



Department  
for Environment  
Food & Rural Affairs

Defra Group Commercial

T: 03459 335577  
helpline@defra.gsi.gov.uk  
www.gov.uk/defra



University of Nottingham  
Sutton Bonington Campus  
Loughborough  
Leicestershire  
LE12 5RD

Your ref:

Our ref:

Date:



Dear Sirs

**Award of contract for A review of the effectiveness of the dog microchipping legislation, ("the Procurement").**



Following your proposal for the supply of the above referenced requirement to the Department of the Environment, Food and Rural Affairs (Defra), we are pleased to award this contract to you.

This letter (Award Letter) and its Annexes set out the terms of the contract between Defra as the Customer and the University of Nottingham as the Contractor for the provision of the Services. Unless the context otherwise requires, capitalised expressions used in this Award Letter have the same meanings as in the terms and conditions of contract set out in Annex 1 to this Award Letter (the "**Conditions**"). In the event of any conflict between this Award Letter and the Conditions, this Award Letter shall prevail. Please do not attach any Contractor terms and conditions to this Award Letter as they will not be accepted by the Customer and may delay the conclusion of the Agreement.

For the purposes of the Agreement, the Customer and the Contractor agree as follows:

- 1) The Services shall be performed at the University of Nottingham
- 2) The charges for the Services shall be as set out in Annex 2.
- 3) The specification of the Services to be supplied is as set out in Annex 3.
- 4) The Term shall commence on the



- 5) The address for notices of the Parties are:

**Customer**

[REDACTED]  
Department for Environment, Food and  
Rural Affairs (Defra)  
Area 2D  
Nobel House  
17 Smith Square  
London SW1P 3JR

**Contractor**

[REDACTED]  
University of Nottingham  
Sutton Bonington Campus  
Loughborough  
Leicestershire  
LE12 5RD

- 6) The following persons are Key Personnel for the purposes of the Agreement:

[REDACTED]

[REDACTED]

- 7) The Customer may require the Contractor to ensure that any person employed in the provision of the Services has undertaken a Disclosure and Barring Service check. The Contractor shall ensure that no person who discloses that he/she has a conviction that is relevant to the nature of the Services, relevant to the work of the Customer, or is of a type otherwise advised by the Customer (each such conviction a "**Relevant Conviction**"), or is found by the Contractor to have a Relevant Conviction (whether as a result of a police check, a Disclosure and Barring Service check or otherwise) is employed or engaged in the provision of any part of the Services.

**Payment**

All invoices should be sent, quoting a valid purchase order number (PO Number), to: Defra – [Accounts-Payable.def@sscl.gov.uk](mailto:Accounts-Payable.def@sscl.gov.uk) or Shared Services Connected Limited, PO Box 790, Phoenix House, Celtic Springs Business Park, Newport, Gwent, NP10 8FZ. Within 10 Working Days of receipt of your acceptance of this letter via Bravo, we will send you a unique PO Number. You must be in receipt of a valid PO Number before submitting an invoice.

To avoid delay in payment it is important that the invoice is compliant and that it includes a valid PO Number, PO Number item number (if applicable) and the details (name and telephone number) of your Customer contact (i.e. Contract Manager). Non-compliant invoices will be sent back to you, which may lead to a delay in payment. If you have a query regarding an outstanding payment please contact our Accounts Payable section either by email to Defra – [Accounts-Payable.def@sscl.gov.uk](mailto:Accounts-Payable.def@sscl.gov.uk) or by telephone 0845 603 7262 between 09:00-17:00 Monday to Friday.

## Liaison

For general liaison your contact will continue to be [REDACTED]  
[REDACTED]

We thank you for your co-operation to date, and look forward to forging a successful working relationship resulting in a smooth and successful supply of the Goods. Acceptance of the award of this contract will be made by electronic signature carried out in accordance with the 1999 EU Directive 99/93 (Community framework for electronic signatures) and the UK Electronic Communications Act 2000. Acceptance of the offer comprised in this Agreement must be made within 7 days from the date of this Award Letter and the Agreement is formed on the date on which the Contractor communicates acceptance on the Customer's electronic contract management system ("Bravo"). No other form of acknowledgement will be accepted. Please remember to quote the reference number above in any future communications relating to this contract

Yours sincerely

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]



Department  
for Environment  
Food & Rural Affairs

# **Conditions of Contract Short Form – Services**

## **A Review of the Effectiveness of the Dog Microchipping Legislation**

**Project No. 27256**

**December 2019**

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**Annex 1**  
**Terms and Conditions of Contract for Services**

**1 Interpretation**

1.1 In these terms and conditions:

“Agreement”	means the contract between (i) the Customer acting as part of the Crown and (ii) the Supplier constituted by the Supplier’s countersignature of the Award Letter and includes the Award Letter and Annexes;
“Award Letter”	means the letter from the Customer to the Supplier printed above these terms and conditions;
“Central Government Body”	<p>means a body listed in one of the following sub-categories of the Central Government classification of the Public Sector Classification Guide, as published and amended from time to time by the Office for National Statistics:</p> <ul style="list-style-type: none"><li>(a) Government Department;</li><li>(b) Non-Departmental Public Body or Assembly Sponsored Public Body (advisory, executive, or tribunal);</li><li>(c) Non-Ministerial Department; or</li><li>(d) Executive Agency;</li></ul>
“Charges”	means the charges for the Services as specified in the Award Letter;
“Confidential Information”	means all information, whether written or oral (however recorded), provided by the disclosing Party to the receiving Party and which (i) is known by the receiving Party to be confidential; (ii) is marked as or stated to be confidential; or (iii) ought reasonably to be considered by the receiving Party to be confidential;
“Customer”	means the person named as Customer in the Award Letter;
“DPA”	means the Data Protection Act 1998;
“Expiry Date”	means the date for expiry of the Agreement as set out in the Award

Letter;

“FOIA”	means the Freedom of Information Act 2000;
“Information”	has the meaning given under section 84 of the FOIA;
“Key Personnel”	means any persons specified as such in the Award Letter or otherwise notified as such by the Customer to the Supplier in writing;
“Party”	means the Supplier or the Customer (as appropriate) and “Parties” shall mean both of them;
“Personal Data”	means personal data (as defined in the DPA) which is processed by the Supplier or any Staff on behalf of the Customer pursuant to or in connection with this Agreement;
“Purchase Order Number”	means the Customer’s unique number relating to the supply of the Services;
“Request for Information”	has the meaning set out in the FOIA or the Environmental Information Regulations 2004 as relevant (where the meaning set out for the term “request” shall apply);
“Services”	means the services to be supplied by the Supplier to the Customer under the Agreement;
“Specification”	means the specification for the Services (including as to quantity, description and quality) as specified in the Award Letter;
“Staff”	means all directors, officers, employees, agents, consultants and contractors of the Supplier and/or of any sub-contractor of the Supplier engaged in the performance of the Supplier’s obligations under the Agreement;
“Staff Vetting Procedures”	means vetting procedures that accord with good industry practice or, where requested by the Customer, the Customer’s procedures for the vetting of personnel as provided to the Supplier from time to time;
“Supplier”	means the person named as Supplier in the Award Letter;
“Term”	means the period from the start date of the Agreement set out in the Award Letter to the Expiry Date as such period may be extended in accordance with clause 4.2 or terminated in accordance with the terms and conditions of the Agreement;
“VAT”	means value added tax in accordance with the provisions of the Value

Added Tax Act 1994; and

“Working Day” means a day (other than a Saturday or Sunday) on which banks are open for business in the City of London.

1.2 In these terms and conditions, unless the context otherwise requires:

- 1.2.1 references to numbered clauses are references to the relevant clause in these terms and conditions;
- 1.2.2 any obligation on any Party not to do or omit to do anything shall include an obligation not to allow that thing to be done or omitted to be done;
- 1.2.3 the headings to the clauses of these terms and conditions are for information only and do not affect the interpretation of the Agreement;
- 1.2.4 any reference to an enactment includes reference to that enactment as amended or replaced from time to time and to any subordinate legislation or byelaw made under that enactment; and
- 1.2.5 the word ‘including’ shall be understood as meaning ‘including without limitation’.

## **2 Basis of Agreement**

- 2.1 The Award Letter constitutes an offer by the Customer to purchase the Services subject to and in accordance with the terms and conditions of the Agreement.
- 2.2 The offer comprised in the Award Letter shall be deemed to be accepted by the Supplier on receipt by the Customer of a copy of the Award Letter countersigned by the Supplier within [7] days of the date of the Award Letter.

## **3 Supply of Services**

- 3.1 In consideration of the Customer’s agreement to pay the Charges, the Supplier shall supply the Services to the Customer for the Term subject to and in accordance with the terms and conditions of the Agreement.
- 3.2 In supplying the Services, the Supplier shall:
  - 3.2.1 co-operate with the Customer in all matters relating to the Services and comply with all the Customer’s instructions;
  - 3.2.2 perform the Services with all reasonable care, skill and diligence in accordance with good industry practice in the Supplier’s industry, profession or trade;
  - 3.2.3 use Staff who are suitably skilled and experienced to perform tasks assigned to them, and in sufficient number to ensure that the Supplier’s obligations are fulfilled in accordance with the Agreement;
  - 3.2.4 ensure that the Services shall conform with all descriptions and specifications set out in the Specification;
  - 3.2.5 comply with all applicable laws; and
  - 3.2.6 provide all equipment, tools and vehicles and other items as are required to provide the Services.
- 3.3 The Customer may by written notice to the Supplier at any time request a variation to the scope of the Services. In the event that the Supplier agrees to any variation to the scope of the Services, the Charges shall be subject to fair and reasonable adjustment to be agreed in writing between the Customer and the Supplier.



#### **4 Term**

- 4.1 The Agreement shall take effect on the date specified in Award Letter and shall expire on the Expiry Date, unless it is otherwise extended in accordance with clause 4.2 or terminated in accordance with the terms and conditions of the Agreement.
- 4.2 The Customer may extend the Agreement for a period of up to 6 months by giving not less than 10 Working Days' notice in writing to the Supplier prior to the Expiry Date. The terms and conditions of the Agreement shall apply throughout any such extended period.

#### **5 Charges, Payment and Recovery of Sums Due**

- 5.1 The Charges for the Services shall be as set out in the Award Letter and shall be the full and exclusive remuneration of the Supplier in respect of the supply of the Services. Unless otherwise agreed in writing by the Customer, the Charges shall include every cost and expense of the Supplier directly or indirectly incurred in connection with the performance of the Services.
- 5.2 All amounts stated are exclusive of VAT which shall be charged at the prevailing rate. The Customer shall, following the receipt of a valid VAT invoice, pay to the Supplier a sum equal to the VAT chargeable in respect of the Services.
- 5.3 The Supplier shall invoice the Customer as specified in the Agreement. Each invoice shall include such supporting information required by the Customer to verify the accuracy of the invoice, including the relevant Purchase Order Number and a breakdown of the Services supplied in the invoice period.
- 5.4 In consideration of the supply of the Services by the Supplier, the Customer shall pay the Supplier the invoiced amounts no later than 30 days after verifying that the invoice is valid and undisputed and includes a valid Purchase Order Number. The Customer may, without prejudice to any other rights and remedies under the Agreement, withhold or reduce payments in the event of unsatisfactory performance.
- 5.5 If the Customer fails to consider and verify an invoice in a timely fashion the invoice shall be regarded as valid and undisputed for the purpose of paragraph 5.4 after a reasonable time has passed.
- 5.6 If there is a dispute between the Parties as to the amount invoiced, the Customer shall pay the undisputed amount. The Supplier shall not suspend the supply of the Services unless the Supplier is entitled to terminate the Agreement for a failure to pay undisputed sums in accordance with clause 16.4. Any disputed amounts shall be resolved through the dispute resolution procedure detailed in clause 19.
- 5.7 If a payment of an undisputed amount is not made by the Customer by the due date, then the Customer shall pay the Supplier interest at the interest rate specified in the Late Payment of Commercial Debts (Interest) Act 1998.
- 5.8 Where the Supplier enters into a sub-contract, the Supplier shall include in that sub-contract:
  - 5.8.1 provisions having the same effects as clauses 5.3 to 5.7 of this Agreement; and
  - 5.8.2 a provision requiring the counterparty to that sub-contract to include in any sub-contract which it awards provisions having the same effect as 5.3 to 5.8 of this Agreement.

5.8.3 In this clause 5.8, “sub-contract” means a contract between two or more suppliers, at any stage of remoteness from the Authority in a subcontracting chain, made wholly or substantially for the purpose of performing (or contributing to the performance of) the whole or any part of this Agreement.

5.9 If any sum of money is recoverable from or payable by the Supplier under the Agreement (including any sum which the Supplier is liable to pay to the Customer in respect of any breach of the Agreement), that sum may be deducted unilaterally by the Customer from any sum then due, or which may come due, to the Supplier under the Agreement or under any other agreement or contract with the Customer. The Supplier shall not be entitled to assert any credit, set-off or counterclaim against the Customer in order to justify withholding payment of any such amount in whole or in part.

## **6 Premises and equipment**

6.1 If necessary, the Customer shall provide the Supplier with reasonable access at reasonable times to its premises for the purpose of supplying the Services. All equipment, tools and vehicles brought onto the Customer’s premises by the Supplier or the Staff shall be at the Supplier’s risk.

6.2 If the Supplier supplies all or any of the Services at or from the Customer’s premises, on completion of the Services or termination or expiry of the Agreement (whichever is the earlier) the Supplier shall vacate the Customer’s premises, remove the Supplier’s plant, equipment and unused materials and all rubbish arising out of the provision of the Services and leave the Customer’s premises in a clean, safe and tidy condition. The Supplier shall be solely responsible for making good any damage to the Customer’s premises or any objects contained on the Customer’s premises which is caused by the Supplier or any Staff, other than fair wear and tear.

6.3 If the Supplier supplies all or any of the Services at or from its premises or the premises of a third party, the Customer may, during normal business hours and on reasonable notice, inspect and examine the manner in which the relevant Services are supplied at or from the relevant premises.

6.4 The Customer shall be responsible for maintaining the security of its premises in accordance with its standard security requirements. While on the Customer’s premises the Supplier shall, and shall procure that all Staff shall, comply with all the Customer’s security requirements.

6.5 Where all or any of the Services are supplied from the Supplier’s premises, the Supplier shall, at its own cost, comply with all security requirements specified by the Customer in writing.

6.6 Without prejudice to clause 3.2.6, any equipment provided by the Customer for the purposes of the Agreement shall remain the property of the Customer and shall be used by the Supplier and the Staff only for the purpose of carrying out the Agreement. Such equipment shall be returned promptly to the Customer on expiry or termination of the Agreement.

6.7 The Supplier shall reimburse the Customer for any loss or damage to the equipment (other than deterioration resulting from normal and proper use) caused by the Supplier or any Staff. Equipment supplied by the Customer shall be deemed to be in a good condition when received by the Supplier or relevant Staff unless the Customer is notified otherwise in writing within 5 Working Days.

## **7 Staff and Key Personnel**

- 7.1 If the Customer reasonably believes that any of the Staff are unsuitable to undertake work in respect of the Agreement, it may, by giving written notice to the Supplier:
- 7.1.1 refuse admission to the relevant person(s) to the Customer's premises;
  - 7.1.2 direct the Supplier to end the involvement in the provision of the Services of the relevant person(s); and/or
  - 7.1.3 require that the Supplier replace any person removed under this clause with another suitably qualified person and procure that any security pass issued by the Customer to the person removed is surrendered,
- and the Supplier shall comply with any such notice.
- 7.2 The Supplier shall:
- 7.2.1 ensure that all Staff are vetted in accordance with the Staff Vetting Procedures;
  - 7.2.2 if requested, provide the Customer with a list of the names and addresses (and any other relevant information) of all persons who may require admission to the Customer's premises in connection with the Agreement; and
  - 7.2.3 procure that all Staff comply with any rules, regulations and requirements reasonably specified by the Customer.
- 7.3 Any Key Personnel shall not be released from supplying the Services without the agreement of the Customer, except by reason of long-term sickness, maternity leave, paternity leave, termination of employment or other extenuating circumstances.
- 7.4 Any replacements to the Key Personnel shall be subject to the prior written agreement of the Customer (not to be unreasonably withheld). Such replacements shall be of at least equal status or of equivalent experience and skills to the Key Personnel being replaced and be suitable for the responsibilities of that person in relation to the Services.

## **8 Assignment and sub-contracting**

- 8.1 The Supplier shall not without the written consent of the Customer assign, sub-contract, novate or in any way dispose of the benefit and/ or the burden of the Agreement or any part of the Agreement. The Customer may, in the granting of such consent, provide for additional terms and conditions relating to such assignment, sub-contract, novation or disposal. The Supplier shall be responsible for the acts and omissions of its sub-contractors as though those acts and omissions were its own.
- 8.2 Where the Customer has consented to the placing of sub-contracts, the Supplier shall, at the request of the Customer, send copies of each sub-contract, to the Customer as soon as is reasonably practicable.
- 8.3 The Customer may assign, novate, or otherwise dispose of its rights and obligations under the Agreement without the consent of the Supplier provided that such assignment, novation or disposal shall not increase the burden of the Supplier's obligations under the Agreement.

## **9 Intellectual Property Rights**

- 9.1 All intellectual property rights in any materials provided by the Customer to the Supplier for the purposes of this Agreement shall remain the property of the Customer but the Customer hereby grants the Supplier a royalty-free, non-exclusive and non-transferable licence to use such materials as required until termination or

expiry of the Agreement for the sole purpose of enabling the Supplier to perform its obligations under the Agreement.

9.2 All intellectual property rights in any materials created or developed by the Supplier pursuant to the Agreement or arising as a result of the provision of the Services shall vest in the Supplier. If, and to the extent, that any intellectual property rights in such materials vest in the Customer by operation of law, the Customer hereby assigns to the Supplier by way of a present assignment of future rights that shall take place immediately on the coming into existence of any such intellectual property rights all its intellectual property rights in such materials (with full title guarantee and free from all third party rights).

9.3 The Supplier hereby grants the Customer:

9.3.1 a perpetual, royalty-free, irrevocable, non-exclusive licence (with a right to sub-license) to use all intellectual property rights in the materials created or developed pursuant to the Agreement and any intellectual property rights arising as a result of the provision of the Services; and

9.3.2 a perpetual, royalty-free, irrevocable and non-exclusive licence (with a right to sub-license) to use:

(a) any intellectual property rights vested in or licensed to the Supplier on the date of the Agreement; and

(b) any intellectual property rights created during the Term but which are neither created or developed pursuant to the Agreement nor arise as a result of the provision of the Services,

including any modifications to or derivative versions of any such intellectual property rights, which the Customer reasonably requires in order to exercise its rights and take the benefit of the Agreement including the Services provided.

9.4 The Supplier shall indemnify, and keep indemnified, the Customer in full against all costs, expenses, damages and losses (whether direct or indirect), including any interest, penalties, and reasonable legal and other professional fees awarded against or incurred or paid by the Customer as a result of or in connection with any claim made against the Customer for actual or alleged infringement of a third party's intellectual property arising out of, or in connection with, the supply or use of the Services, to the extent that the claim is attributable to the acts or omission of the Supplier or any Staff.

## **10 Governance and Records**

10.1 The Supplier shall:

10.1.1 attend progress meetings with the Customer at the frequency and times specified by the Customer and shall ensure that its representatives are suitably qualified to attend such meetings; and

10.1.2 submit progress reports to the Customer at the times and in the format specified by the Customer.

10.2 The Supplier shall keep and maintain until 6 years after the end of the Agreement, or as long a period as may be agreed between the Parties, full and accurate records of the Agreement including the Services supplied under it and all payments made by the Customer. The Supplier shall on request afford the Customer or the Customer's representatives such access to those records as may be reasonably requested by the Customer in connection with the Agreement.

## **11 Confidentiality, Transparency and Publicity**

### **11.1 Subject to clause 11, each Party shall:**

11.1.1 treat all Confidential Information it receives as confidential, safeguard it accordingly and not disclose it to any other person without the prior written permission of the disclosing Party; and

11.1.2 not use or exploit the disclosing Party's Confidential Information in any way except for the purposes anticipated under the Agreement.

### **11.2 Notwithstanding clause 11, a Party may disclose Confidential Information which it receives from the other Party:**

11.2.1 where disclosure is required by applicable law or by a court of competent jurisdiction;

11.2.2 to its auditors or for the purposes of regulatory requirements;

11.2.3 on a confidential basis, to its professional advisers;

11.2.4 to the Serious Fraud Office where the Party has reasonable grounds to believe that the other Party is involved in activity that may constitute a criminal offence under the Bribery Act 2010;

11.2.5 where the receiving Party is the Supplier, to the Staff on a need to know basis to enable performance of the Supplier's obligations under the Agreement provided that the Supplier shall procure that any Staff to whom it discloses Confidential Information pursuant to this clause 11.2.5 shall observe the Supplier's confidentiality obligations under the Agreement; and

#### **11.2.6 where the receiving Party is the Customer:**

(a) on a confidential basis to the employees, agents, consultants and contractors of the Customer;

(b) on a confidential basis to any other Central Government Body, any successor body to a Central Government Body or any company to which the Customer transfers or proposes to transfer all or any part of its business;

(c) to the extent that the Customer (acting reasonably) deems disclosure necessary or appropriate in the course of carrying out its public functions; or

(d) in accordance with clause 11.

and for the purposes of the foregoing, references to disclosure on a confidential basis shall mean disclosure subject to a confidentiality agreement or arrangement containing terms no less stringent than those placed on the Customer under this clause 11.

### **11.3 The Parties acknowledge that, except for any information which is exempt from disclosure in accordance with the provisions of the FOIA, the content of the Agreement is not Confidential Information and the Supplier hereby gives its consent for the Customer to publish this Agreement in its entirety to the general public (but with any information that is exempt from disclosure in accordance with the FOIA redacted) including any changes to the Agreement agreed from time to time. The Customer may consult with the Supplier to inform its decision regarding any redactions but shall have the final decision in its absolute discretion whether any of the content of the Agreement is exempt from disclosure in accordance with the**

provisions of the FOIA.

- 11.4 The Supplier shall not, and shall take reasonable steps to ensure that the Staff shall not, make any press announcement or publicise the Agreement or any part of the Agreement in any way, except with the prior written consent of the Customer.

## **12 Freedom of Information**

- 12.1 The Supplier acknowledges that the Customer is subject to the requirements of the FOIA and the Environmental Information Regulations 2004 and shall:
- 12.1.1 provide all necessary assistance and cooperation as reasonably requested by the Customer to enable the Customer to comply with its obligations under the FOIA and the Environmental Information Regulations 2004;
  - 12.1.2 transfer to the Customer all Requests for Information relating to this Agreement that it receives as soon as practicable and in any event within 2 Working Days of receipt;
  - 12.1.3 provide the Customer with a copy of all Information belonging to the Customer requested in the Request for Information which is in its possession or control in the form that the Customer requires within 5 Working Days (or such other period as the Customer may reasonably specify) of the Customer's request for such Information; and
  - 12.1.4 not respond directly to a Request for Information unless authorised in writing to do so by the Customer.
- 12.2 The Supplier acknowledges that the Customer may be required under the FOIA and the Environmental Information Regulations 2004 to disclose Information concerning the Supplier or the Services (including commercially sensitive information) without consulting or obtaining consent from the Supplier. In these circumstances the Customer shall, in accordance with any relevant guidance issued under the FOIA, take reasonable steps, where appropriate, to give the Supplier advance notice, or failing that, to draw the disclosure to the Supplier's attention after any such disclosure.
- 12.3 Notwithstanding any other provision in the Agreement, the Customer shall be responsible for determining in its absolute discretion whether any Information relating to the Supplier or the Services is exempt from disclosure in accordance with the FOIA and/or the Environmental Information Regulations 2004.

## **13 Protection of Personal Data and Security of Data**

- 13.1 The Supplier shall, and shall procure that all Staff shall, comply with any notification requirements under the DPA and both Parties shall duly observe all their obligations under the DPA which arise in connection with the Agreement.
- 13.2 Notwithstanding the general obligation in clause 13.1, where the Supplier is processing Personal Data for the Customer as a data processor (as defined by the DPA) the Supplier shall:
- 13.2.1 ensure that it has in place appropriate technical and organisational measures to ensure the security of the Personal Data (and to guard against unauthorised or unlawful processing of the Personal Data and against accidental loss or destruction of, or damage to, the Personal Data), as required under the Seventh Data Protection Principle in Schedule 1 to the DPA;
  - 13.2.2 provide the Customer with such information as the Customer may reasonably request to satisfy itself that the Supplier is complying with its obligations under

the DPA;

13.2.3 promptly notify the Customer of:

- (a) any breach of the security requirements of the Customer as referred to in clause 13; and
- (b) any request for personal data; and

13.2.4 ensure that it does not knowingly or negligently do or omit to do anything which places the Customer in breach of the Customer's obligations under the DPA.

13.3 When handling Customer data (whether or not Personal Data), the Supplier shall ensure the security of the data is maintained in line with the security requirements of the Customer as notified to the Supplier from time to time.

## **14 Liability**

14.1 The Supplier shall not be responsible for any injury, loss, damage, cost or expense suffered by the Customer if and to the extent that it is caused by the negligence or wilful misconduct of the Customer or by breach by the Customer of its obligations under the Agreement.

14.2 Subject always to clauses 14.1 and 14.4:

14.2.1 the aggregate liability of the Supplier in respect of all defaults, claims, losses or damages howsoever caused, whether arising from breach of the Agreement, the supply or failure to supply of the Services, misrepresentation (whether tortious or statutory), tort (including negligence), breach of statutory duty or otherwise shall in no event exceed a sum equal to 125% of the Charges paid or payable to the Supplier; and

14.2.2 except in the case of claims arising under clauses 9.4 and 18.3, in no event shall the Supplier be liable to the Customer for any:

- (a) loss of profits;
- (b) loss of business;
- (c) loss of revenue;
- (d) loss of or damage to goodwill;
- (e) loss of savings (whether anticipated or otherwise); and/or
- (f) any indirect, special or consequential loss or damage.

14.3 Nothing in the Agreement shall be construed to limit or exclude either Party's liability for:

14.3.1 death or personal injury caused by its negligence or that of its Staff;

14.3.2 fraud or fraudulent misrepresentation by it or that of its Staff; or

14.3.3 any other matter which, by law, may not be excluded or limited.

14.4 The Supplier's liability under the indemnity in clause 9.4 and 18.3 shall be unlimited.

## **15 Force Majeure**

Neither Party shall have any liability under or be deemed to be in breach of the Agreement for any delays or failures in performance of the Agreement which result from circumstances beyond the reasonable control of the Party affected. Each Party shall

promptly notify the other Party in writing when such circumstances cause a delay or failure in performance and when they cease to do so. If such circumstances continue for a continuous period of more than two months, either Party may terminate the Agreement by written notice to the other Party.

## **16 Termination**

- 16.1 The Customer may terminate the Agreement at any time by notice in writing to the Supplier to take effect on any date falling at least 1 month (or, if the Agreement is less than 3 months in duration, at least 10 Working Days) later than the date of service of the relevant notice.
- 16.2 Without prejudice to any other right or remedy it might have, the Customer may terminate the Agreement by written notice to the Supplier with immediate effect if the Supplier:
  - 16.2.1 (without prejudice to clause 16, is in material breach of any obligation under the Agreement which is not capable of remedy;
  - 16.2.2 repeatedly breaches any of the terms and conditions of the Agreement in such a manner as to reasonably justify the opinion that its conduct is inconsistent with it having the intention or ability to give effect to the terms and conditions of the Agreement;
  - 16.2.3 is in material breach of any obligation which is capable of remedy, and that breach is not remedied within 30 days of the Supplier receiving notice specifying the breach and requiring it to be remedied;
  - 16.2.4 undergoes a change of control within the meaning of section 416 of the Income and Corporation Taxes Act 1988;
  - 16.2.5 breaches any of the provisions of clauses 7.2, 11, 13 and 17;
  - 16.2.6 becomes insolvent, or if an order is made or a resolution is passed for the winding up of the Supplier (other than voluntarily for the purpose of solvent amalgamation or reconstruction), or if an administrator or administrative receiver is appointed in respect of the whole or any part of the Supplier's assets or business, or if the Supplier makes any composition with its creditors or takes or suffers any similar or analogous action (to any of the actions detailed in this clause 16.2.6) in consequence of debt in any jurisdiction; or
  - 16.2.7 fails to comply with legal obligations in the fields of environmental, social or labour law.
- 16.3 The Supplier shall notify the Customer as soon as practicable of any change of control as referred to in clause 16.2.4 or any potential such change of control.
- 16.4 The Supplier may terminate the Agreement by written notice to the Customer if the Customer has not paid any undisputed amounts within 90 days of them falling due.
- 16.5 Termination or expiry of the Agreement shall be without prejudice to the rights of either Party accrued prior to termination or expiry and shall not affect the continuing rights of the Parties under this clause and clauses 2, 3.2, 6.1, 6.2, 6.6, 6.7, 7, 9, 10.2, 11, 12, 13, 14, 16.6, 17.4, 18.3, 19 and 20.7 or any other provision of the Agreement that either expressly or by implication has effect after termination.
- 16.6 Upon termination or expiry of the Agreement, the Supplier shall:
  - 16.6.1 give all reasonable assistance to the Customer and any incoming supplier of the Services; and
  - 16.6.2 return all requested documents, information and data to the Customer as soon as reasonably practicable.



## **17 Compliance**

- 17.1 The Supplier shall promptly notify the Customer of any health and safety hazards which may arise in connection with the performance of its obligations under the Agreement. The Customer shall promptly notify the Supplier of any health and safety hazards which may exist or arise at the Customer's premises and which may affect the Supplier in the performance of its obligations under the Agreement.
- 17.2 The Supplier shall:
- 17.2.1 comply with all the Customer's health and safety measures while on the Customer's premises; and
  - 17.2.2 notify the Customer immediately in the event of any incident occurring in the performance of its obligations under the Agreement on the Customer's premises where that incident causes any personal injury or damage to property which could give rise to personal injury.
- 17.3 The Supplier shall:
- 17.3.1 perform its obligations under the Agreement in accordance with all applicable equality Law and the Customer's equality and diversity policy as provided to the Supplier from time to time; and
  - 17.3.2 take all reasonable steps to secure the observance of clause 17.3.1 by all Staff.
- 17.4 The Supplier shall supply the Services in accordance with the Customer's environmental policy as provided to the Supplier from time to time.
- 17.5 The Supplier shall comply with, and shall ensure that its Staff shall comply with, the provisions of:
- 17.5.1 the Official Secrets Acts 1911 to 1989; and
  - 17.5.2 section 182 of the Finance Act 1989.

## **18 Prevention of Fraud and Corruption**

- 18.1 The Supplier shall not offer, give, or agree to give anything, to any person an inducement or reward for doing, refraining from doing, or for having done or refrained from doing, any act in relation to the obtaining or execution of the Agreement or for showing or refraining from showing favour or disfavour to any person in relation to the Agreement.
- 18.2 The Supplier shall take all reasonable steps, in accordance with good industry practice, to prevent fraud by the Staff and the Supplier (including its shareholders, members and directors) in connection with the Agreement and shall notify the Customer immediately if it has reason to suspect that any fraud has occurred or is occurring or is likely to occur.
- 18.3 If the Supplier or the Staff engages in conduct prohibited by clause 18.1 or commits fraud in relation to the Agreement or any other contract with the Crown (including the Customer) the Customer may:
- 18.3.1 terminate the Agreement and recover from the Supplier the amount of any loss suffered by the Customer resulting from the termination, including the cost reasonably incurred by the Customer of making other arrangements for the supply of the Services and any additional expenditure incurred by the Customer throughout the remainder of the Agreement; or

18.3.2 recover in full from the Supplier any other loss sustained by the Customer in consequence of any breach of this clause.

## **19 Dispute Resolution**

- 19.1 The Parties shall attempt in good faith to negotiate a settlement to any dispute between them arising out of or in connection with the Agreement and such efforts shall involve the escalation of the dispute to an appropriately senior representative of each Party.
- 19.2 If the dispute cannot be resolved by the Parties within one month of being escalated as referred to in clause 19.1 the dispute may by agreement between the Parties be referred to a neutral adviser or mediator (the “**Mediator**”) chosen by agreement between the Parties. All negotiations connected with the dispute shall be conducted in confidence and without prejudice to the rights of the Parties in any further proceedings.
- 19.3 If the Parties fail to appoint a Mediator within one month, or fail to enter into a written agreement resolving the dispute within one month of the Mediator being appointed, either Party may exercise any remedy it has under applicable law.

## **20 General**

- 20.1 Each of the Parties represents and warrants to the other that it has full capacity and authority, and all necessary consents, licences and permissions to enter into and perform its obligations under the Agreement, and that the Agreement is executed by its duly authorised representative.
- 20.2 A person who is not a party to the Agreement shall have no right to enforce any of its provisions which, expressly or by implication, confer a benefit on him, without the prior written agreement of the Parties.
- 20.3 The Agreement cannot be varied except in writing signed by a duly authorised representative of both the Parties.
- 20.4 The Agreement contains the whole agreement between the Parties and supersedes and replaces any prior written or oral agreements, representations or understandings between them. The Parties confirm that they have not entered into the Agreement on the basis of any representation that is not expressly incorporated into the Agreement. Nothing in this clause shall exclude liability for fraud or fraudulent misrepresentation.
- 20.5 Any waiver or relaxation either partly, or wholly of any of the terms and conditions of the Agreement shall be valid only if it is communicated to the other Party in writing and expressly stated to be a waiver. A waiver of any right or remedy arising from a breach of contract shall not constitute a waiver of any right or remedy arising from any other breach of the Agreement.
- 20.6 The Agreement shall not constitute or imply any partnership, joint venture, agency, fiduciary relationship or other relationship between the Parties other than the contractual relationship expressly provided for in the Agreement. Neither Party shall have, nor represent that it has, any authority to make any commitments on the other Party's behalf.
- 20.7 Except as otherwise expressly provided by the Agreement, all remedies available to either Party for breach of the Agreement (whether under the Agreement, statute or common law) are cumulative and may be exercised concurrently or separately, and the exercise of one remedy shall not be deemed an election of such remedy to the exclusion of other remedies.

20.8 If any provision of the Agreement is prohibited by law or judged by a court to be unlawful, void or unenforceable, the provision shall, to the extent required, be severed from the Agreement and rendered ineffective as far as possible without modifying the remaining provisions of the Agreement, and shall not in any way affect any other circumstances of or the validity or enforcement of the Agreement.

## **21 Notices**

21.1 Any notice to be given under the Agreement shall be in writing and may be served by personal delivery, first class recorded or, subject to clause Error! Reference source not found., e-mail to the address of the relevant Party set out in the Award Letter, or such other address as that Party may from time to time notify to the other Party in accordance with this clause:

21.2 Notices served as above shall be deemed served on the Working Day of delivery provided delivery is before 5.00pm on a Working Day. Otherwise delivery shall be deemed to occur on the next Working Day. An email shall be deemed delivered when sent unless an error message is received.

21.3 Notices under clauses 15 (Force Majeure) and 16 (Termination) may be served by email only if the original notice is then sent to the recipient by personal delivery or recorded delivery in the manner set out in clause Error! Reference source not found..

## **22 Governing Law and Jurisdiction**

The validity, construction and performance of the Agreement, and all contractual and non-contractual matters arising out of it, shall be governed by English law and shall be subject to the exclusive jurisdiction of the English courts to which the Parties submit.

## **23 Contractor's Performance and Personnel**

23.1 The Contract will be monitored throughout the year, specifically at bi-monthly and annual contract review meetings. The Contractor shall properly manage and monitor the Project and immediately inform the Authority if any aspect of the Agreement is not being or is unable to be performed.

23.2 Any performance issues highlighted at the bi-monthly contract review meetings will be addressed by the Contractor, who will be required to provide an improvement plan to address all issues highlighted within a week of the meeting. Performance management and KPI performance will be a key feature of the Contract Review meetings.

23.3 The Contractor shall provide all the necessary facilities and Equipment necessary to complete the Project.

The Contractor shall deploy sufficient personnel of appropriate qualifications, competence and experience to complete the Project to time and shall ensure that those personnel are properly managed and supervised.

The Contractor shall give the Authority, if so requested, such particulars as the Authority may reasonably require of all persons who are or may be at any time employed on the Project.

If, after due consultation with the Contractor, the Authority gives the Contractor notice that any person or Equipment is to be removed from involvement in a Project, the Contractor

shall take immediate steps to comply with such notice and such decision of the Authority shall be final and conclusive.

The Contractor shall take all reasonable steps to avoid any changes of Key Personnel, but where the Contractor considers it necessary to do so, he will give the Authority not less than one month's notice of any intention to change any Key Personnel and the reasons for such change.

## **24 UNSATISFACTORY PERFORMANCE**

24.1 Where in the reasonable opinion of the Authority the Contractor has failed to:

24.1.1 comply with any of the warranties;

24.1.2 fulfil their obligations under the Reports and Intellectual Property Schedules; or

24.1.3 progress the Project in accordance with the objectives, approaches and research plan, and milestones agreed for the Project.

the Authority may give the Contractor a notice specifying the way in which their performance falls short of the requirements of the Contract, or is otherwise unsatisfactory.

24.2 Where the Contractor has been notified of a failure in accordance with Condition 24.1 the Authority may:

direct the Contractor, to remedy the failure at their own expense within such time as may be specified by the Authority; and/or

withhold or reduce payments to the Contractor, in such amount as the Authority reasonably deems appropriate in each particular case.

24.3 If, having been notified of any failure, the Contractor fails to remedy it in accordance with Condition 24.2, the Authority may treat the continuing failure as a material breach of the Agreement.

## Annex 2 - Charges

### PRICING SCHEDULE

#### 1. Project Cost Breakdown

Read the **Guidelines** for the Cost Breakdown (below) before completing this part of the form for the costs of delivering the project.

Only fill in the rows that are applicable.

If the project has joint contractors or sub-contractors details, these costs should be submitted separately in Section 3 of this form.

Cost	£
Pay costs	
Consumables	
Equipment	
Travel expenses	
Overheads	
Sub contracts	
Other	
<b>Total costs</b>	

#### 2. Stage Payments

The Authority will pay the University of Nottingham in accordance with the Award Letter . Please note the final instalment will be issued upon successful completion of the project to Defra's satisfaction.

#### 3. Cost details

Please describe and explain what costs are included in Consumables, Equipment (include equipment to be used in project, and justification for further purchases), Travel expenses, Sub contracts and 'Other' in the above table.

The Travel expenses include Travel to Defra on three occasions for both the Principal and Co-Investigator. Initial Meeting for stakeholders, final stakeholder workshop and a progress meeting in between.

### 3. Joint and Sub-contractor costs

If the project has sub-contractors or joint-contractors use this box to provide a breakdown of each of their costs in the same format to the table in 1. **Please copy and paste one table per joint contractor and one table per sub-contractor.**

[REDACTED]

## **Annex 3 - Specification**

This Section sets out the Authority's requirements.

The Authority is the UK Government Department responsible for the Environment, Food and Rural Affairs (Defra). The Authority's priorities are to secure a healthy natural environment; a sustainable, low-carbon economy; a thriving farming sector and a sustainable, healthy and secure food supply.

### **A REVIEW OF THE EFFECTIVENESS OF THE DOG MICROCHIPPING LEGISLATION**

#### **Background**

A key component in promoting dog welfare is to achieve better traceability of all dogs and their keepers. Traceability allows lost dogs to be quickly re-united with their owners and avoids dogs having to spend unnecessary time in kennels with possible attendant welfare problems or having to be re-homed. It also allows abandoned dogs and nuisance dogs to be traced to their owners who may then be held to account. It may also lead back to irresponsible breeders or identify stolen dogs and help bring those responsible to account.

In order to improve traceability of dogs and ultimately dog welfare, regulations were introduced in England, Scotland and Wales which required all dogs to be microchipped. The existing regulations are:

- The Microchipping of Dogs (England) Regulations 2015
- The Microchipping of Dogs (Wales) Regulations 2015
- The Microchipping of Dogs (Scotland) Regulations 2016

These regulations required all dogs (with certain requirements and/or exceptions) to be microchipped by April 2016. The regulations set out the requirements that each microchip must meet and the information that must be included on the microchip databases. This includes a requirement for the details of the dog's keeper to be kept up to date.

The regulations in England include a requirement they are reviewed by February 2020, to assess whether the objectives have been achieved and whether they remain appropriate. The Welsh Government also has a public commitment to review enforcement. The main objective of this research will be to provide a review of the effectiveness of the legislation in England, Scotland and Wales according to the compliance with the regulations and to what extent the intended impacts in improving issues around traceability of pet dogs as set out in the Impact Assessment have been realised. We are also keen to consider any additional benefits or unintended impacts of the legislation as well as any barriers to compliance for any party affected by the regulations.

The Authority are also aware that several stakeholders would like to see the legislation extended to include the compulsory microchipping of cats. They point to data on the number of cats taken to rescue centres that are not microchipped to support their campaign. This research should also explore the proportion of cats that are already microchipped and any specific differences that a cat microchipping regime would need to factor in.

## **B: Project aims and objectives**

### **1. Collate existing research and data on microchipping issues**

#### **a. Meeting of evidence forum**

The Defra Animal Welfare team has established connections with a number of stakeholders, e.g. Not for Profit organisations (NGO's) such as RSPCA, Dogs Trust, People's Dispensary for Sick Animals (PDSA), Battersea Dogs & Cats Home and the Canine and Feline Sector Group, (CFSG). At the start of the project we suggest that a meeting with stakeholders is convened for the appointed Supplier to establish which data are available to support the project. The meeting will be organised by Defra and it should be completed within the first month of the project.

#### **b. Review of literature**

For each objective below, a brief review of previous research is necessary to ensure the project builds on previous findings and there is no duplication of effort.

<b>Objective</b>	<b>Deliverables</b>
2. Robust estimate of the proportion of dogs in England, Scotland and Wales that have compliant microchips	Figure for the proportion of dogs microchipped with an explanation of how confident we can be in this estimate based on the available data as well as anything which can be done to improve the estimate
3. Identifying barriers to compliance for dog keepers	Identify the key barriers to compliance with the legislation for dog keepers
4. Assessment of impact of legislation on dog traceability issues including enforcement	Identify the impacts of the legislation to improve issues of dog traceability for enforcement bodies
5. Assessment of compliance of microchip database companies	Identify the impacts of the legislation to improve compliance of microchip database companies
6. Assessment of data on adverse reactions and failure of microchips	Analysis of data for proportion of adverse reactions and failures of microchips
7. Assessment of current status of cat microchipping for all objectives described above	For objectives 1-6, collect similar data for cats and where not possible due to lack of available data, make this clear. This could either be presented next to each section for dogs or as a standalone section, to be discussed with Defra



## **2. Robust estimate of the proportion of dogs in England, Scotland and Wales that have compliant microchips**

The Authority can provide data in respects to the dog population and those dogs that have been microchipped on request. A key part of this objective would be to integrate these data sets to:

- a. Provide an estimate of microchipped dog population based on:
  - i. Dogs microchipped: As part of the regulations the Authority can provide access to the data stored on the microchip company databases on request.
  - ii. Dog population: The Authority has regular contact with a range of organisations who have produced estimates for UK dog population Access to this data is available on request from the authority. One such estimate is in development and may not be available until early 2020. This should be factored into any project schedule.
- b. Evaluate the confidence we can have in this estimate to inform policy decisions by:
  - i. Assessing the quality of the data sources used to generate the estimate
  - ii. Comparing the estimate to other estimates of microchipping.
- c. Give recommendations for any additional data that could be collected in future research to improve the estimate of microchipped dogs.

## **3. Identifying barriers to compliance for dog keepers**

Defra is keen to understand the barriers that prevent dog keepers from complying with legislation. This should build on data collected by other researchers e.g. PDSA PAW report to avoid duplication of effort. Defra are interested in any approaches that would include 'harder to reach' pet owners within this estimate, to provide a fully representative sample of the overall population.

The table below suggests some of the themes that Defra expect in this objective and an assessment of their priority in addition to any agreed suggestions at tender stage.

<b>Essential</b>	<b>Lower priority</b>
Has the keeper microchipped their dog and any barriers to this? Where was the dog microchipped?	Has the keeper had any experience of a traceability issue for their dog and was the microchip used to help resolve it?
Which microchipping company has the keeper got their microchip registered with? What is their experience of the interface and engagement from the microchip database company?	Name of pet (useful to compare to data on databases. (But potential data protection issue)
Has the keeper kept details on the database up to date and any barriers to this? (e.g. cost, extent to which process is a web-based one and whether the keeper has IT access/IT literacy etc.)	Is the keeper aware that it is a legal requirement to microchip their dog?

Was the dog microchipped when it came from breeder? (if the keeper is not also the breeder)	Has the keeper had any experience of adverse reactions in their dog to microchip implantation
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#### **4. Assessment of impact of legislation on dog traceability issues including enforcement**

This will require surveying of/ meeting with different groups to get access to different information. Defra have provided suggestions for each group. Suggestions from tenderers will also be expected. The outputs of this objective should include the following:

- What are the trends in the numbers of dogs being kennelled, rehomed or put down? Has this changed since implementation of regulations?
- Have regulations improved traceability of nuisance dogs to keepers including those involved in livestock worrying?
- Have regulations improved proportion of lost/stolen dogs traced to keepers?
- Irresponsible breeders – perhaps indicated by non-compliance with regulations that require breeders to microchip dogs before selling them.
- Use of enforcement powers for non-compliance or other dog control issues which required the microchipping data, including any prosecutions – this should build on data collected by Battersea from local authorities. We are keen to establish whether the responsibility for enforcement is clear between different parties

#### **5. Assessment of compliance of microchip database companies**

Regulation 6 of the microchipping regulations sets out requirements for database operators. Defra need to understand the role that the microchipping database companies have in encouraging owners to update details and how much ongoing engagement there is after sale of microchips in each case.

To assess this involves a combination of inspecting data from databases, testing each interface as well as speaking to database operators directly by interview or survey. Defra would expect tenderers to describe how this objective would be tested. Detailed approaches by tenderers on how this would be achieved should be provided.

#### **6. Assessment of data on adverse reactions and failure of microchips**

Defra require analysis of data collected by Veterinary Medicines Directorate (VMD) on adverse reactions to microchip implantation to clarify the proportion of microchip implantations that are unsuccessful as well as the explanations for their failure. Anecdotal evidence of any adverse reactions from keepers and other stakeholders and whether fear of adverse reactions influences attitudes of keepers towards compliance.

## **7. Assessment of current status of cat microchipping for all objectives described above**

Given the interest in extending the microchipping regulations to cover cats, an assessment of cat microchipping would be beneficial to provide further understanding of the differences that a potential cat microchipping regime would need to factor in.

Defra recognise that for certain questions it may be more challenging to provide as much detail as for dogs e.g. comparably robust estimates of cat population may not be available to support a reliable estimate of cat microchipping prevalence. Outputs from this objective will be reported with an evaluation of how reliable the findings are as well as setting out a recommendation on how an effective cat microchipping regime could work.

## **8. Stakeholder workshop**

The appointed Supplier shall prepare presentation materials and facilitate a workshop with key stakeholders to gather views on the findings of the research and provide suggestions for how the policy might be improved for dogs and extended to cats.

## **9. Collate information collected from other objectives into a final report. This should include:**

- a. An assessment of whether the expected impacts identified in the Impact Assessment materialised and whether there have been any unintended impacts of the regulations
- b. An assessment of the overall effectiveness of The Microchipping of Dogs (England) Regulations 2015 regulations, The Microchipping of Dogs (Wales) Regulations 2015 and The Microchipping of Dogs (Scotland) Regulations 2016 as well as any policy recommendations
- c. An assessment of cat microchipping and recommendations for the Defra companion animal policy team to consider for how regulations could be extended to cats
- d. Each deliverable described above should be collated in a final report. This will be subject to external peer review and Defra will not pay the final payment for the project until it is satisfied with the quality of the report

#### **Annex 4 - PROCESSING, PERSONAL DATA AND DATA SUBJECTS**

1. This Schedule shall be completed by the Authority, who may take account of the view of the Contractor, however the final decision as to the content of this Schedule shall be with the Authority at its absolute discretion.
2. The contact details of the Authority Data Protection Officer are:
3. [REDACTED]
4. The contact details of the Contractor Data Protection Officer are:  
[REDACTED]
5. The Contractor shall comply with any further written instructions with respect to processing by the Authority.
6. Any such further instructions shall be incorporated into this Schedule.

<b>Data Processing descriptor</b>	<b>Narrative</b>
Identity of the Controller and Processor	<p>The Parties acknowledge that for the purposes of the Data Protection Legislation, the parties are independent Controllers in relation to the Personal Data that may be shared.</p> <p>In respect of Personal Data in respect of which the Parties are independent Controllers, Clauses [13.1 to 13.14] will not apply.</p>
Subject matter of the processing	A review of the effectiveness of the dog microchipping policy
Duration of the processing	6 months
Nature and purposes of the processing	Primary and secondary data analysis for the execution of the above-mentioned project.
Type of Personal Data	No personal data are expected to be collected. All data will be collected anonymously.
Categories of Data Subject	

<p>Plan for return and destruction of the data once the processing is complete</p> <p>UNLESS requirement under union or member state law to preserve that type of data</p>	<p>All primary data will be anonymized and held securely at the University of Nottingham for the duration of 7 years after the completion of the project. Any return or disposal of secondary data received from other project stakeholders will be conducted according to the stakeholder's request.</p>
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## ANNEX 5 – KEY PERFORMANCE INDICATORS

### Key Performance Indicators

*To be agreed at inception meeting*

No.	KPI	KPI Description	KPI Rating		
1	Reporting	Timeliness and accuracy of all reports	Below expectations	Meets expectations	Exceeds expectations
2	Project Management	Degree to which milestones and deliverables are completed within agreed upon schedule	Below expectations	Meets expectations	Exceeds expectations
3	Deliverable Quality	Deliverables are completed with a high level of quality, professionalism, and attention to detail	Occasionally meets expected quality	Regularly meets expected quality	Always meets expected quality
4	Innovation	Supplier continually provides innovative ideas (e.g. technology enhancements, process efficiencies, etc.)	Disagree	Neutral	Agree