electronic file of postal items, it prints the items, packages them and adds them to the Royal Mail network removing the need to collect postal items from customer locations around the Midlands and deliver to Dollman Street. The recommendations included here do not affect the financial viability of that service as set out in the business case approved by Cabinet in September 2015

5.1.6 In addition to the above there is also c £1m of school MFD spend with non-contracted suppliers, predominantly with Ricoh UK Ltd. It is hoped, through any new framework, to migrate this spend to a contracted supplier.

5.2 Service Delivery Options Appraisal

5.2.1 A preliminary appraisal was undertaken by Corporate Procurement Services to identify which of the 13 Service Delivery Options (set out in Appendix 1), using the model developed by the Joint Commissioning network, should be assessed in greater detail. The preliminary options appraisal determined that market engagement through tendering would provide the greater opportunity to deliver the benefits associated with a corporate procurement approach and delivery of the outcomes listed in 5.4. This recommended method of service delivery is explored in more detail in Appendix 1 along with rationale for the exclusion of the remaining 12 options.

5.2.2 The results of the preliminary assessment indicated that there was no need to undertake a full options appraisal due to the unsuitability of the alternative models. The future strategy set out below will therefore be delivered via a standard procurement route.

5.3 Service Requirements

5.3.1 The Council has a requirement for the following print and print related services/products;

- Reprographic services, Multi Function Devices (MFDs) and shredding/confidential waste;
- The production/printing of internal and external communications providing information for residents, staff and stakeholders;
- eCommunication services; and
- electoral registration and administering all elections within the City

5.4 Outcomes required

5.4.1 The required outcomes from this procurement process are:

- Create a single point of ownership for all in scope print meaning that print can be diverted to one cost effective source
- Contractual alignment of all in scope services
- Central control of brand/message
- Channel shift Council publications away from printed formats and introduce a digital by default policy i.e. print by exception where for example there is strong evidence that the audience has no internet access or where there is a statutory obligation to produce publications in print format
- Where print is required use the correct channel to deliver accurate and up to date information whilst ensuring value for money
- Economies of scale in terms of price and process efficiencies

5.4.2 Changing current printing processes / behaviours

Currently Corporate Communications undertake a gate keeper role for all work ordered via CDS under the transactional Print and eComms contract. Where graphic design services are required this is mostly provided by the in house team within Corporate Communications ensuring that there is central control of the brand and message and that communications are directed to electronic solution where appropriate.

It is the intention through any new framework agreement to extend this further and capture all printed messages. For example larger print runs are often produced on MFDs, when it is more cost effective for this to be produced externally. In addition some externally facing publications are produced by Council Officers outside of the in-house graphic design team and then printed on an MFD. Corporate Communications currently have no visibility of either of these. The detail of how this change will be delivered will be explored through discussion with prospective suppliers as part of the procurement process (via mid tender interviews for example) however one example of how this may be delivered is through print re-direction software on an MFD. Such software would prevent jobs of a set quantity being produced on an MFD and would automatically direct this work to an external source and flag the need for possible design input. In addition the management information captured via this software would assist in identifying any other work where efficiencies maybe made say for example where eCommunication channels would be more appropriate e.g. SMS messaging, email etc.

5.5 Market Analysis

5.5.1 Informal market consultation has been undertaken with key suppliers in the print market on this proposed strategy and the following points resulted:

- **Aggregation of services** – the products / services in scope here are complimentary and when aggregated can deliver the change in behaviour that the Council is seeking e.g. using the best method of communication for a message, this may be print or could be non-traditional media. This is best managed by one supplier rather multiple suppliers/contracts. There are examples of other Local Authorities that have adopted this approach and delivered savings.
- **Optimisation of the Contract Period** – the proposed contract of five years will enable a return on investment for the MFD machines (see para 5.7.1.1 below)
- **Digital by default** - consider reduction in print volumes to allow for greater use of electronic delivery

5.6 Procurement Options

5.6.1 The following procurement options were considered :

5.6.1.1 Tender as a Birmingham Framework Agreement available for use by other Councils and public sector and charitable organisations in the West Midlands

This is the preferred option for the Council as this would allow other Council's, public sector bodies and organisations in the West Midlands access to a framework agreement. The Council would be in a position to benefit from rebates. Also, in utilising this option the Council's core costs would not increase in terms of procurement costs and in the management of the resulting framework as other Council's, public sector bodies etc will be responsible for managing there own call off contracts under the framework.

5.6.1.2 Use of a Collaborative Framework Agreements

There is one collaborative framework agreement in place for Print Services as follows:

- Crown Commercial Service / YPO/ ESPO - Multifunctional Devices, Managed Print and Content Services and Records and Information Management (RM3781)

This framework agreement will be awarded in Sept / Oct 2017. This option was discounted as it does not include provision for all of the service requirements set out above and is to be awarded in distinct lots to multiple suppliers.

5.7 Procurement Approach

5.7.1 Contract Duration and Advertising Route

5.7.1.1 The duration of the proposed Framework Agreement will be for a period of five years. A shorter contract period would inhibit best value as MFDs typically operated under five year lease or rental arrangements and offering a shorter contract duration a contractor would not be able obtain sufficient return on their investment if the contract period is less than 5 years

5.7.1.2 The tender opportunity will be advertised via www.finditinbirmingham.com, Contracts Finder and the Official Journal of the European Union (OJEU).

5.7.2 Procurement Route

The requirement will be tendered using the restricted route on the basis that:

- The service can be clearly defined
- There are a number of organisations who may express an interest in this Framework Agreement. Therefore, carrying out the pre-qualification process will ensure the shortlisted organisations meet the Council's requirements.

5.7.3 Scope and Specification

5.7.3.1 The following services and equipment will be included in the future Framework Agreement:

- Transactional print and associated services- e.g. leaflets, posters, mailing, bulk photocopying, and other printed material produced in small quantities;
- eCommunication services enabling online publishing of materials and other eCommunication channels. The aim is to support the migration from traditional printed formats to more cost effective online and eCommunication channels
- Multi Functional / print devices and associated software (MFDs) to include a separate solution for schools;
- Shredding/confidential waste;
- Postal voting ballot pack production and electronic verification of returned postal votes and;
- Elections print services – the printing of registration forms for the purpose of updating the Register of Electors and printing ballot papers and poll cards for elections.
- Any mailing work generated as a result of the above will utilise the Council's Royal Mail contract.

5.7.3.2 The Framework Agreement(s) will be tendered as two lots, with the option of a separate award for postal voting and elections print services. Further justifications for this approach are set out in the table below. Applicants may bid for one or both lots.

Lots	Services	No. of suppliers	Justification for the approach
1	(i) All of the above	Max	1 supplier - where an award

	services, with the option of making separate awards for postal voting and elections print services	Three	offers economies of scale. In this scenario it is possible that the successful suppliers will act as a managed service provider & subcontract parts of the service that cannot be self-delivered. 2 - 3 suppliers - where the Returning Officer deems a separate award more appropriate in the discharge of their statutory function for postal voting and elections print services
2	(ii) MFD provision for schools*	Max Three	Recognises the school's need for choice

5.8 Tender Structure (including Evaluation and Selection Criteria)

5.8.1 The evaluation of applications will be conducted in two stages:

5.8.1.1 Pre-Qualification Questionnaire (PQQ) Stage (pass / fail)

- Supplier Information
- Grounds for Mandatory Exclusion
- Grounds for Discretionary Exclusion – Part 1 and 2
- Economic and Financial Standing
- Technical and Professional Ability
- Environmental Management
- Insurances
- Compliance with Equalities Duties
- Health and Safety
- Quality Management
- Compliance with the BC4SR and the Living Wage
- Declaration
- Technical Experience and Competence
- References

The Council expects to invite no more than the top 5 ranked organisations, per lot to the Invitation to Tender stage, however it may invite more organisations where there is a negligible difference in the scores between the 5th applicant and the next placed applicant(s).

5.8.1.2 Invitation to Tender (ITT) Stage

The organisations shortlisted at PQQ stage will be invited to tender and sent the tender documentation for completion and return.

The ITT will be evaluated using the quality / social value and price criteria below that were established having due regard to the corporate document Evaluating Tender 'Guidance' which considers the complexity of the services to be provided.

Tenders will be evaluated against the specification in accordance with a pre-determined evaluation model using a quality / social value / price in accordance

with the % breakdowns set out below.

The evaluation of tenders for each lot will be divided into Assessment A, B and C as detailed below:

Lot 1 – all Services (inc where there is a separate award for postal voting and elections print services)

Assessment A – Quality (Written Proposals) – 40%

Written Proposals	Overall Weighting	Sub-Weighting
Service Delivery	100%	70%
Mobilisation		10%
Contract Management and Customer Care		20%

Tenderers who score more than the total quality score threshold of 60% ie a score of more than 300 out of a maximum quality score of 500 will proceed to assessment B – Social Value Proposals.

Assessment B – Social Value Proposals – 10%

Social Value Proposals	Overall Weighting	Sub-Weighting
Local Employment	100%	30%
Buy Birmingham First		20%
Partners in Communities		20%
Good Employer		10%
Green and Sustainable		10%
Ethical Procurement		10%

Tenderers who score more than the total social value score threshold of 50% ie a score of more than 250 out of a maximum social value score of 500 will proceed to assessment C – Price.

Assessment C - Price (50% Weighting)

The cost models used will be based on the Council's existing spend profile from the historic data available. This enables each tender to be assessed in a way which reflects the actual requirements to date to enable cost comparisons to be made.

Prices will be fixed for a period of 12 months from the date of award. Any increases after this date will not be permitted unless agreed by Corporate Procurement.

Lot 2 – MFD provision for schools

Assessment A – Quality (Written Proposals) – 20%

Written Proposals	Overall Weighting	Sub-Weighting
Service Delivery	100%	60%
Mobilisation		10%
Contract Management and Customer Care		30%

Tenderers who score more than the total quality score threshold of 60% ie a score of more than 300 out of a maximum quality score of 500 will proceed to assessment B – Social Value Proposals.

Assessment B – Social Value Proposals – 10%

Social Value Proposals	Overall Weighting	Sub-Weighting
Local Employment	100%	30%
Buy Birmingham First		20%
Partners in Communities		20%
Good Employer		10%
Green and Sustainable		10%
Ethical Procurement		10%

Tenderers who score more than the total social value score threshold of 50% ie a score of more than 250 out of a maximum social value score of 500 will proceed to assessment C – Price.

Assessment C - Price (70% Weighting)

The cost models used will be based on the School’s existing spend profile from the historic data available. This enables each tender to be assessed in a way which reflects the actual requirements to date to enable cost comparisons to be made.

Prices will be fixed for a period of 12 months from the date of award. Any increases after this date will not be permitted unless agreed by Corporate Procurement.

5.8.1.3 Overall Evaluation

The evaluation process will result in comparative quality, social value and price scores for each tenderer. For each element (quality, social value, price), the tender obtaining the highest marks will be awarded the maximum score for that element, with other tenders being allocated scores on a pro-rata basis.

5.8.1.4 Contracts under any framework agreement will be awarded in the following ways (lot 2 only)

- **Direct Award** – using the rates quoted by the successful service provider the customer will be able to identify the Supplier who provides the most economically advantageous offer an order will then be raised. If this service provider is unable to fulfil the order the second supplier will be approached and so forth.; or
- **Further Competition Exercise** –when a Customer is not able to identify the Supplier who provides the most economically advantageous offer a mini competition involving all those Suppliers who have demonstrated that they are capable of performing the Order will be conducted. The evaluation criteria to be used for a further competition exercise will be quality 0-10%, social value 10-20% and price 70-90%. The evaluation criteria will be decided by the officer that commissioned the further competition exercise who will also carry out the evaluation.

5.8.2 Evaluation Team

The evaluation of tenders will be undertaken by officers from:

- Communications
- Elections Office
- Records Management service
- Birmingham Property Services

supported by Corporate Procurement Services

5.9 Indicative Implementation Plan

Cabinet Approval (Strategy)	20 Sept 2016
OJEU Notice Issued	January 2017
Clarification Period	January 2017
PQQ Deadline Submission	February 2017
Evaluation Period	March 2017
Issue Tender	April 2017
Clarification Period	April – June 2017
ITT Return Date	July 2017
ITT Evaluations	Aug-Sept 2017
Delegated Contract Award	Oct 2017
Mobilisation period (if applicable)	Nov 17 – Mar 2018
Contract Start	1 st April 2018

5.10 Service Delivery Management

5.10.1 Contract management

The Council's contract(s) and framework arrangements will be managed by the Contract Manager, Contract Management team in Corporate Procurement Services.

5.10.2 Performance Monitoring

Day to day performance of the contract will be measured through a set of key performance indicators (KPI's). The KPI's will measure the delivery of the following key objectives.

- a) Financial - changing behaviours and improving efficiency should make a contribution to the financial challenge of the Council
- b) Customer/Citizen satisfaction - message is accurate and delivered on time
- c) Control of the Council brand and message
- d) Supporting delivery of Council policy
- e) Contract Management

6. Evaluation of alternative option(s):

- 6.1 **To do nothing** – this option was rejected as the Council would not be able to optimise corporate efficiencies and potential cost savings that a managed contract could create. In addition this would also mean that there would be no print or MFD contracts in place.
- 6.2 **Continue to operate a series of individual service specific contracts** – this option was rejected as it will not offer best value and opportunities for increased control and governance will be lost. In addition managing one or a smaller number of contracts will be a more effective use of officer time.
- 6.3 The alternative procurement options are detailed in 5.6.

7. Reasons for Decisions (s):

- 7.1 To enable the Assistant Director of Procurement to commence tendering activity for print services.

Signatures

	<u>Date</u>
.....
Angela Probert Strategic Director, Change & Support Services	
.....
Cllr Majid Mahmood, Cabinet Member, Value for Money and Efficiency	

List of Background Documents used to compile this Report:

1. Report to Cabinet Member For Commissioning, Contracting And Improvement Jointly With The Deputy Chief Executive dated 20 March 2014 - Contract Award for Transactional Printed Material (F0204)
2. Report to Director of Legal & Democratic Services dated 16th April 2013 - Contract Award for Printed Material for the Elections office (Contract Ref: F0210)
3. Report to Cabinet Committee (Procurement) dated 8th September 2011 - F0168 - Contract Award for the Postal Ballot Pack Production and Electronic Verification of Returned Postal Votes.
4. Report to Assistant Director – Procurement dated 26th March 2013 - Contract Award for the provision of on-site and off-site shredding of confidential waste services.
5. Report to Assistant Director – Procurement dated 25th October 2011 - Contract for the award of a framework agreement for the Provision of Multifunctional Devices and Print Room Devices (F0139)
6. Report to Assistant Director – Procurement dated 12th February 2015 - Call off contract award, under Lot 1 of the framework agreement F0139 (Provision of Multifunctional Devices (MFDs) and Print Room Devices)
7. Report to Assistant Director – Procurement dated 11th November 2015 - F139 MFDs, Print Room Devices and Print Management Software (SCN – framework extension)
8. Report to Assistant Director – Procurement dated 14th January 2016 - Contract Award for Provision of MFDs, Print Room Devices and Print Management Software
9. Report to Cabinet dated 22nd September 2015 - Hybrid Mail Solution

List of Appendices accompanying this Report (if any):

1. Service Delivery Options appraisal

Appendix 1

Service Delivery Options Appraisal

No.	Option	Can address the service outcomes (Yes / No / Maybe)	Comments / reason for exclusion
1	Decommission the Service: The cessation of the service whole or in part	No	Not applicable - there will always be a need for some print. Possibly revisit the specification for reduced service, as some elements of Service may be digitised. In addition for some elements there may be a statutory requirement to produce in the printed form.
2	Continue to provide the service in-house	No	N/A as the service is not currently provided in-house in addition the Council does not have the skills and resources necessary to undertake all of the activities. The potential opportunities identified are predicated on a single point of contact for the print services identified here
3	Setting up a new function or unit to deliver a particular service	No	Develop a Council DLO Service. Discounted due to the transfer of risk back to the Council given that the in house services were decommissioned, the existence of a vibrant market able to undertake the service and the service is not viewed as core Council business.
4	Support contracts/term contract framework agreements	No	N/A as there is no in-house service to supplement.
5	Commission the market to deliver service outcomes		
5i	- Contracts	Yes	As per existing service provision, although there will be some aggregation, as this is likely to deliver best value for money and required outcomes.
5ii	- Grants	No	N/A. No grants exist for this service.

6	Transfer some or all of an asset to the community, trust, charity, service user group or other body (including Social Enterprises).	No	N/A. No assets will be transferred.
7	Market Shaping to establish quality and adequacy of supply to meet a range of needs from individuals purchasers	No	N/A a vibrant market able to undertake the service already exists.
8	The re-negotiation of existing arrangements with current providers	No	N/A. Extension options in the existing contracts have already been taken up.
9i	The transfer of a function to another entity where there is to be a major transfer of assets.	No	N/A. There will not be a major transfer of assets.
9ii	The transfer of a function to another entity Transfer of a function to wholly owned company	No	N/A. No relevant wholly owned company exists.
10	The creation of a public-private partnership, through a strategic contract or joint venture company.	No	N/A. Discounted as significant investment in legal, finance, and technical advice is required
11	Use of established service delivery vehicle.	No	N/A no established service delivery vehicle exists.

12	The Joint Commissioning or delivery of the service outcomes (Collaboration)	Maybe	In Partnership with other Local Authorities. Discounted other local authorities either have in house print services or have pre-existing arrangements. In addition the framework agreement(s) will be let as collaborative arrangements that other public sector bodies can access. This will also be an income opportunity for the Council in the form of a rebate for all external spend.
13	Use a mixture or combination of options	No	N/A