

**Dated
January 2016**

Care Quality Commission

-and-

AGREEMENT

Accent Marketing and Research Ltd

CQC AM 106

CQC Online Community Recruitment

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A. GENERAL PROVISIONS

A1 Definitions and Interpretation

A1.1 In this Contract unless the context otherwise requires the following provisions shall have the meanings given to them below:

“Approval” means the written consent of the Client.

“Client” means Care Quality Commission

Commencement Date” means the date of the Contract.

“Commercially Sensitive Information” means the information (i) listed in the Commercially Sensitive Information Schedule; or (ii) notified to the Client in writing (prior to the commencement of this Agreement) which has been clearly marked as Commercially Sensitive Information comprised of information:

(a) which is provided by the Contractor to the Authority in confidence for the period set out in that Schedule or notification; and/or

(b) that constitutes a trade secret.

“Confidential Information” means any information which has been designated as confidential by either Party in writing or that ought to be considered as confidential (however it is conveyed or on whatever media it is stored) including information the disclosure of which would, or would be likely to, prejudice the commercial interests of any person, trade secrets, Intellectual Property Rights and know-how of either Party and all personal data and sensitive personal data within the meaning of the DPA. Confidential Information shall not include information which:

(i) was public knowledge at the time of disclosure (otherwise than by breach of clause E3 (Confidential Information));

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- (ii) was in the possession of the receiving Party, without restriction as to its disclosure, before receiving it from the disclosing Party;
- (iii) is received from a third party (who lawfully acquired it) without restriction as to its disclosure; or
- (iv) is independently developed without access to the Confidential Information.

“Contract” means this written agreement between the Client and the Contractor consisting of these clauses and any attached Schedules.

“Contracting Authority” means any contracting authority as defined in Regulation 3 of the Public Contracts Regulations 2006.

“Contractor” means the person, firm or company with whom the Client enters into the Contract.

“Contract Period” means the period from the Commencement Date to:

- (a) the date of expiry set out in clause A2 (Initial Contract Period), or
- (b) following an extension pursuant to clause F8 (Extension of Initial Contract Period), the date of expiry of the extended period,

or such earlier date of termination or partial termination of the agreement in accordance with the Law or the provisions of the Contract.

“Contract Price” means the price (exclusive of any applicable VAT), payable to the Contractor by the Client under the Contract, as set out in the Pricing Schedule, for the full and proper performance by the Contractor of its obligations under the Contract but before taking into account the effect

of any adjustment of price in accordance with clause C4 (Price Adjustment on Extension of Initial Contract Period).

“Crown” means the government of the United Kingdom (including the Northern Ireland Executive Committee and Northern Ireland Departments, the Scottish Executive and the National Assembly for Wales), including, but not limited to, government ministers, government departments, government and particular bodies and government agencies.

“Default” means any breach of the obligations of the relevant Party (including but not limited to fundamental breach or breach of a fundamental term) or any other default, act, omission, negligence or negligent statement of the relevant Party or the Staff in connection with or in relation to the subject-matter of the Contract and in respect of which such Party is liable to the other.

“DPA” means the Data Protection Act 1998 and any subordinate legislation made under such Act from time to time together with any guidance and/or codes of practice issued by the Information Commissioner or relevant government department in relation to such legislation.

“Environmental Information Regulations” means the Environmental Information Regulations 2004 and any guidance and/or codes of practice issued by the Information Commissioner or relevant government department in relation to such regulations.

“Equipment” means the Contractor’s equipment, plant, materials and such other items supplied and used by the Contractor in the performance of its obligations under the Contract.

“Fees Regulations” means the Freedom of Information and Data Protection (Appropriate Limit and Fees) Regulations 2004.

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“FOIA” means the Freedom of Information Act 2000 and any subordinate legislation made under this Act from time to time together with any guidance and/or codes of practice issued by the Information Commissioner or relevant government department in relation to such legislation.

“Force Majeure” means any event or occurrence which is outside the reasonable control of the Party concerned and which is not attributable to any act or failure to take preventative action by that Party, including fire; flood; violent storm; pestilence; explosion; malicious damage; armed conflict; acts of terrorism; nuclear, biological or chemical warfare; or any other disaster, natural or man-made, but excluding:

- (a) any industrial action occurring within the Contractor’s or any sub-contractor’s organisation; or
- (b) the failure by any any sub-contractor to perform its obligations under any sub-contract.

“Fraud” means any offence under Laws creating offences in respect of fraudulent acts or at common law in respect of fraudulent acts in relation to the Contract or defrauding or attempting to defraud or conspiring to defraud the Crown.

“Good Industry Practice” means standards, practices, methods and procedures conforming to the Law and the degree of skill and care, diligence, prudence and foresight which would reasonably and ordinarily be expected from a skilled and experienced person or body engaged in a similar type of undertaking under the same or similar circumstances.

“Information” has the meaning given under section 84 of the FOIA.

“Initial Contract Period” means the period from the Commencement Date to the date of expiry set out in clause A2 (Initial Contract Period), or such

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earlier date of termination of the Contract in accordance with the Law or the provisions of the Contract.

“Intellectual Property Rights” means patents, inventions, trade marks, service marks, logos, design rights (whether registerable or otherwise), applications for any of the foregoing, copyright, database rights, domain names, trade or business names, moral rights and other similar rights or obligations whether registerable or not in any country (including but not limited to the United Kingdom) and the right to sue for passing off.

“Key Personnel” means those persons named in the Specification as being key personnel.

“Law” means any applicable Act of Parliament, subordinate legislation within the meaning of Section 21(1) of the Interpretation Act 1978, exercise of the royal prerogative, enforceable community right within the meaning of Section 2 of the European Communities Act 1972, regulatory policy, guidance or industry code, judgment of a relevant court of law, or directives or requirements or any Regulatory Body of which the Contractor is bound to comply.

“Monitoring Schedule” means the Schedule containing details of the monitoring arrangements.

“Month” means calendar month.

“Party” means a party to the Contract.

“Premises” means the location where the Services are to be supplied, as set out in the Specification.

“Pricing Schedule” means the Schedule containing details of the Contract Price.

“Property” means the property, other than real property, issued or made available to the Contractor by the Client in connection with the Contract.

“Quality Standards” means the quality standards published by BSI British Standards, the National Standards Body of the United Kingdom, the International Organisation for Standardization or other reputable or equivalent body, (and their successor bodies) that a skilled and experienced operator in the same type of industry or business sector as the Contractor would reasonably and ordinarily be expected to comply with, and as may be further detailed in the Specification Schedule.

“Receipt” means the physical or electronic arrival of the invoice at the address of the Client detailed at clause A5.3 or at any other address given by the Client to the Contractor for the submission of invoices.

“Regulatory Bodies” means those government departments and regulatory, statutory and other entities, committees, ombudsmen and bodies which, whether under statute, rules, regulations, codes of practice or otherwise, are entitled to regulate, investigate, or influence the matters dealt with in the Contract or any other affairs of the Client and “Regulatory Body” shall be construed accordingly.

“Replacement Contractor” means any third party service provider appointed by the Client to supply any services which are substantially similar to any of the Services and which the Client receives in substitution for any of the Services following the expiry, termination or partial termination of the Contract.

“Request for Information” shall have the meaning set out in FOIA or the Environmental Information Regulations as relevant (where the meaning set out for the term “request” shall apply).

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"Relevant Convictions" means a conviction that is relevant to the nature of the Services [or as listed by the Client and/or relevant to the work of the Client]

"Schedule" means a schedule attached to, and forming part of, the Contract.

"Services" means the services to be supplied as specified in the Specification.

"Specification" means the description of the Services to be supplied under the Contract as set out in the Specification Schedule including, where appropriate, the Key Personnel, the Premises and the Quality Standards.

"Specification Schedule" means the Schedule containing details of the Specification.

"Staff" means all persons employed by the Contractor to perform its obligations under the Contract together with the Contractor's servants, agents, suppliers and sub-contractors used in the performance of its obligations under the Contract.

"Staff Vetting Procedure" means the Client's procedures for the vetting of personnel and as advised to the Contractor by the Client.

"Tender" means the document(s) submitted by the Contractor to the Client in response to the Client's invitation to suppliers for formal offers to supply it with the Services.

"Variation" has the meaning given to it in clause F3.1 (Variation).

"VAT" means value added tax in accordance with the provisions of the Value Added Tax Act 1994.

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

A1.2 The interpretation and construction of this Contract shall be subject to the following provisions:

- (a) words importing the singular meaning include where the context so admits the plural meaning and vice versa;
- (b) words importing the masculine include the feminine and the neuter;
- (c) reference to a clause is a reference to the whole of that clause unless stated otherwise;
- (d) reference to any statute, enactment, order, regulation or other similar instrument shall be construed as a reference to the statute, enactment, order, regulation or instrument as amended by any subsequent enactment, modification, order, regulation or instrument as subsequently amended or re-enacted;
- (e) reference to any person shall include natural persons and partnerships, firms and other incorporated bodies and all other legal persons of whatever kind and however constituted and their successors and permitted assigns or transferees;
- (f) the words “include”, “includes” and “including” are to be construed as if they were immediately followed by the words “without limitation”; and
- (g) headings are included in the Contract for ease of reference only and shall not affect the interpretation or construction of the Contract.

A2 Initial Contract Period

The Contract shall take effect on 06th January 2016 and shall expire automatically on 05th January 2017 unless it is otherwise terminated in accordance with the provisions of the Contract, or otherwise lawfully terminated, or extended under clause F8 (Extension of Initial Contract Period).

A3 Contractor's Status

At all times during the Contract Period the Contractor shall be an independent contractor and nothing in the Contract shall create a contract of employment, a relationship of agency or partnership or a joint venture between the Parties and accordingly neither Party shall be authorised to act in the name of, or on behalf of, or otherwise bind the other Party save as expressly permitted by the terms of the Contract.

A4 Client's Obligations

Save as otherwise expressly provided, the obligations of the Client under the Contract are obligations of the Client in its capacity as a contracting counterparty and nothing in the Contract shall operate as an obligation upon, or in any other way fetter or constrain the Client in any other capacity, nor shall the exercise by the Client of its duties and powers in any other capacity lead to any liability under the Contract (howsoever arising) on the part of the Client to the Contractor.

A5 Notices

A5.1 Except as otherwise expressly provided within the Contract, no notice or other communication from one Party to the other shall have any validity

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under the Contract unless made in writing by or on behalf of the Party concerned.

A5.2 Any notice or other communication which is to be given by either Party to the other shall be given by letter (sent by hand, first class post, recorded delivery or special delivery), or by facsimile transmission or electronic mail (confirmed in either case by letter). Such letters shall be addressed to the other Party in the manner referred to in clause A5.3. Provided the relevant communication is not returned as undelivered, the notice or communication shall be deemed to have been given [2] Working Days after the day on which the letter was posted, or [4] hours, in the case of electronic mail or facsimile transmission or sooner where the other Party acknowledges receipt of such letters, facsimile transmission or item of electronic mail.

A5.3 For the purposes of clause A5.2, the address of each Party shall be:

- (a) For the Client:
Care Quality Commission
Address: 151 Buckingham Palace Road
London
SW1W 9SZ
[REDACTED]
[REDACTED]
[REDACTED]
- (b) For the Contractor:
Accent Marketing and Research Ltd
30 City Road
London
EC1Y 2AB

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

A5.4 Either Party may change its address for service by serving a notice in accordance with this clause.

A6 Mistakes in Information

The Contractor shall be responsible for the accuracy of all drawings, documentation and information supplied to the Client by the Contractor in connection with the supply of the Services and shall pay the Client any extra costs occasioned by any discrepancies, errors or omissions therein.

A7 Conflicts of Interest

A7.1 The Contractor shall take appropriate steps to ensure that neither the Contractor nor any Staff is placed in a position where, in the reasonable opinion of the Client, there is or may be an actual conflict, or a potential conflict, between the pecuniary or personal interests of the Contractor and the duties owed to the Client under the provisions of the Contract. The Contractor will disclose to the Client full particulars of any such conflict of interest which may arise.

A7.2 The Client reserves the right to terminate the Contract immediately by notice in writing and/or to take such other steps it deems necessary where, in the reasonable opinion of the Client, there is or may be an actual conflict, or a potential conflict, between the pecuniary or personal interests of the Contractor and the duties owed to the Client under the provisions of the Contract. The actions of the Client pursuant to this clause shall not

prejudice or affect any right of action or remedy which shall have accrued or shall thereafter accrue to the Client.

B. SUPPLY OF SERVICES

B1 The Services

B1.1 The Contractor shall supply the Services during the Contract Period in accordance with the Client's requirements as set out in the Specification and the provisions of the Contract in consideration of the payment of the Contract Price. The Client may inspect and examine the manner in which the Contractor supplies the Services at the Premises during normal business hours on reasonable notice.

B1.2 If the Client informs the Contractor in writing that the Client reasonably believes that any part of the Services does not meet the requirements of the Contract or differ in any way from those requirements, and this is other than as a result of a Default by the Client, the Contractor shall at its own expense re-schedule and carry out the Services in accordance with the requirements of the Contract within such reasonable time as may be specified by the Client.

B1.3 Subject to the Client providing written consent in accordance with clause B2.2 (Provision and Removal of Equipment), timely supply of the Services shall be of the essence of the Contract, including in relation to commencing the supply of the Services within the time agreed or on a specified date.

B2 Provision and Removal of Equipment

B2.1 The Contractor shall provide all the Equipment necessary for the supply of the Services.

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- B2.2 The Contractor shall not deliver any Equipment nor begin any work on the Premises without obtaining prior Approval.
- B2.3 All Equipment brought onto the Premises shall be at the Contractor's own risk and the Client shall have no liability for any loss of or damage to any Equipment unless the Contractor is able to demonstrate that such loss or damage was caused or contributed to by the Client's Default. The Contractor shall provide for the haulage or carriage thereof to the Premises and the removal of Equipment when no longer required at its sole cost. Unless otherwise agreed, Equipment brought onto the Premises will remain the property of the Contractor.
- B2.4 The Contractor shall maintain all items of Equipment within the Premises in a safe, serviceable and clean condition.
- B2.5 The Contractor shall, at the Client's written request, at its own expense and as soon as reasonably practicable:
- (a) remove from the Premises any Equipment which in the reasonable opinion of the Client is either hazardous, noxious or not in accordance with the Contract; and
 - (b) replace such item with a suitable substitute item of Equipment.
- B2.6 On completion of the Services the Contractor shall remove the Equipment together with any other materials used by the Contractor to supply the Services and shall leave the Premises in a clean, safe and tidy condition. The Contractor is solely responsible for making good any damage to the Premises or any objects contained thereon, other than fair wear and tear, which is caused by the Contractor or any Staff.

B3 Manner of Carrying Out the Services

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B3.1 The Contractor shall at all times comply with the Quality Standards, and where applicable shall maintain accreditation with the relevant Quality Standards authorisation body. To the extent that the standard of Services has not been specified in the Contract, the Contractor shall agree the relevant standard of the Services with the Client prior to the supply of the Services and, in any event, the Contractor shall perform its obligations under the Contract in accordance with the Law and Good Industry Practice.

B3.2 The Contractor shall ensure that all Staff supplying the Services shall do so with all due skill, care and diligence and shall possess such qualifications, skills and experience as are necessary for the proper supply of the Services.

B4 Key Personnel

B4.1 The Contractor acknowledges that the Key Personnel are essential to the proper provision of the Services to the Client. The Key Personnel shall be responsible for services outlines in our statement of requirements.

B4.2 The Key Personnel shall not be released from supplying the Services without the agreement of the Client, except by reason of long-term sickness, maternity leave, paternity leave or termination of employment and other extenuating circumstances.

B4.3 Any replacements to the Key Personnel shall be subject to the agreement of the Client. 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.

B4.4 The Client shall not unreasonably withhold its agreement under clauses B4.2 or B4.3. Such agreement shall be conditional on appropriate arrangements being made by the Contractor to minimise any adverse impact on the Contract which could be caused by a change in Key Personnel.

B5 Contractor's Staff

B5.1 The Client may, by written notice to the Contractor, refuse to admit onto, or withdraw permission to remain on, the Premises:

(a) any member of the Staff; or

(b) any person employed or engaged by any member of the Staff,

whose admission or continued presence would, in the reasonable opinion of the Client, be undesirable.

B5.2 At the Client's written request, the Contractor shall provide a list of the names and addresses of all persons who may require admission in connection with the Contract to the Premises, specifying the capacities in which they are concerned with the Contract and giving such other particulars as the Client may reasonably request.

B5.3 The Contractor's Staff, engaged within the boundaries of the Premises, shall comply with such rules, regulations and requirements (including those relating to security arrangements) as may be in force from time to time for the conduct of personnel when at or outside the Premises.

B5.4 The Contractor shall comply with Staff Vetting Procedures in respect of all persons employed or engaged in the provision of the Services. The Contractor confirms that all persons employed or engaged by the Contractor were vetted and recruited on a basis that is equivalent to and no less strict than the Staff Vetting Procedures.

B5.5 The Client may require the Contractor to ensure that any person employed in the provision of the Services has undertaken a Criminal Records Bureau check as per the Staff Vetting Procedures. The Contractor shall ensure that no person who discloses that he/she has a Relevant Conviction, or is found

by the Contractor to have a Relevant Conviction (whether as a result of a police check or through the Criminal Records Bureau check or otherwise) is employed or engaged in the provision of any part of the Services.

B5.6 If the Contractor fails to comply with clause B5.2 within [2] Months of the date of the request and in the reasonable opinion of the Client, such failure may be prejudicial to the interests of the Crown, then the Client may terminate the Contract, provided always that such termination shall not prejudice or affect any right of action or remedy which shall have accrued or shall thereafter accrue to the Client.

B5.7 The decision of the Client as to whether any person is to be refused access to the Premises and as to whether the Contractor has failed to comply with clause B5.2 shall be final and conclusive.

B6 Inspection of Premises

Save as the Client may otherwise direct, the Contractor is deemed to have inspected the Premises before submitting its Tender and to have made appropriate enquiries so as to be satisfied in relation to all matters connected with the performance of its obligations under the Contract.

B7 Licence to occupy Premises

B7.1 Any land or Premises made available from time to time to the Contractor by the Client in connection with the Contract, shall be made available to the Contractor on a non-exclusive licence basis free of charge and shall be used by the Contractor solely for the purpose of performing its obligations under the Contract. The Contractor shall have the use of such land or Premises as licensee and shall vacate the same on completion, termination or abandonment of the Contract.

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- B7.2 The Contractor shall limit access to the land or Premises to such Staff as is necessary to enable it to perform its obligations under the Contract and the Contractor shall co-operate (and ensure that its Staff co-operate) with such other persons working concurrently on such land or Premises as the Client may reasonably request.
- B7.3 Should the Contractor require modifications to the Premises, such modifications shall be subject to prior Approval and shall be carried out by the Client at the Contractor's expense. The Client shall undertake approved modification work without undue delay. Ownership of such modifications shall rest with the Client.
- B7.4 The Contractor shall (and shall ensure that its Staff shall) observe and comply with such rules and regulations as may be in force at any time for the use of such Premises as determined by the Client, and the Contractor shall pay for the cost of making good any damage caused by the Contractor or its Staff other than fair wear and tear. For the avoidance of doubt, damage includes damage to the fabric of the buildings, plant, fixed equipment or fittings therein.
- B7.5 The Parties agree that there is no intention on the part of the Client to create a tenancy of any nature whatsoever in favour of the Contractor or its Staff and that no such tenancy has or shall come into being and, notwithstanding any rights granted pursuant to the Contract, the Client retains the right at any time to use any premises owned or occupied by it in any manner it sees fit.

B8 Property

- B8.1 Where the Client issues Property free of charge to the Contractor such Property shall be and remain the property of the Client and the Contractor irrevocably licences the Client and its agents to enter upon any premises of the Contractor during normal business hours on reasonable notice to

recover any such Property. The Contractor shall not in any circumstances have a lien or any other interest on the Property and the Contractor shall at all times possess the Property as fiduciary agent and bailee of the Client. The Contractor shall take all reasonable steps to ensure that the title of the Client to the Property and the exclusion of any such lien or other interest are brought to the notice of all sub-contractors and other appropriate persons and shall, at the Client's request, store the Property separately and ensure that it is clearly identifiable as belonging to the Client.

B8.2 The Property shall be deemed to be in good condition when received by or on behalf of the Contractor unless the Contractor notifies the Client otherwise within 5 Working Days of receipt.

B8.3 The Contractor shall maintain the Property in good order and condition (excluding fair wear and tear), and shall use the Property solely in connection with the Contract and for no other purpose without prior Approval.

B8.4 The Contractor shall ensure the security of all the Property whilst in its possession, either on the Premises or elsewhere during the supply of the Services, in accordance with the Client's reasonable security requirements as required from time to time.

B8.5 The Contractor shall be liable for all loss of, or damage to, the Property (excluding fair wear and tear), unless such loss or damage was caused by the Client's Default. The Contractor shall inform the Client within [2] Working Days of becoming aware of any defects appearing in, or losses or damage occurring to, the Property.

B9 Offers of Employment

For the duration of the Contract and for a period of 12 months thereafter neither the Client nor the Contractor shall employ or offer employment to

any of the other Party's staff who have been associated with the procurement and/or the contract management of the Services without that other Party's prior written consent.

C PAYMENT AND CONTRACT PRICE

C1 Contract Price

C1.1 In consideration of the Contractor's performance of its obligations under the Contract, the Client shall pay the Contract Price in accordance with clause C2 (Payment and VAT).

C1.2 The Client shall, in addition to the Contract Price and following Receipt of a valid VAT invoice, pay the Contractor a sum equal to the VAT chargeable on the value of the Services supplied in accordance with the Contract.

C2 Payment and VAT

C2.1 The Client shall pay all sums due to the Contractor within 30 days of Receipt of a valid invoice, submitted monthly in arrears.

C2.2 The Contractor shall ensure that each invoice contains all appropriate references and a detailed breakdown of the Services supplied and that it is supported by any other documentation reasonably required by the Client to substantiate the invoice.

C2.3 Where the Contractor enters into a sub-contract with a supplier or contractor for the purpose of performing its obligations under the Contract, it shall ensure that a provision is included in such a sub-contract which requires payment to be made of all sums due by the Contractor to the sub-contractor within a specified period not exceeding 30 days from the receipt of a valid invoice.

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C2.4 The Contractor shall add VAT to the Contract Price at the prevailing rate as applicable.

C2.5 The Contractor shall indemnify the Client on a continuing basis against any liability, including any interest, penalties or costs incurred, which is levied, demanded or assessed on the Client at any time in respect of the Contractor's failure to account for or to pay any VAT relating to payments made to the Contractor under the Contract. Any amounts due under this clause C2.5 shall be paid by the Contractor to the Client not less than 5 Working Days before the date upon which the tax or other liability is payable by the Client.

C2.6 The Contractor shall not suspend the supply of the Services unless the Contractor is entitled to terminate the Contract under clause H2.3 (Termination on Default) for failure to pay undisputed sums of money. Interest shall be payable by the Client on the late payment of any undisputed sums of money properly invoiced in accordance with the Late Payment of Commercial Debts (Interest) Act 1998.

C3 Recovery of Sums Due

C3.1 Wherever under the Contract any sum of money is recoverable from or payable by the Contractor (including any sum which the Contractor is liable to pay to the Client in respect of any breach of the Contract), the Client may unilaterally deduct that sum from any sum then due, or which at any later time may become due to the Contractor under the Contract or under any other agreement or contract with the Client.

C3.2 Any overpayment by either Party, whether of the Contract Price or of VAT or otherwise, shall be a sum of money recoverable by the Party who made the overpayment from the Party in receipt of the overpayment.

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C3.3 The Contractor shall make all payments due to the Client without any deduction whether by way of set-off, counterclaim, discount, abatement or otherwise unless the Contractor has a valid court order requiring an amount equal to such deduction to be paid by the Client to the Contractor.

C3.4 All payments due shall be made within a reasonable time unless otherwise specified in the Contract, in cleared funds, to such bank or building society account as the recipient Party may from time to time direct.

C4 Price adjustment on extension of the Initial Contract Period

C4.1 The Contract Price shall apply for the Initial Contract Period. In the event that the Client agrees to extend the Initial Contract Period pursuant to clause F8 (Extension of Initial Contract Period) the Client shall, in the 6 month period prior to the expiry of the Initial Contract Period, enter into good faith negotiations with the Contractor (for a period of not more than 30 Working Days) to agree a variation in the Contract Price.

C4.2 If the Parties are unable to agree a variation in the Contract Price in accordance with clause C4.1, the Contract shall terminate at the end of the Initial Contract Period.

C4.3 If a variation in the Contract Price is agreed between the Client and the Contractor, the revised Contract Price will take effect from the first day of any period of extension and shall apply during such period of extension.

C4.4 Any increase in the Contract Price pursuant to clause C4.1 shall not exceed the percentage change in the Office of National Statistics' Consumer Prices Index (CPI) (or another such index specified in the Pricing Schedule) between the Commencement Date and the date 6 Months before the end of the Initial Contract Period.

C5 Euro

- C5.1 Any requirement of Law to account for the Services in Euro, (or to prepare for such accounting) instead of and/or in addition to sterling, shall be implemented by the Contractor free of charge to the Client.
- C5.2 The Client shall provide all reasonable assistance to facilitate compliance with clause C5.1 by the Contractor.

D. STATUTORY OBLIGATIONS AND REGULATIONS

D1 Prevention of Corruption

- D1.1 The Contractor shall not offer or give, or agree to give, to the Client or any other public body or any person employed by or on behalf of the Client or any other public body any gift or consideration of any kind as 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 Contract or any other contract with the Client or any other public body, or for showing or refraining from showing favour or disfavour to any person in relation to the Contract or any such contract.
- D1.2 The Contractor warrants that it has not paid commission or agreed to pay commission to the Client or any other public body or any person employed by or on behalf of the Client or any other public body in connection with the Contract.
- D1.3 If the Contractor, its Staff or anyone acting on the Contractor's behalf, engages in conduct prohibited by clauses D1.1 or D1.2, the Client may:
- (a) terminate the Contract and recover from the Contractor the amount of any loss suffered by the Client resulting from the termination, including the cost reasonably incurred by the Client of making

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other arrangements for the supply of the Services and any additional expenditure incurred by the Client throughout the remainder of the Contract Period; or

- (b) recover in full from the Contractor any other loss sustained by the Client in consequence of any breach of those clauses.

D2 Prevention of Fraud

D2.1 The Contractor shall take all reasonable steps, in accordance with Good Industry Practice, to prevent Fraud by Staff and the Contractor (including its shareholders, members, directors) in connection with the receipt of monies from the Client.

D2.2 The Contractor shall notify the Client immediately if it has reason to suspect that any Fraud has occurred or is occurring or is likely to occur.

D2.3 If the Contractor or its Staff commits Fraud in relation to this or any other contract with the Crown (including the Client) the Client may:

- (a) terminate the Contract and recover from the Contractor the amount of any loss suffered by the Client resulting from the termination, including the cost reasonably incurred by the Client of making other arrangements for the supply of the Services and any additional expenditure incurred by the Client throughout the remainder of the Contract Period; or
- (b) recover in full from the Contractor any other loss sustained by the Client in consequence of any breach of this clause.

D3 Discrimination

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D3.1 The Contractor shall not unlawfully discriminate either directly or indirectly on such grounds as race, colour, ethnic or national origin, disability, sex or sexual orientation, religion or belief, or age and without prejudice to the generality of the foregoing the Contractor shall not unlawfully discriminate within the meaning and scope of the Sex Discrimination Act 1975, the Race Relations Act 1976, the Equal Pay Act 1970, the Disability Discrimination Act 1995, the Employment Equality (Sexual Orientation) Regulations 2003, the Employment Equality (Religion or Belief) Regulations 2003, the Employment Equality (Age) Regulations 2006, the Equality Act 2006, the Human Rights Act 1998 or other relevant or equivalent legislation, or any statutory modification or re-enactment thereof.

D3.2 The Contractor shall take all reasonable steps to secure the observance of clause D3.1 by all Staff.

D4 The Contracts (Rights of Third Parties) Act 1999

A person who is not a Party to the Contract 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 both Parties. This clause does not affect any right or remedy of any person which exists or is available apart from the Contracts (Rights of Third Parties) Act 1999 and does not apply to the Crown.

D5 Environmental Requirements

The Contractor shall, when working on the Premises, perform its obligations under the Contract in accordance with the Client's environmental policy, which is to conserve energy, water, wood, paper and other resources, reduce waste and phase out the use of ozone depleting substances and minimise the release of greenhouse gases, volatile organic compounds and other substances damaging to health and the environment.

D6 Health and Safety

D6.1 The Contractor shall promptly notify the Client of any health and safety hazards which may arise in connection with the performance of its obligations under the Contract. The Client shall promptly notify the Contractor of any health and safety hazards which may exist or arise at the Premises and which may affect the Contractor in the performance of its obligations under the Contract, this will include a provision of the clients health and safety policy and associated documents were appropriate.

D6.2 While on the Premises, the Contractor shall comply with any health and safety measures implemented by the Client in respect of Staff and other persons working there.

D6.3 The Contractor shall notify the Client immediately in the event of any incident occurring in the performance of its obligations under the Contract on the Premises where that incident causes any personal injury or damage to property which could give rise to personal injury.

D6.4 The Contractor shall comply with the requirements of the Health and Safety at Work etc. Act 1974 and any other acts, orders, regulations and codes of practice relating to health and safety, which may apply to Staff and other persons working on the Premises in the performance of its obligations under the Contract. This will include the provision of appropriate risk assessments, safe systems of work, permits to work, evidence of competence were appropriate.

D6.5 The Contractor shall ensure that its health and safety policy statement (as required by the Health and Safety at Work etc Act 1974) and any associated documents are is made available to the Client on request.

E PROTECTION OF INFORMATION

E1 Data Protection Act

E1.1 For the purposes of this Clause E1, the terms “Data Controller”, “Data Processor”, “Data Subject”, “Personal Data”, “Process” and “Processing shall have the meaning prescribed under the DPA.

E1.2 The Contractor shall (and shall ensure that all of its Staff) comply with any notification requirements under the DPA and both Parties will duly observe all their obligations under the DPA which arise in connection with the Contract.

E1.3 Notwithstanding the general obligation in clause E1.2, where the Contractor is processing Personal Data (as defined by the DPA) as a Data Processor for the Client the Contractor shall:

- (a) Process the Personnel Data only in accordance with instructions from the Client (which may be specific instructions or instructions of a general nature) as set out in this Contract or as otherwise notified by the Contracting Authority;
- (b) comply with all applicable laws;
- (c) Process the Personal Data only to the extent; and in such manner as is necessary for the provision of the Provider’s obligations under this Contract or as is required by Law or any Regulatory Body;

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- (d) implement appropriate technical and organisational measures to protect the Personal Data against unauthorised or unlawful Processing and against accidental loss, destruction, damage, alteration or disclosure. These measures shall be appropriate to the harm which might result from any unauthorised or unlawful Processing, accidental loss, destruction or damage to the Personal Data and having regard to the nature of the Personal Data which is to be protected;
- (e) take reasonable steps to ensure the reliability of its staff and agents who may have access to the Personal Data;
- (f) obtain prior written consent from the Contracting Authority in order to transfer the Personal Data to any sub-contractor for the provision of the Services;
- (g) not cause or permit the Personal Data to be transferred outside of the European Economic Area without the prior consent of the Client;
- (h) ensure that all staff and agents required to access the Personal Data are informed of the confidential nature of the Personal Data and comply with the obligations set out in this clause E1;
- (i) ensure that none of the staff and agents publish disclose or divulge any of the Personal Data to any third parties unless directed in writing to do so by the Client

not disclose Personnel Data to any third parties in any circumstances other than with the written consent of the Client or in compliance with a legal obligation imposed upon the Client; and

E1.4 notify the Client (within [five] Working Days) if it receives:

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- (a) a request from a Data Subject to have access to that person's Personal Data; or
- (b) a complaint or request relating to the Client's obligations under the DPA;

E1.5 The provision of this Clause E1 shall apply during the Contract Period and indefinitely after its expiry.

E2 Official Secrets Acts 1911 to 1989, S182 of the Finance Act 1989

E2.1 The Contractor shall comply with, and shall ensure that its Staff comply with, the provisions of:

- (a) the Official Secrets Acts 1911 to 1989; and
- (b) Section 182 of the Finance Act 1989.

E2.2 In the event that the Contractor or its Staff fail to comply with this clause, the Client reserves the right to terminate the Contract by giving notice in writing to the Contractor.

E3 Confidential Information

E3.1 The parties acknowledge that, except for any information which is exempt from disclosure in accordance with the provisions of the FOIA, the content of this Contract is not Confidential Information. The Client shall be responsible for determining in its absolute discretion whether any of the content of the Contract is exempt from disclosure in accordance with the provisions of the FOIA. Notwithstanding any other term of this Contract,

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the Contractor hereby gives his consent for the Client to publish the Contract in its entirety, (but with any information which is exempt from disclosure in accordance with the provisions of the FOIA redacted) including from time to time agreed changes to the Agreement, to the general public.

E3.2

- (i) The Client may consult with the Contractor to inform its decision regarding any redactions but the Client shall have the final decision in its absolute discretion.
- (ii) The Contractor shall assist and cooperate with the Client to enable the Client to publish this Contract.

E4 Freedom of Information

E4.1

The Contractor acknowledges that the Client is subject to the requirements of the FOIA and the Environmental Information Regulations and shall assist and cooperate with the Client to enable the Client to comply with its Information disclosure obligations.

E4.2

The Contractor shall and shall procure that any sub-contractors shall transfer to the Client all Requests for Information that it receives as soon as practicable and in any event within [two] Working Days of receiving a Request for Information;

- (a) provide the Client with a copy of all Information in its possession, or power in the form that the Client requires within [five] Working Days (or such other period as the Client may specify) of the Client's request; and

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- (b) provide all necessary assistance as reasonably requested by the Client to enable the Client to respond to the Request for Information within the time for compliance set out in section 10 of the FOIA or Regulation 5 of the Environmental Information Regulations.

E4.3 The Client shall be responsible for determining in its absolute discretion and notwithstanding any other provision in this Agreement or any other agreement whether the Commercially Sensitive Information and/or any other Information is exempt from disclosure in accordance with the provisions of the FOIA or the Environmental Information Regulations

E4.4 In no event shall the Contractor respond directly to a Request for Information unless expressly authorised to do so by the Client.

E4.5 The Contractor acknowledges that (notwithstanding the provisions of Clause E4) the Client may, acting in accordance with the Secretary of State for Constitutional Affairs Code of Practice on the Discharge of the Functions of Public Authorities under Part 1 of the Freedom of Information Act 2000 (“**the Code**”), be obliged under the FOIA, or the Environmental Information Regulations to disclose information concerning the Contractor or the Services in certain circumstances:

- (a) without consulting the Contractor; or
- (b) following consultation with the Contractor and having taken their views into account;

provided always that where E4.5(a) applies the Client shall, in accordance with any recommendations of the Code, take reasonable steps, where appropriate, to give the Contractor advanced notice, or failing that, to draw the disclosure to the Contractor’s attention after any such disclosure.

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E4.6 The Contractor shall ensure that all Information is retained for disclosure and shall permit the Client to inspect such records as requested from time to time.

E4.7 The Contractor acknowledges that the Commercially Sensitive Information listed in the Commercially Sensitive Information Schedule is of indicative value only and that the Client may be obliged to disclose it in accordance with this clause E4.

E5 Publicity, Media and Official Enquiries

E5.1 Without prejudice to the Client's obligations under the FOIA, neither Party shall make any press announcement or publicise the Contract or any part thereof in any way, except with the written consent of the other Party.

E5.2 Both Parties shall take reasonable steps to ensure that their servants, employees, agents, sub-contractors, suppliers, professional advisors and consultants comply with clause E5.1.

E6 Security

E6.1 The Client shall be responsible for maintaining the security of the Premises in accordance with its standard security requirements. The Contractor shall comply with all security requirements of the Client while on the Premises, and shall ensure that all Staff comply with such requirements.

E6.2 The Client shall provide the Contractor upon request copies of its written security procedures and shall afford the Contractor upon request with an opportunity to inspect its physical security arrangements.

E7 Intellectual Property Rights

E7.1 All Intellectual Property Rights in any guidance, specifications, instructions, toolkits, plans, data, drawings, databases, patents, patterns, models, designs or other material (the "**IP Materials**"):

- (a) furnished to or made available to the Contractor by or on behalf of the Client shall remain the property of the Client; and
- (b) prepared by or for the Contractor on behalf of the Client for use, or intended use, in relation to the performance by the Contractor of its obligations under the Contract shall belong to the Client;

and the Contractor shall not, and shall ensure that the Staff shall not, (except when necessary for the performance of the Contract) without prior Approval, use or disclose any Intellectual Property Rights in the IP Materials.

E7.2 The Contractor hereby assigns to the Client, with full title guarantee, all Intellectual Property Rights which may subsist in the IP Materials prepared in accordance with clause E7.1(b). This assignment shall take effect on the date of the Contract or as a present assignment of future rights that will take effect immediately on the coming into existence of the Intellectual Property Rights produced by the Contractor. The Contractor shall execute all documentation necessary to execute this assignment.

E7.3 The Contractor shall waive or procure a waiver of any moral rights subsisting in copyright produced by the Contract or the performance of the Contract.

E7.4 The Contractor shall ensure that the third party owner of any Intellectual Property Rights that are or which may be used to perform the Contract

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grants to the Client a non-exclusive licence or, if itself a licensee of those rights, shall grant to the Client an authorised sub-licence, to use, reproduce, modify, develop and maintain the Intellectual Property Rights in the same. Such licence or sub-licence shall be non-exclusive, perpetual, royalty free and irrevocable and shall include the right for the Client to sub-license, transfer, novate or assign to other Contracting Authorities, the Replacement Contractor or to any other third party supplying services to the Client.

E7.5 The Contractor shall not infringe any Intellectual Property Rights of any third party in supplying the Services and the Contractor shall, during and after the Contract Period, indemnify and keep indemnified and hold the Client and the Crown harmless from and against all actions, suits, claims, demands, losses, charges, damages, costs and expenses and other liabilities which the Client or the Crown may suffer or incur as a result of or in connection with any breach of this clause, except where any such claim arises from:

- (a) items or materials based upon designs supplied by the Client; or
- (b) the use of data supplied by the Client which is not required to be verified by the Contractor under any provision of the Contract.

E7.6 The Client shall notify the Contractor in writing of any claim or demand brought against the Client for infringement or alleged infringement of any Intellectual Property Right in materials supplied or licensed by the Contractor.

E7.7 The Contractor shall at its own expense conduct all negotiations and any litigation arising in connection with any claim for breach of Intellectual Property Rights in materials supplied or licensed by the Contractor, provided always that the Contractor:

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- (a) shall consult the Client on all substantive issues which arise during the conduct of such litigation and negotiations;
- (b) shall take due and proper account of the interests of the Client; and
- (c) shall not settle or compromise any claim without the Client's prior written consent (not to be unreasonably withheld or delayed).

E7.8 The Client shall at the request of the Contractor afford to the Contractor all reasonable assistance for the purpose of contesting any claim or demand made or action brought against the Client or the Contractor by a third party for infringement or alleged infringement of any third party Intellectual Property Rights in connection with the performance of the Contractor's obligations under the Contract and the Contractor shall indemnify the Client for all costs and expenses (including, but not limited to, legal costs and disbursements) incurred in doing so. The Contractor shall not, however, be required to indemnify the Client in relation to any costs and expenses incurred in relation to or arising out of a claim, demand or action which relates to the matters in clause E7.5(a) or (b).

E7.9 The Client shall not make any admissions which may be prejudicial to the defence or settlement of any claim, demand or action for infringement or alleged infringement of any Intellectual Property Right by the Client or the Contractor in connection with the performance of its obligations under the Contract.

E7.10 If a claim, demand or action for infringement or alleged infringement of any Intellectual Property Right is made in connection with the Contract or in the reasonable opinion of the Contractor is likely to be made, the Contractor shall notify the Client and, at its own expense and subject to the consent of the Client (not to be unreasonably withheld or delayed), use its best endeavours to:

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- (a) modify any or all of the Services without reducing the performance or functionality of the same, or substitute alternative Services of equivalent performance and functionality, so as to avoid the infringement or the alleged infringement, provided that the provisions herein shall apply mutates mutandis to such modified Services or to the substitute Services; or
- (b) procure a licence to use and supply the Services, which are the subject of the alleged infringement, on terms which are acceptable to the Client,

and in the event that the Contractor is unable to comply with clauses E7.7(a) or (b) within [20] Working Days of receipt of the Contractor's notification the Client may terminate the Contract with immediate effect by notice in writing.

E7.11 The Contractor grants to the Client a royalty-free, irrevocable and non-exclusive licence (with a right to sub-licence) to use any Intellectual Property Rights that the Contractor owned or developed prior to the Commencement Date and which the Client reasonably requires in order exercise its rights and take the benefit of this Contract including the Services provided.

E8 Audit

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

F. CONTROL OF THE CONTRACT

F1 Transfer and Sub-Contracting

F1.1 Except where F1.4 and 5 applies, the Contractor shall not assign, sub-contract or in any other way dispose of the Contract or any part of it without prior Approval. Sub-contracting any part of the Contract shall not relieve the Contractor of any of its obligations or duties under the Contract.

F1.2 The Contractor shall be responsible for the acts and omissions of its sub-contractors as though they are its own.

F1.3 Where the Client has consented to the placing of sub-contracts, copies of each sub-contract shall, at the request of the Client, be sent by the Contractor to the Client as soon as reasonably practicable.

F1.4 Notwithstanding clause F1.1, the Contractor may assign to a third party (“**the Assignee**”) the right to receive payment of the Contract Price or any part thereof due to the Contractor under this Contract (including any interest which the Client incurs under clause C2.6). Any assignment under this clause F1.4 shall be subject to:

- (a) reduction of any sums in respect of which the Client exercises its right of recovery under clause C3 (Recovery of Sums Due);
- (b) all related rights of the Client under the contract in relation to the recovery of sums due but unpaid; and
- (c) the Client receiving notification under both clauses F1.5 and F1.6.

F1.5 In the event that the Contractor assigns the right to receive the Contract price under clause F1.4, the Contractor or the Assignee shall notify the

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Client in writing of the assignment and the date upon which the assignment becomes effective.

F1.6 The Contractor shall ensure that the Assignee notifies the Client of the Assignee's contact information and bank account details to which the Client shall make payment.

F1.7 The provisions of clause C2 (Payment and VAT) shall continue to apply in all other respects after the assignment and shall not be amended without the Approval of the Client.

F1.8 Subject to clause F1.10, the Client may assign, novate or otherwise dispose of its rights and obligations under the Contract or any part thereof to:

- (a) any Contracting Authority; or
- (b) any other body established by the Crown or under statute in order substantially to perform any of the functions that had previously been performed by the Client; or
- (c) any private sector body which substantially performs the functions of the Client,

provided that any such assignment, novation or other disposal shall not increase the burden of the Contractor's obligations under the Contract.

F1.9 Any change in the legal status of the Client such that it ceases to be a Contracting Authority shall not, subject to clause F1.8, affect the validity of the Contract. In such circumstances, the Contract shall bind and inure to the benefit of any successor body to the Client.

F1.10 If the rights and obligations under the Contract are assigned, novated or otherwise disposed of pursuant to clause F1.6 to a body which is not a

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Contracting Authority or if there is a change in the legal status of the Client such that it ceases to be a Contracting Authority (in the remainder of this clause both such bodies being referred to as the “**Transferee**”):

- (a) the rights of termination of the Client in clauses H1 (Termination on change of control and insolvency) and H2 (Termination on Default) shall be available to the Contractor in the event of respectively, the bankruptcy or insolvency, or Default of the Transferee; and
- (b) the Transferee shall only be able to assign, novate or otherwise dispose of its rights and obligations under the Contract or any part thereof with the prior consent in writing of the Contractor.

F1.11 The Client may disclose to any Transferee any Confidential Information of the Contractor which relates to the performance of the Contractor’s obligations under the Contract. In such circumstances the Client shall authorise the Transferee to use such Confidential Information only for purposes relating to the performance of the Contractor’s obligations under the Contract and for no other purpose and shall take all reasonable steps to ensure that the Transferee gives a confidentiality undertaking in relation to such Confidential Information.

F1.12 Each Party shall at its own cost and expense carry out, or use all reasonable endeavours to ensure the carrying out of, whatever further actions (including the execution of further documents) the other Party reasonably requires from time to time for the purpose of giving that other party the full benefit of the provisions of the Contract.

F2 Waiver

F2.1 The failure of either Party to insist upon strict performance of any provision of the Contract, or the failure of either Party to exercise, or any delay in

exercising, any right or remedy shall not constitute a waiver of that right or remedy and shall not cause a diminution of the obligations established by the Contract.

F2.2 No waiver shall be effective unless it is expressly stated to be a waiver and communicated to the other Party in writing in accordance with clause A6 (Notices).

F2.3 A waiver of any right or remedy arising from a breach of the Contract shall not constitute a waiver of any right or remedy arising from any other or subsequent breach of the Contract.

F3 Variation

F3.1 Subject to the provisions of this clause F3, the Client may request a variation to the Specification provided that such variation does not amount to a material change to the Specification. Such a change is hereinafter called a “Variation”.

F3.2 The Client may request a Variation by notifying the Contractor in writing of the “Variation” and giving the Contractor sufficient information to assess the extent of the Variation and and consider whether any change to the Contract Price is required in order to implement the Variation. The Client shall specify a time limit within which the Contractor shall respond to the request for a Variation. Such time limits shall be reasonable having regard to the nature of the Variation. If the Contractor accepts the Variation it shall confirm the same in writing.

F3.3 In the event that the Contractor is unable to accept the Variation to the Specification or where the Parties are unable to agree a change to the Contract Price, the Client may;

- (a) allow the Contractor to fulfil its obligations under the Contract without the variation to the Specification;
- (b) terminate the Contract with immediate effect, except where the Contractor has already delivered all or part of the Services or where the Contractor can show evidence of substantial work being carried out to fulfil the requirements of the Specification; and in such case the Parties shall attempt to agree upon a resolution to the matter. Where a resolution cannot be reached, the matter shall be dealt with under the Dispute Resolution procedure detailed at Clause I2.

F4 Severability

If any provision of the Contract is held invalid, illegal or unenforceable for any reason by any court of competent jurisdiction, such provision shall be severed and the remainder of the provisions of the Contract shall continue in full force and effect as if the Contract had been executed with the invalid, illegal or unenforceable provision eliminated.

F5 Remedies in the event of inadequate performance

F5.1 Where a complaint is received about the standard of Services or about the manner in which any Services have been supplied or work has been performed or about the materials or procedures used or about any other matter connected with the performance of the Contractor's obligations under the Contract, then the Client shall notify the Contractor, and where considered appropriate by the Client, investigate the complaint. The Client may, in its sole discretion, uphold the complaint and take further action in accordance with clause H2 (Termination on Default) of the Contract.

F5.2 In the event that the Client is of the reasonable opinion that there has been a material breach of the Contract by the Contractor, then the Client may,

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without prejudice to its rights under clause H2 (Termination on Default), do any of the following:

- (a) without terminating the Contract, itself supply or procure the supply of all or part of the Services until such time as the Contractor shall have demonstrated to the reasonable satisfaction of the Client that the Contractor will once more be able to supply all or such part of the Services in accordance with the Contract;
- (b) without terminating the whole of the Contract, terminate the Contract in respect of part of the Services only (whereupon a corresponding reduction in the Contract Price shall be made) and thereafter itself supply or procure a third party to supply such part of the Services; and/or
- (c) terminate, in accordance with clause H2 (Termination on Default), the whole of the Contract.

F5.3 Without prejudice to its right under clause C3 (Recovery of Sums Due), the Client may charge the Contractor for any costs reasonably incurred and any reasonable administration costs in respect of the supply of any part of the Services by the Client or a third party to the extent that such costs exceed the payment which would otherwise have been payable to the Contractor for such part of the Services and provided that the Client uses its reasonable endeavours to mitigate any additional expenditure in obtaining replacement Services.

F5.4 If the Contractor fails to supply any of the Services in accordance with the provisions of the Contract and such failure is capable of remedy, then the Client shall instruct the Contractor to remedy the failure and the Contractor shall at its own cost and expense remedy such failure (and any damage resulting from such failure) within 10 Working Days or such other period of time as the Client may direct.

F5.5 In the event that:

- (a) the Contractor fails to comply with clause F5.4 above and the failure is materially adverse to the interests of the Client or prevents the Client from discharging a statutory duty; or
- (b) the Contractor persistently fails to comply with clause F5.4 above,

the Client may terminate the Contract with immediate effect by notice in writing.

F6 Remedies Cumulative

Except as otherwise expressly provided by the Contract, all remedies available to either Party for breach of the Contract are cumulative and may be exercised concurrently or separately, and the exercise of any one remedy shall not be deemed an election of such remedy to the exclusion of other remedies.

F7 Monitoring of Contract Performance

The Contractor shall comply with the monitoring arrangements set out in the Monitoring Schedule including, but not limited to, providing such data and information as the Contractor may be required to produce under the Contract.

F8 Extension of Initial Contract Period

Subject to clause C4. (Price adjustment on extension of the Initial Contract Period), the Client may, by giving written notice to the Contractor not less than 1 Month(s) prior to the last day of the Initial Contract Period, extend the Contract for a further period of up to 12 Month(s). The provisions of

the Contract will apply (subject to any Variation or adjustment to the Contract Price pursuant to clause C4 (Price adjustment on extension of the Initial Contract Period)) throughout any such extended period.

F9 Entire Agreement

F9.1 The Contract constitutes the entire agreement between the Parties in respect of the matters dealt with therein. The Contract supersedes all prior negotiations between the Parties and all representations and undertakings made by one Party to the other, whether written or oral, except that this clause shall not exclude liability in respect of any Fraud or fraudulent misrepresentation.

F9.2 In the event of, and only to the extent of, any conflict between the clauses of the Contract, any document referred to in those clauses and the Schedules, the conflict shall be resolved in accordance with the following order of precedence:

- (a) the clauses of the Contract;
- (b) the Schedules; and
- (c) any other document referred to in the clauses of the Contract.

F10 Counterparts

This Contract may be executed in counterparts, each of which when executed and delivered shall constitute an original but all counterparts together shall constitute one and the same instrument.

G LIABILITIES

G1 Liability, Indemnity and Insurance

G1.1 Neither Party excludes or limits liability to the other Party for:

- (a) death or personal injury caused by its negligence; or
- (b) Fraud; or
- (c) fraudulent misrepresentation; or
- (e) any breach of any obligations implied by Section 2 of the Supply of Goods and Services Act 1982.

G1.2 Subject to clauses G1.3 and G1.4, the Contractor shall indemnify the Client and keep the Client indemnified fully against all claims, proceedings, actions, damages, costs, expenses and any other liabilities which may arise out of, or in consequence of, the supply, or the late or purported supply, of the Services or the performance or non-performance by the Contractor of its obligations under the Contract or the presence of the Contractor or any Staff on the Premises, including in respect of any death or personal injury, loss of or damage to property, financial loss arising from any advice given or omitted to be given by the Contractor, or any other loss which is caused directly or indirectly by any act or omission of the Contractor.

G1.3 The Contractor shall not be responsible for any injury, loss, damage, cost or expense if and to the extent that it is caused by the negligence or wilful misconduct of the Client or by breach by the Client of its obligations under the Contract.

G1.4 Subject always to clause G1.1, the liability of either Party for Defaults shall be subject to the following financial limits:

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- (a) the aggregate liability of either Party for all Defaults resulting in direct loss of or damage to the property of the other under or in connection with the Contract shall in no event exceed one million pounds £1000,000,00;
- (b) Not applicable.

G1.5 Subject always to clause G1.1, in no event shall either Party be liable to the other for any:

- (a) loss of profits, business, revenue or goodwill; and/or
- [(b) loss of savings (whether anticipated or otherwise); and/or]
- [(b)/(c)] indirect or consequential loss or damage.

G1.6 The Contractor shall not exclude liability for additional operational, administrative costs and/or expenses or wasted expenditure resulting from the direct Default of the Contractor.

G1.7 The Contractor shall effect and maintain with a reputable insurance company a policy or policies of insurance providing an adequate level of cover in respect of all risks which may be incurred by the Contractor, arising out of the Contractor's performance of its obligations under the Contract, including death or personal injury, loss of or damage to property or any other loss. Such policies shall include cover in respect of any financial loss arising from any advice given or omitted to be given by the Contractor. Such insurance shall be maintained for the duration of the Contract Period [and for a minimum of 6 (six) years following the expiration or earlier termination of the Contract].

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- G1.8 The Contractor shall hold employer's liability insurance in respect of Staff in accordance with any legal requirement from time to time in force.
- G1.9 The Contractor shall give the Client, on request, copies of all insurance policies referred to in this clause or a broker's verification of insurance to demonstrate that the appropriate cover is in place, together with receipts or other evidence of payment of the latest premiums due under those policies.
- G1.10 If, for whatever reason, the Contractor fails to give effect to and maintain the insurances required by the provisions of the Contract the Client may make alternative arrangements to protect its interests and may recover the costs of such arrangements from the Contractor.
- G1.11 The provisions of any insurance or the amount of cover shall not relieve the Contractor of any liabilities under the Contract. It shall be the responsibility of the Contractor to determine the amount of insurance cover that will be adequate to enable the Contractor to satisfy any liability referred to in clause G1.2.

G2 Professional Indemnity

The Contractor shall effect and maintain appropriate professional indemnity insurance cover during the Contract Period and shall ensure that all agents, professional consultants and sub-contractors involved in the supply of the Services do the same. To comply with its obligations under this clause and as a minimum, the Contractor shall ensure professional indemnity insurance held by the Contractor and by any agent, sub-contractor or consultant involved in the supply of the Services has a limit of indemnity of not less than five hundred thousand pounds sterling (£500,000.00) for each individual claim or such higher limit as the Client may reasonably require (and as required by law) from time to time. Such insurance shall be maintained for a minimum of 6 (six) years following the expiration or earlier termination of the Contract.

G3 Warranties and Representations

The Contractor warrants and represents that:

- (a) it has full capacity and authority and all necessary consents (including where its procedures so require, the consent of its parent company) to enter into and perform its obligations under the Contract and that the Contract is executed by a duly authorised representative of the Contractor;
- (b) in entering the Contract it has not committed any Fraud;
- (c) as at the Commencement Date, all information contained in the Tender remains true, accurate and not misleading, save as may have been specifically disclosed in writing to the Client prior to execution of the Contract;
- (d) no claim is being asserted and no litigation, arbitration or administrative proceeding is presently in progress or, to the best of its knowledge and belief, pending or threatened against it or any of its assets which will or might have a material adverse effect on its ability to perform its obligations under the Contract;
- (e) it is not subject to any contractual obligation, compliance with which is likely to have a material adverse effect on its ability to perform its obligations under the Contract;
- (f) no proceedings or other steps have been taken and not discharged (nor, to the best of its knowledge, are threatened) for the winding up of the Contractor or for its dissolution or for the appointment of a receiver, administrative receiver, liquidator, manager, administrator or similar officer in relation to any of the Contractor's assets or revenue;

- (g) it owns, has obtained or is able to obtain, valid licences for all Intellectual Property Rights that are necessary for the performance of its obligations under the Contract;
- (h) in the three 3 years prior to the date of the Contract:
 - (i) it has conducted all financial accounting and reporting activities in compliance in all material respects with the generally accepted accounting principles that apply to it in any country where it files accounts;
 - (ii) it has been in full compliance with all applicable securities and tax laws and regulations in the jurisdiction in which it is established; and
 - (i) it has not done or omitted to do anything which could have a material adverse effect on its assets, financial condition or position as an ongoing business concern or its ability to fulfil its obligations under the Contract.

H DEFAULT, DISRUPTION AND TERMINATION

H1 Termination on insolvency and change of control

H1.1 The Client may terminate the Contract with immediate effect by notice in writing where the Contractor is a company and in respect of the Contractor:

- (a) a proposal is made for a voluntary arrangement within Part I of the Insolvency Act 1986 or of any other composition scheme or arrangement with, or assignment for the benefit of, its creditors; or

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- (b) a shareholders' meeting is convened for the purpose of considering a resolution that it be wound up or a resolution for its winding-up is passed (other than as part of, and exclusively for the purpose of, a bona fide reconstruction or amalgamation); or
- (c) a petition is presented for its winding up (which is not dismissed within 14 days of its service) or an application is made for the appointment of a provisional liquidator or a creditors' meeting is convened pursuant to section 98 of the Insolvency Act 1986; or
- (d) a receiver, administrative receiver or similar officer is appointed over the whole or any part of its business or assets; or
- (e) an application order is made either for the appointment of an administrator or for an administration order, an administrator is appointed, or notice of intention to appoint an administrator is given; or
- (f) it is or becomes insolvent within the meaning of section 123 of the Insolvency Act 1986; or
- (g) being a "small company" within the meaning of section 247(3) of the Companies Act 1985, a moratorium comes into force pursuant to Schedule A1 of the Insolvency Act 1986; or
- (h) any event similar to those listed in H1.1(a)-(g) occurs under the law of any other jurisdiction.

H1.2 The Client may terminate the Contract with immediate effect by notice in writing where the Contractor is an individual and:

- (a) an application for an interim order is made pursuant to sections 252-253 of the Insolvency Act 1986 or a proposal is made for any

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composition scheme or arrangement with, or assignment for the benefit of, the Contractor's creditors; or

- (b) a petition is presented and not dismissed within 14 days or order made for the Contractor's bankruptcy; or
- (c) a receiver, or similar officer is appointed over the whole or any part of the Contractor's assets or a person becomes entitled to appoint a receiver, or similar officer over the whole or any part of his assets; or
- (d) the Contractor is unable to pay his debts or has no reasonable prospect of doing so, in either case within the meaning of section 268 of the Insolvency Act 1986; or
- (e) a creditor or encumbrancer attaches or takes possession of, or a distress, execution, sequestration or other such process is levied or enforced on or sued against, the whole or any part of the Contractor's assets and such attachment or process is not discharged within 14 days; or
- (f) he dies or is adjudged incapable of managing his affairs within the meaning of Part VII of the Mental Capacity Act 2005; or
- (g) he suspends or ceases, or threatens to suspend or cease, to carry on all or a substantial part of his business.

H1.3 The Contractor shall notify the Client immediately if the Contractor undergoes a change of control within the meaning of section 416 of the Income and Corporation Taxes Act 1988 ("**change of control**"). The Client may terminate the Contract by notice in writing with immediate effect within six months of:

- (a) being notified that a change of control has occurred; or
- (b) where no notification has been made, the date that the Client becomes aware of the change of control,

but shall not be permitted to terminate where an Approval was granted prior to the change of control.

H2 Termination on Default

H2.1 The Client may terminate the Contract by written notice to the Contractor with immediate effect if the Contractor commits a Default and if:

- (a) the Contractor has not remedied the Default to the satisfaction of the Client within 25 Working Days, or such other period as may be specified by the Client, after issue of a written notice specifying the Default and requesting it to be remedied; or
- (b) the Default is not, in the opinion of the Client, capable of remedy;
or
- (c) the Default is a material breach of the Contract.

H2.2 In the event that through any Default of the Contractor, data transmitted or processed in connection with the Contract is either lost or sufficiently degraded as to be unusable, the Contractor shall be liable for the cost of reconstitution of that data and shall reimburse the Client in respect of any charge levied for its transmission and any other costs charged in connection with such Default.

H2.3 If the Client fails to pay the Contractor undisputed sums of money when due, the Contractor shall notify the Client in writing of such failure to pay. If the Client fails to pay such undisputed sums within 90 Working Days of

the date of such written notice, the Contractor may terminate the Contract in writing with immediate effect, save that such right of termination shall not apply where the failure to pay is due to the Client exercising its rights under clauses C3.1 (Recovery of Sums Due).

H3 Break

The Client shall have the right to terminate the Contract at any time by giving 1 Months' written notice to the Contractor.

H4 Consequences of Expiry or Termination

H4.1 Where the Client terminates the Contract under clause H2 (Termination on Default) and then makes other arrangements for the supply of Services, the Client may recover from the Contractor the cost reasonably incurred of making those other arrangements and any additional expenditure incurred by the Client throughout the remainder of the Contract Period. The Client shall take all reasonable steps to mitigate such additional expenditure. Where the Contract is terminated under clause H2 (Termination on Default), no further payments shall be payable by the Client to the Contractor (for Services supplied by the Contractor prior to termination and in accordance with the Contract but where the payment has yet to be made by the Client), until the Client has established the final cost of making the other arrangements envisaged under this clause.

H4.2 Subject to clause G1, where the Client terminates the Contract under clause H3 (Break), the Client shall indemnify the Contractor against any commitments, liabilities or expenditure which represent an unavoidable direct loss to the Contractor by reason of the termination of the Contract, provided that the Contractor takes all reasonable steps to mitigate such loss. Where the Contractor holds insurance, the Client shall only indemnify the Contractor for those unavoidable direct costs that are not covered by the insurance available. The Contractor shall submit a fully itemised and

Contract for Services

costed list of unavoidable direct loss which it is seeking to recover from the Client, with supporting evidence, of losses reasonably and actually incurred by the Contractor as a result of termination under clause H3 (Break).

H4.3 The Client shall not be liable under clause H4.2 to pay any sum which:

- (a) was claimable under insurance held by the Contractor, and the Contractor has failed to make a claim on its insurance, or has failed to make a claim in accordance with the procedural requirements of the insurance policy;
- (b) when added to any sums paid or due to the Contractor under the Contract, exceeds the total sum that would have been payable to the Contractor if the Contract had not been terminated prior to the expiry of the Contract Period; or
- (c) is a claim by the Contractor for loss of profit, due to early termination of the Contract.

H4.4 Save as otherwise expressly provided in the Contract:

- (a) termination or expiry of the Contract shall be without prejudice to any rights, remedies or obligations accrued under the Contract prior to termination or expiration and nothing in the Contract shall prejudice the right of either Party to recover any amount outstanding at such termination or expiry; and
- (b) termination of the Contract shall not affect the continuing rights, remedies or obligations of the Client or the Contractor under clauses C2 (Payment and VAT), C3 (Recovery of Sums Due), D1 (Prevention of Corruption), E1 (Data Protection Act), E2 (Official Secrets Acts 1911 to 1989, Section 182 of the Finance Act 1989), E3 (Confidential Information), E4 (Freedom of Information), E7

(Intellectual Property Rights), E8 (Audit), F6 Remedies Cumulative), G1 (Liability, Indemnity and Insurance), G2 (Professional Indemnity), H4 (Consequences of Expiry or Termination), H6 (Recovery upon Expiry or Termination) and I1 (Governing Law and Jurisdiction).

H5 Disruption

H5.1 The Contractor shall take reasonable care to ensure that in the performance of its obligations under the Contract it does not disrupt the operations of the Client, its employees or any other contractor employed by the Client.

H5.2 The Contractor shall immediately inform the Client of any actual or potential industrial action, whether such action be by their own employees or others, which affects or might affect its ability at any time to perform its obligations under the Contract.

H5.3 In the event of industrial action by the Staff, the Contractor shall seek Approval to its proposals to continue to perform its obligations under the Contract.

H5.4 If the Contractor's proposals referred to in clause H5.3 are considered insufficient or unacceptable by the Client acting reasonably, then the Contract may be terminated with immediate effect by the Client by notice in writing.

H5.5 If the Contractor is temporarily unable to fulfil the requirements of the Contract owing to disruption of normal business of the Client, the Contractor may request a reasonable allowance of time and in addition, the Client will reimburse any additional expense reasonably incurred by the Contractor as a direct result of such disruption.

H6 Recovery upon Termination

H6.1 On the termination of the Contract for any reason, the Contractor shall:

- (a) immediately return to the Client all Confidential Information, Personal Data and IP Materials in its possession or in the possession or under the control of any permitted suppliers or sub-contractors, which was obtained or produced in the course of providing the Services;
- (b) immediately deliver to the Client all Property (including materials, documents, information and access keys) provided to the Contractor under clause B11. Such property shall be handed back in good working order (allowance shall be made for reasonable wear and tear);
- (c) assist and co-operate with the Client to ensure an orderly transition of the provision of the Services to the Replacement Contractor and/or the completion of any work in progress.
- (d) promptly provide all information concerning the provision of the Services which may reasonably be requested by the Client for the purposes of adequately understanding the manner in which the Services have been provided or for the purpose of allowing the Client or the Replacement Contractor to conduct due diligence.

H6.2 If the Contractor fails to comply with clause H6.1 (a) and (b), the Client may recover possession thereof and the Contractor grants a licence to the Client or its appointed agents to enter (for the purposes of such recovery) any premises of the Contractor or its permitted suppliers or sub-contractors where any such items may be held.

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H6.3 Where the end of the Contract Period arises due to the Contractor's Default, the Contractor shall provide all assistance under clause H6(c) and (d) free of charge. Otherwise, the Client shall pay the Contractor's reasonable costs of providing the assistance and the Contractor shall take all reasonable steps to mitigate such costs.

H7 Force Majeure

H7.1 Neither Party shall be liable to the other Party for any delay in performing, or failure to perform, its obligations under the Contract (other than a payment of money) to the extent that such delay or failure is a result of Force Majeure. Notwithstanding the foregoing, each Party shall use all reasonable endeavours to continue to perform its obligations under the Contract for the duration of such Force Majeure. However, if such Force Majeure prevents either Party from performing its material obligations under the Contract for a period in excess of 6 Months, either Party may terminate the Contract with immediate effect by notice in writing.

H7.2 Any failure or delay by the Contractor in performing its obligations under the Contract which results from any failure or delay by an agent, sub-contractor or supplier shall be regarded as due to Force Majeure only if that agent, sub-contractor or supplier is itself impeded by Force Majeure from complying with an obligation to the Contractor.

H7.3 If either Party becomes aware of Force Majeure which gives rise to, or is likely to give rise to, any failure or delay on its part as described in clause H7.1 it shall immediately notify the other by the most expeditious method then available and shall inform the other of the period for which it is estimated that such failure or delay shall continue.

I DISPUTES AND LAW

11 Governing Law and Jurisdiction

Subject to the provisions of clause I2, the Client and the Contractor accept the exclusive jurisdiction of the English courts and agree that the Contract and all non-contractual obligations and other matters arising from or connected with it are to be governed and construed according to English Law.

12 Dispute Resolution

I2.1 The Parties shall attempt in good faith to negotiate a settlement to any dispute between them arising out of or in connection with the Contract within 20 Working Days of either Party notifying the other of the dispute and such efforts shall involve the escalation of the dispute to the [finance director (or equivalent)] of each Party.

I2.2 Nothing in this dispute resolution procedure shall prevent the Parties from seeking from any court of competent jurisdiction an interim order restraining the other Party from doing any act or compelling the other Party to do any act.

I2.3 If the dispute cannot be resolved by the Parties pursuant to clause I2.1 the Parties shall refer it to mediation pursuant to the procedure set out in clause I2.5 unless (a) the Client considers that the dispute is not suitable for resolution by mediation; or (b) the Contractor does not agree to mediation.

I2.4 The obligations of the Parties under the Contract shall not cease, or be suspended or delayed by the reference of a dispute to mediation (or arbitration) and the Contractor and the Staff shall comply fully with the requirements of the Contract at all times.

I2.5 The procedure for mediation and consequential provisions relating to mediation are as follows:

- (a) a neutral adviser or mediator (the “**Mediator**”) shall be chosen by agreement between the Parties or, if they are unable to agree upon a Mediator within 10 Working Days after a request by one Party to the other or if the Mediator agreed upon is unable or unwilling to act, either Party shall within 10 Working Days from the date of the proposal to appoint a Mediator or within 10 Working Days of notice to either Party that he is unable or unwilling to act, apply to *[an appropriate mediation provider]* to appoint a Mediator.
- (b) The Parties shall within 10 Working Days of the appointment of the Mediator meet with him in order to agree a programme for the exchange of all relevant information and the structure to be adopted for negotiations to be held. If considered appropriate, the Parties may at any stage seek assistance from *[an appropriate mediation provider]* to provide guidance on a suitable procedure.
- (c) Unless otherwise agreed, all negotiations connected with the dispute and any settlement agreement relating to it shall be conducted in confidence and without prejudice to the rights of the Parties in any future proceedings.
- (d) If the Parties reach agreement on the resolution of the dispute, the agreement shall be recorded in writing and shall be binding on the Parties once it is signed by their duly authorised representatives.
- (e) If the Parties fail to reach agreement in the structured negotiations within 60 Working Days of the Mediator being appointed, or such longer period as may be agreed by the Parties, then any dispute or difference between them may be referred to the Courts *[unless the*

dispute is referred to arbitration pursuant to the procedures set out in clause I2.6].

I2.6 Subject to clause I2.2, the Parties shall not institute court proceedings until the procedures set out in clauses I2.1 and I2.3 have been completed save that:

- (a) the Client may at any time before court proceedings are commenced, serve a notice on the Contractor requiring the dispute to be referred to and resolved by arbitration in accordance with clause I2.7.
- (b) if the Contractor intends to commence court proceedings, it shall serve written notice on the Client of its intentions and the Client shall have 21 days following receipt of such notice to serve a reply on the Contractor requiring the dispute to be referred to and resolved by arbitration in accordance with clause I2.7.
- (c) the Contractor may request by notice in writing to the Client that any dispute be referred and resolved by arbitration in accordance with clause I2.7, to which the Client may consent as it sees fit.

I2.7 In the event that any arbitration proceedings are commenced pursuant to clause I2.6:

- (a) the arbitration shall be governed by the provisions of the Arbitration Act 1996;
- (b) the Client shall give a written notice of arbitration to the Contractor (the “**Arbitration Notice**”) stating:
 - (i) that the dispute is referred to arbitration; and

- (ii) providing details of the issues to be resolved;

- (c) the London Court of International Arbitration (“**LCIA**”) procedural rules in force at the date that the dispute was referred to arbitration in accordance with I2.7(b) shall be applied and are deemed to be incorporated by reference to the Contract and the decision of the arbitrator shall be binding on the Parties in the absence of any material failure to comply with such rules;

- (d) the tribunal shall consist of a sole arbitrator to be agreed by the Parties;

- (e) if the Parties fail to agree the appointment of the arbitrator within 10 days of the Arbitration Notice being issued by the Client under clause I2.7 (b) or if the person appointed is unable or unwilling to act, the arbitrator shall be appointed by the LCIA;

- (f) the arbitration proceedings shall take place in London and in the English language; and

- (g) the arbitration proceedings shall be governed by, and interpreted in accordance with, English law.

IN WITNESS of which this Agreement has been duly executed by the parties.

SIGNED for and on behalf of [*Client*]

SIGNED for and on behalf of
[*Contractor*]

Signature... 

Signature.... Alison Lawrence

NameChris Day

Name.....Alison Lawrence...

PositionDirector (Engagement)

Position.....Director.....

SPECIFICATION

The Brief

On-going three-monthly recruitment of a representative sample of 100 members of the public and management of incentive payments for giving their views through a private online community.

The requirement

We require an external supplier who can recruit and incentivise a representative sample of people to engage in community activities.

We would like this sample to be re-freshed every three months in order to prevent people becoming 'CQC experts' that are no longer representative of the general public in terms of their awareness and understanding of our work.

We would look to recruit a minimum of 100 members of the public per 3 month cycle for a contract period of 12 months.

We also want the external supplier to manage incentive payments for members. We currently pay members £2.50 per 'task' they complete which is provided in high-street vouchers. Currently participants would complete up to 5 'tasks' during their three month participation in the community.

We are looking for a mix of people as follows:

- 30% 'general public'
- 30% current users of general healthcare services
- 30% current users of social care services or carers of someone using social care
- 10% current users of mental healthcare services or carers of someone using mental healthcare services

Within these categories, we would specifically look to know if any of the following groups are represented for internal reporting purposes:

- carers
- people with long term conditions
- volunteers (any)
- pregnant or mothers with young children
- member of a statutory organisation (i.e. Local Healthwatch)

Day-to-day content management is managed by CQC's Public Engagement Team, however, we would look to the supplier to provide guidance / updates on;

- maintaining high engagement rates (based on feedback from the sample)
- issues people are having which is preventing them from responding to tasks

We would also look to the supplier to provide innovative solutions to ensure a minimum number of responses is achieved per task.

The limitations of our current technical solution means that CQC will have to manually bulk upload a .CSV Excel sheet which includes the email addresses of the full sample in order to activate their participation on the site. This will then trigger an automated email from the online community to the respondent. As a consequence, we would expect to receive this file from the supplier three days before the start of each 3 month-cycle.

At the termination of each three month cycle, CQC will delete the details of participants from the community after incentivised period is terminated. However we wish to work with the supplier to encourage participants to remain on the community without being incentivised. But if members do not want to remain, their details are deleted in line with data protection requirements.

AUTHORITY RESPONSIBILITIES

- We will appoint a CQC representative who will act as contract manager for the project.
- CQC will attend an inception meeting and ensure all relevant CQC colleagues are present in order to brief supplier.
- CQC will continue to host the in-house technical solution for online community delivery.

CONTRACTOR RESPONSIBILITIES

- Appoint a Contract Manager to oversee the work and liaise with the appropriate CQC relevant manager.
- Keep open and constant communication with CQC and provide project updates as agreed with CQC
- Perform quality assurance on all aspects of work
- Provide CQC with timely and ongoing evaluation and quality assurance information relating to the project
- Provide appropriate updates on costs and completion of waves

CONTRACT MANAGEMENT AND MONITORING

The key performance indicators for this Contract shall include, as a minimum:

- (a) Provision of services (as outlined above) by specific target dates, in accordance with potential project plan submitted by contractor to be agreed with CQC and Contractor.
- (b) Provision and sharing of project management best practice and methodology.
- (c) Provide advice and expertise in integrating activities with forward planning and notification of changes that may have commercial impacts.
- (d) Excellent quality of work maintained at all times

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- (e) Provision of plans, documents and deliverables for discussion, review and sign off by CQC.
- (f) Provision of timely and ongoing evaluation and quality assurance information relating to project
- (g) Provision of a monthly basis updates on costs.

The Contractor shall:

- (a) Monitor the quality of the service provision to ensure customer satisfaction in accordance with the key performance indicators outlined in the Contract, unless otherwise approved by the lot manager
- (b) Attend meetings/telephone calls to review progress and discuss the service, as required by the manager.

TIMETABLE

The first batch of 100 recruits needs to be available by 25 January 2016.
Please include an outline timetable in your tender submission.

Equality and Diversity

Any work and services carried out by CQC or its third parties must comply with this legislation. Failure to do so can lead to suppliers and/or individuals being liable to legal action and prevent suppliers from being allowed to tender for future work.

PRICING SCHEDULE

PRICING SCHEDULE FOR ACCENT

Total including VAT	£ 33,273	£ 27,320

As we would only charge for the incentive vouchers that are sent to participants, it is difficult to provide total costs including incentives. **Vouchers would be charged at cost and we estimate that CQC should allow a further £2,000-£2,500 plus VAT for incentives.**

These costs include:

- Sending **3 reminder emails per task** for participants who have not completed the task
 - ie 60 emails in total over the year for Option A and 63 for Option B

- **Sending online/paper vouchers** to participants who have earned them. Participants would earn a £5 voucher for every two tasks completed which they would be sent at the end of the task when they earned it.
 - This means Accent sending the following number of incentive mailouts over the course of the year:
 - o Option A: 16 (one after task 2, 3, 4 and 5 for 4 waves)
 - o Option B: 12 (one after task 2, 3, 4 and 5 for 3 waves)

SUPPLIERS RESPONSE

Requirement Statements		Question Weighting
B1	<p>Overview</p> <p>Tenderers should provide a concise summary highlighting the key aspects of the proposal and telling us why they want to be considered against this specification.</p> <p>Accent managed CQC's incentivised panel from December 2014-October 2015, so feels very well-placed to continue this important work in 2016. We propose broadly the same methodology as employed this year which, in conjunction with the CQC, we refined over three waves of recruitment.</p> <p>A very senior project team will be assigned to this study. The work will be managed by Fiona Mitchell, Research Consultant, under the direction of Alison Lawrence, one of Accent's Directors. Between them they have over 45 years' experience. Fiona was the Project Manager for the 2015 panel recruitment.</p> <p>In brief, our approach comprises:</p> <ul style="list-style-type: none"> • <u>Telephone recruitment of 100 members of the public for four quarters</u> to CQC's online panel, with each participant being asked to complete <u>five 'tasks'</u> <ul style="list-style-type: none"> - An alternative option comprises <u>100</u> recruits for each of <u>three waves</u>, with each wave comprising <u>seven tasks</u> instead of five • <u>Administration of the panel</u>, including sending welcome emails/letters, providing CQC with participants' details and inviting participants to complete each task • Sending <u>three reminder emails per task</u> to those who have not completed the task, an essential element to maximise response rates • Sending (via post or email) a <u>£5 paper/online voucher</u> for every two tasks completed. We will do this at the end of each task (apart from task 1) to maximise motivation and interest in the panel. <p>Our costs for this project comprise the fieldwork costs to recruit the panel and the amount of time required to manage this project to high quality standards.</p>	<p>This response is not evaluated and should be used to contextualise the Tenderer's response.</p>
B2	<p>Leadership</p> <p>Provide details of the qualifications and experience of the individual whose</p>	<p>10%</p>

	<p>responsibility will be to ensure that the requirement is delivered as well as detail about the proposed team to support the implementation and why this individual and their team are suitable for this requirement.</p>	
	<p>Response:</p> <p>A very senior project team will be assigned to this study. The work will be managed by Fiona Mitchell, Research Consultant, under the direction of Alison Lawrence, one of Accent’s Directors. Fiona has 15 years’ research experience, Alison has 30 years’ experience and both have research expertise in the health sector.</p> <p>The wider team is discussed in Section B4.</p> <p>Fiona was the Project Manager for the 2015 project, hence is familiar with CQC’s requirements, how the project works and issues that have been raised as the project has been developed.</p> <p>Fiona has over 15 years’ market research experience, having worked for agencies in a range of sectors and across both business-to-business and consumer research and using qualitative and quantitative methodologies. She is experienced in managing all stages of projects from proposal to final report, ensuring that the project is delivered on time and within budget. Fiona was an Associate Director at NOP, before joining Shelter as Head of Research where she commissioned research to inform the organisation’s policy and campaigning work and headed a team which conducted research in-house. Her experience at Shelter has given her a client-side perspective and an understanding of carrying out research with vulnerable participants. Fiona is a Research Consultant and joined Accent in 2010.</p> <p>As well as being Project Manager for CQC’s 2015 panel recruitment research, Fiona has recently managed projects for the Health Research Authority and Gas Safe Register.</p> <p>Fiona prides herself on her close attention to detail, an important attribute for this type of project for which many processes need to be carried out accurately and on time. Throughout the 2015 project she strove to improve the way the project was run from one wave to another by working closely with Accent’s internal team and CQC’s Project Manager. Improvements she implemented included:</p> <ul style="list-style-type: none"> • re-writing and refining the recruitment questionnaire after Wave 1 to make it simpler to follow and ensure that potential participants were routed to the participant quota which was most relevant to them • suggesting that the users/carers of social care services quota was combined with the users of healthcare services quota to ensure that there were sufficient of the former recruits while not making the recruitment task impossible • monitoring the number of complete responses for each task and advising CQC how some tasks could be made simpler for participants 	

	<p>and would therefore yield a higher response</p> <p>Prior to joining Accent in 2004, Alison was Managing Consultant for market research at Royal Mail. Alison now manages or directs much of Accent's work in the health and social care sector with clients including the universities of Sheffield, Reading, Exeter and UCL, Guy's and St Thomas' NHS Foundation Trust, Monitor, the Health Research Authority and the Office of Health Economics. Alison is a Full Member of the Market Research Society. Alison will have overall responsibility for the quality of the project, will oversee it and provide an advisory role.</p> <p>Accent believes that close contact with the client is essential for the smooth running of the project. In addition to budgeting for participating in an inception meeting with the CQC we have also budgeted for providing weekly progress updates (by telephone or email, as preferred) during the recruitment period. Daily updates on fieldwork progress can be supplied if desired.</p>	
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<p>B3</p>	<p>Method Statement</p> <p>Describe (with specific reference the elements of the requirements and the outcomes expected) how it is intended to deliver the requirements of the specification.</p> <hr/> <p>Introduction</p> <p>The Care Quality Commission (CQC) is the independent regulator for health and social care services in England. It makes sure health and social care services provide people with safe, effective, compassionate, high-quality care and encourages them to improve. In order to do so it monitors, inspects and regulates services to make sure they meet fundamental standards of quality and safety and publishes what it finds, including performance ratings to help people choose care. The services covered include care homes, hospitals, services in people’s homes, doctors/GPs, dentists, clinics, community services and mental health services.</p> <p>One of the key principles of CQC is to <i>“put people who use services at the heart of our work”</i> and CQC is committed to engaging people who use services, their relatives and other loved ones in their work. One of the methods CQC uses to involve people is an online community. The online community is used to ‘test’ CQC products, information, strategy and how CQC does its work. Any product or information that is intended for a general public audience is tested through this community.</p> <p>The online community is designed to give CQC a representative view of what ‘the general public’ thinks about a given topic and this can cover a range of areas including their inspection reports, leaflets, content on their website, their methodology etc. Members of the online community can also take part in discussions or create ones of their own and invite people with similar interests and experiences to join them. CQC also posts regular news updates about the organisation and the different ways members of the community can get involved in their work.</p> <p>The entire membership of the community is refreshed every three months in order to prevent people becoming ‘CQC experts’ that are no longer representative of the general public in terms of their awareness and understanding of CQC’s work.</p> <p>Accent managed CQC’s incentivised panel from December 2014-October 2015, so we feel well-placed to continue this important work for the CQC in 2016. Broadly speaking, we propose the same methodology as employed this year which, in conjunction with the CQC, we refined over three waves of recruitment.</p> <p>Objectives</p> <p>CQC wishes to appoint an external supplier to:</p> <ul style="list-style-type: none"> • provide the on-going recruitment of members of the public to its online community over the period of one year • work with the CQC to maximise panellists’ participation rates in the tasks set for them • manage incentive payments to panellists 	<p>35%</p>
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	<p>Summary of Approach</p> <p>This section of our tender submission describes our proposed methodology in detail, but to summarise, our approach is as follows:</p> <ul style="list-style-type: none"> • Telephone recruitment of 100 members of the public per quarter to CQC’s online panel via Accent’s Telephone Units, with the expectation that CQC will receive around 45 responses per task <ul style="list-style-type: none"> - it should be noted that we recruited 200 participants per wave for Waves 2 and 3 in 2015 in order to achieve around 85 responses per task on average; however, the brief asks agencies to quote for 100 recruits which we have done for comparison purposes; our budget for the latter accurately reflects the amount of time required to manage this project to the high standard we previously demonstrated. As it is somewhat higher than the budget suggested in the brief we have also given an alternative option: <ul style="list-style-type: none"> ○ <u>Option B</u>: 100 interviews for three waves, with each wave lasting for seven weeks rather than five • Recruitment to quotas as agreed with CQC • Administration of the panel throughout the three month panel period, including: <ul style="list-style-type: none"> - Sending a welcome email to participants once they have been recruited, (and a hard copy welcome letter if participants would like), re-iterating details of the panel - Providing CQC with an Excel file of participants’ email addresses and contact details for CQC to upload to the website - Emailing participants to inform them about each task - For each task sending three reminder emails to those participants who have not completed that task. <ul style="list-style-type: none"> ○ Accent will therefore send a total of 60 reminder emails over the course of the project (ie three emails per task for five tasks for each of four waves) • Creating a file of participants who have “earned” their voucher • Sending (via post or email as desired by the participant) a £5 paper/online voucher for every two tasks completed • Informing participants when the incentivised panel is closing and asking them to opt out if they no longer wish to continue on the panel (without incentives) <p>Issues for Consideration</p>	
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The key issues for consideration in planning and budgeting for this research project are:

- The nature of the targets
- Keeping the panel engaged/avoiding drop out
- Maximising response to tasks
- The budget available for the project and the amount of time required to manage the project to high quality standards.

We will also build on our experience of conducting the project this year and use learnings to incorporate into the project for 2016.

Nature of the targets

The CQC has asked that the panel composition reflects the following:

- 30% 'general public'
- 30% current users of general healthcare services
- 30% current users of social care services or carers of someone using social care
- 10% current users of mental healthcare services or carers of someone using mental healthcare services

We agree with these quotas, but during Wave 2 of the 2015 project, due to the difficulty of recruiting sufficient numbers of users/carers of social care services (group C), we combined this quota with current users of healthcare services (group B) as follows:

[Redacted]

[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]

The quotas set in the table above allow for a substantial number of users/carers of social care services (group C), while setting a maximum for current healthcare users (group B). We propose continuing to use the quotas in this table in 2016.

For the latter two categories it will be important that the interviewers are sensitive to the situations that some of these members of the public may

<p>be in. Accent undertakes many research projects in the health sector – and also with vulnerable groups in other sectors – and so ensures appropriately trained interviewers are used.</p> <p>Recruiting for a panel also requires different skills to more straightforward interviewing, including the ability to persuade potential participants of the benefits of participating. The interviewer needs to balance against this the need to maximise response to the tasks, therefore <u>not</u> recruiting participants who may not be committed or willing to follow-through. Interviewers also need to be able to clearly explain the nature of the panel and the individual’s involvement, while being sensitive to their personal situation and any concerns they may have.</p> <p>For this study we will use a small team of interviewers with the required experience to both deal sensitively with people who are in potentially distressing situations, as well as being able to encourage participation and explain the benefits of regularly doing so.</p> <p><u>Keeping the Panel Engaged/Avoiding Panel Drop Out</u></p> <p>Retention and engagement is key to a successful panel and it is important that participants engage in as many tasks as possible of the five¹ they are ‘set’ over the three month period.</p> <p>The first contact will be extremely important. This is where the interviewer will inform the potential panel members of the purpose of the panel and of the value of their participation. A participant who has a clear idea of the nature of the research is more likely to engage with it.</p> <p>The second contact will be an email (and letter if the participant wishes), sent by Accent, confirming their recruitment to the panel, reiterating its purpose, confirming what they will be asked to do and the detail of the incentives. It will also offer them the opportunity to withdraw should they have re-considered.</p> <p>We will offer £5 per two tasks completed (as we did in the 2015 research) in order to make the incentive sound more attractive, (ie they hear “£5” rather than “£2.50”), and to encourage participation in the second task once they have completed one. Ideally, we would offer £5 per task, but the total project budget does not allow for this once all the costs of recruitment and project management have been taken into account. A higher incentive would encourage recruitment of as representative a sample of public/patients as possible, increase retention rates on the panel, and more fairly reflect the time and effort participants have to give to each task.</p> <p>In addition to maintaining participation through incentives, we would keep the panel motivated by providing feedback on tasks already completed and actions the CQC has taken as a result of the panel’s input. In the 2015</p>	
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¹ The brief states that participants will be asked to do five tasks, but in 2015 they were invited to do six, so we have costed on the basis of five, for easy comparison with other agencies.

research we updated panellists on the findings of a task they completed about dental practices, for example, in order to keep them engaged in the panel. The CQC can also encourage engagement by inviting members of the online community to take part in discussions, posting regular news updates about the organisation and providing a feedback page on the panel section of its website.

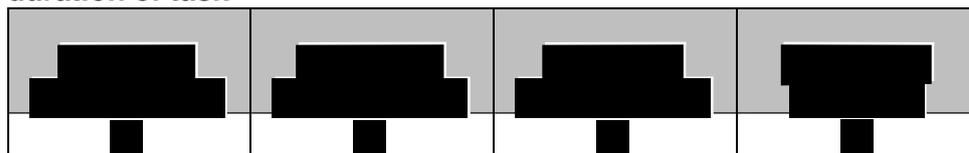
As with the 2015 panel, once a participant has been recruited, if they decide that they no longer wish to be on the panel before participating in the first task, we will replace them at no extra charge.

Maximising Response to Tasks

In the 2015 project, Accent initiated a number of ways to maximise the number of participants responding to each task. These included:

- Sending up to three reminder emails per task to those who had not yet completed the task
 - At the outset of the project Accent set out a detailed timetable for the first wave of the project with standard timescales for each task. The three reminder emails were built into this timetable, with CQC providing Accent with three separate files of “completes” over the two week duration of the task. Accent sent reminder emails at set points during the fortnight.
 - This had a very beneficial effect on response rates, as the example below (of task 1 in Wave 3 shows):

Table 2: Number of completes for task 1 Wave 3 over two week duration of task



- Sending vouchers out promptly at the end of each task, (including after tasks 3 and 5 where, by their nature, fewer participants were owed a voucher due to the fact that incentives were paid for every two tasks completed). We believe that this is important to retain participants’ interest and motivation in the panel. While there would be cost savings in only sending out one incentive payment at the end of the panel, we believe that this would have a strong negative effect on response rates.
- Checking email addresses before sending sample file to CQC. In the first wave of the 2015 recruitment there were a number of incorrect email addresses for recruited participants, despite interviewers spelling the email address back to the participant on the telephone. We put in place extra quality checks for Waves 2 and 3 to counteract this as follows:
 - once the participant had agreed to participate, the interviewer sent a pre-prepared email while they were still on the phone and asked the participant to check their email. If they did not receive it or the interviewer received a “bounceback”, the email address was

	<p>checked again (or the participant called back immediately if the call had been ended by then). A log of email bouncebacks was kept by the Supervisor to ensure that the participant was followed up until a correct email address had been received and the email had been sent without bouncing back</p> <ul style="list-style-type: none"> - working with CQC to ensure that tasks were manageable and providing <u>advice/guidance</u> on the design of tasks to encourage participation (eg by providing links to summary documents rather than full reports for participants to review) - <u>monitoring response rates</u> per task (and providing this information to the CQC) to enable comparison of different types of tasks and their response rates <p>In addition to continuing to undertake all of the above, we believe that response rates could be increased on the 2015 rates by providing the participant with a link to their login and password in one email which also includes the first task.</p> <p>In 2015 the welcome email was sent to the participant by Accent while the participant's login details were sent by CQC. This caused issues with some participants (eg if one of the emails went into their "spam" folder) and because the details were not in one email. We understand from CQC that it could now be possible for Accent to send both details and we would welcome this possibility and believe that it could increase response rates.</p> <p>Based on our experience in 2015, we would expect to achieve an average of around 45 responses per task, with the understanding that some tasks are easier than others and are likely to yield higher responses, while others are more time consuming and may result in fewer responses.</p> <p>In addition to maximising response rates to each task, we will try to maximise the number of participants who remain part of CQC's community at the end of each wave. In the 2015 project at the end of each wave we sent a final email to all participants to thank them for their input, give feedback on some of the tasks and inform them of any actions CQC is taking as a result. We also asked if they would like to remain on the panel and to email Accent (via the CQC inbox) if they would like to. While a handful of participants did contact us to request to remain on the panel, we feel that an "opt-out" approach would work better.</p> <p>We propose asking participants in this final email to unsubscribe from the panel if they no longer wish to be part of the online community. While we would not anticipate the same level of response when participants are no longer incentivised, it may be that participants would respond to future tasks in which they had a particular interest or would contribute to online discussions for example.</p> <p>Detailed Methodology</p> <p>1. Stage 1: Inception Meeting</p>	
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	<p>We would commence the study with an inception meeting. As the project comprises recruitment and management of incentives only, and as we have been successfully undertaking the project for the past year, to keep costs down we have assumed that this can be held via conference call.</p> <p>This meeting would offer the opportunity to ensure full understanding of all objectives and requirements for the study, to gain agreement on all project stages and to establish the preferred means and frequency of communication throughout. It would also cover CQC’s regular information requirements such as costs, progress and quality assurance.</p> <p>Accent would set the agenda for the meeting and provide a project note following the meeting which would minute key elements of the discussion, details of any changes in scope agreed, and final specification of the project approach and timescale.</p> <p>2. Stage 2: Recruitment</p> <p><u>Recommended Approach & Rationale</u></p> <p>We recommend undertaking the recruitment by telephone for the following key reasons:</p> <ul style="list-style-type: none"> • to give a personal approach which will ensure recruits fully understand what they are being asked to participate in and help reassure them if they have any issues or concerns • to allow for geographically dispersed interviews • as our telephone interviewers are supervised 100% of the time, any issues that arise during recruitment can be identified and addressed promptly, to the benefit of the project <p><u>Quotas and Sampling</u></p> <p>We will use purchased list sample – sourced from our preferred list supplier Sample Answers, the same source we used for the 2015 project.</p> <p>We will set quotas as shown in Table 1.</p> <p><u>Recruitment</u></p> <p>We will use the same screening questionnaire as 2015 with four additional questions added as specified in the brief to find out whether participants have long-term conditions, are volunteers, pregnant/mothers with young children or members of a statutory organisation.</p> <p>Having refined the questionnaire over the three waves of the 2015 project, we feel that it works well and is an effective instrument for recruitment. Once agreed, the questionnaire changes will be programmed into our sophisticated questionnaire software, <i>Accis</i> and thoroughly tested.</p> <p>The telephone recruitment will be conducted from one of Accent’s dedicated telephone units. Based in, Edinburgh (ETU) and London (LTU),</p>	
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<p>the Units have been specially designed with the emphasis on providing the environment for work of the highest quality. Recruitment in 2015 was conducted in both LTU and ETU.</p> <p>The Units are staffed by highly experienced interviewer teams, trained to ISO 20252:2012 standards. All interviewers are tested on their written and verbal skills on recruitment and numeric skills are covered within their interviewing training programme. The interviewing teams regularly conduct quantitative and qualitative telephone interviews and recruitment in consumer and business markets on a wide range of subjects.</p> <p>The telephone units are fully networked using telephone management software developed in house. Computer-aided interviews (CATI) are undertaken using Accent’s proprietary software <i>Accis</i>. The ETU has fifty stations and the LTU has sixteen stations, all with CATI facilities.</p> <p>We would select a small interviewing team for this project, some of whom are likely to have worked on the 2015 project for CQC.</p> <p>The CQC would be welcome to visit the Units to listen in to interviews in progress.</p> <p><u>Telephone Interviewing Software</u></p> <p>As previously mentioned, Accent has developed its own computer survey software – <i>Accis</i>. Part of the <i>Accis</i> software is used for sophisticated, efficient and accurate management of the telephone fieldwork. This does the following:</p> <ul style="list-style-type: none"> • imports and manages sample • sets sample priorities (ie between appointments, call backs, fresh sample etc) • sets and manages quotas • sets call rules, eg <ul style="list-style-type: none"> - maximum number of calls - number of calls that can be made within a defined period - minimum gap between calls etc. <p><u>Recruitment Follow Up</u></p> <p>Following successful recruitment of a panellist, Accent will immediately send the recruit an email, while they are still on the telephone. Our experience in 2015 showed that being able to send the email while the participant was still on the phone was a valuable tool as it highlighted if there was a problem with the participant’s email or incorrect spelling of their email address. This was then rectified while they were still on the call.</p> <p>We will also give participants the option of receiving this as a hard copy letter. Our experience in Wave 3 was that one third requested a letter and we have costed on this basis. The letter/email would:</p> <ul style="list-style-type: none"> • confirm their recruitment to the panel • reiterate its purpose 	
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<ul style="list-style-type: none"> • provide summary background to CQC • confirm what they will be asked to do • confirm the detail of the incentives • offer them the opportunity to withdraw should they have re-considered <p>Anyone who withdraws at this point will be replaced at no additional cost.</p> <p><u>Data Processing</u></p> <p>Accent undertakes all data preparation and processing in-house. In this instance this will comprise the processing of the names and contact details of the panel recruits and passing these to CQC in the preferred format (eg Excel).</p> <p>We will use zipped and encrypted password-protected Excel files when sending participant details to/from CQC in order to comply with data protection legislation.</p> <p>Stage 3: Incentive Management</p> <p>The administration of the incentives will be handled by our Field department, who administer incentives for projects as small as 8 depths to as large as several thousand interviews on a regular basis.</p> <p>For the 2015 project participants were sent a “<i>Love to Shop</i>” voucher worth £5 for every two tasks they completed². Love to Shop vouchers can be redeemed in thousands of shops, restaurants and attractions.</p> <p>In order to save costs for the 2016 research, we have costed for offering online vouchers as an incentive. As the nature of the participant profile means that some are older/carers/potentially vulnerable, we will retain the option of paper vouchers as we feel that this is more of an attractive option for many participants. For costing purposes we have assumed that 50% will take an online voucher and 50% a paper one.</p> <p>Love to Shop vouchers are not available online, but we could offer online vouchers for brands including:</p> <ul style="list-style-type: none"> • Amazon • Debenhams • House of Fraser • John Lewis e-voucher • M&S • New Look <p>We can discuss with the CQC which vouchers they would like to offer.</p> <p>At the end of the project, CQC will provide us with a file of participants who had completed that task and we would then send a thank you letter/email</p>	
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² As a goodwill gesture, at the end of the six tasks participants who had one outstanding task for which they had not been paid were sent a £3 voucher, (as the vouchers did come in denominations of £1 but not 50p).

	<p>with their paper/online voucher. This will typically be done within a week of the task completing.</p> <p>Quality</p> <p>Accent is a Market Research Society (MRS) Company Partner and abides by the standards of quality set by the MRS.</p> <p>In addition, Accent is registered to the market, opinion and social research International Standard ISO 20252: 2012 and it is this which drives our quality processes for data collection. In order to comply with this, full documentation of all work undertaken is retained and can be subject to audit at any time.</p> <p>All telephone staff will be briefed on the survey, with the briefing including:</p> <ul style="list-style-type: none"> • study background & objectives • fieldwork requirements, including required sampling approach & quotas • timescale • Q & As <p>When the fieldwork is underway, Accent’s quality control procedures will ensure that a minimum of 5% of all recruitment interviews are listened-in to. Any issues identified will be followed up immediately following the interview and the interviewer will be monitored on their subsequent calls to check for no re-occurrence of the issues.</p> <p>To ensure the smooth running of the entire project, in addition to the interviewer briefings, each member of the project team is personally briefed by the Project Manager who works closely with them to ensure that it runs smoothly and to the high standards set by Accent.</p> <p>Data Retention</p> <p>Primary records (eg completed recruitment questionnaires and data files) and copies of the final versions of all project documents shall be retained for the following periods:</p> <ul style="list-style-type: none"> • primary records: 12 months; • a copy of all other final versions of documents related to the research project: 24 months. <p>If you would prefer us to retain data for different periods, this can be agreed and documented at the project setup stage.</p> <p>For data protection purposes, at the end of each wave we will ask the CQC to delete all records of participants from their systems (except for those who have agreed to remain as non-incentivised members of the panel).</p> <p>Timetable</p> <p>At the inception meeting we will agree the timescales for the whole project</p>	
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specified in this proposal. The timescales are achievable and we have a team of very able staff to provide contingency should anything happen to any individual.

Accent has always been committed to quality. We are a Market Research Society (MRS) Company Partner and abide by the standards of quality set by the MRS. Accent is registered under the Data Protection Act 1998. In addition, Accent is registered to the market, opinion and social research International Standard ISO 20252: 2012. In order to comply with this, full documentation of all work undertaken is retained and can be subject to audit at any time.

Quality control procedures require that:

- all proposals are checked by a senior executive other than the author
- all project material is read and checked by the Project Director
- each member of the project team is personally briefed by the Project Manager who works closely with them to ensure that it runs smoothly and to the high standards set by Accent
- 10% of all face-to-face interviews are validated, either in person or by telephone
- a minimum of 5% of all telephone interviews are listened-in to
- all interviews are subject to 100% manual edit by fully trained and personally briefed coders
- a minimum of 5% of all coding and data entry is quality controlled by the field coordinator
- all interviews are then subject to a computer edit with appropriate logic checks
- all projects are fully audited and subject to independent checks.

Potential risks in a market research study such as this relate to the fieldwork, the data processing and the timescale.

We have identified some potential risks for the project and the mitigating actions we would put in place.

Table 4: Risks and mitigating actions

Risk	Mitigating action
Difficulty in recruiting participants	<ul style="list-style-type: none"> • Having conducted this project for three waves, during which time we have refined the questionnaire and quotas, we feel confident in our ability to recruit sufficient participants. • If we were having difficulties we would talk to the CQC

		<p>Project Manager and make suggestions as to how this could be rectified, (eg by trying an alternative sample source, extending the fieldwork period etc).</p>	
	<p>Low response rates to the tasks, leading to smaller sample sizes than required</p>	<ul style="list-style-type: none"> • Review the measures we would have already put in place measures to improve response rates (see section on Response Rates above) • Investigate to understand why response is lower than expected (eg have we received a lot of “bounce back” emails following sending the task email, are participants finding the task difficult/time consuming, is there a problem with the CQC website meaning that participants cannot submit their responses). • We would put in place measures to counteract these issues (after discussion with CQC). 	
	<p>Lack of cover for staff sickness, holidays and maternity/ paternity leave</p>	<ul style="list-style-type: none"> • Accent has a number of suitably qualified staff who could take over the project management at times of sickness or staff leave. • Accent would recommend the most suitably qualified member of staff at Director level and will agree their overseeing of the project until the original project manager/Director returns. • In addition, the Data Processing component will be overseen by a third Director, namely the DP Director, Deevya Chudasama. Hence the project team here is a very strong one. 	
	<p>Loss of information (IT related)</p>	<ul style="list-style-type: none"> • All data relating to this project will be stored on Accent’s network. The network is backed-up to tape. A back-up of each day’s work is stored securely off-site and returned to the office 24 hours later; in addition, a copy of all archived data is stored securely off-site. • Data can be restored from the off site store if required. 	
	<p>Timescale Risks – recruitment is not completed on time, email reminders are not sent</p>	<ul style="list-style-type: none"> • Daily updates of progress are provided to the Project Manager. Accent has weekly resource meetings to ensure that we can allocate resources, particularly professional resources so that we can ensure that all tasks are met to timescale. • The team for 	

	<p>this project is an established one; most of the project team were involved in the 2015 project, so if one member is off sick, another can step in.</p>	
<p>Why Accent?</p> <p>To summarise, we believe that Accent is best placed to carry out this important work for CQC for several reasons:</p> <ul style="list-style-type: none"> • the seniority of the project team • the consistency of the project team with Accent's team who managed and delivered the 2015 project • our focus on high quality standards and striving to continually improve the project • our focus on maximising response rates for CQC through various methods, in particular by: <ul style="list-style-type: none"> - Sending three reminder emails per task to those who have not responded to the task, with Accent sending a total of 60 reminder emails over the course of the project. This had a significant impact on response rates in 2015, as exemplified in Table 2. - Sending online/paper incentive vouchers immediately after the end of the task in order to keep participants motivated and engaged. Accent will send a total of 16 voucher mailouts during the year. 		

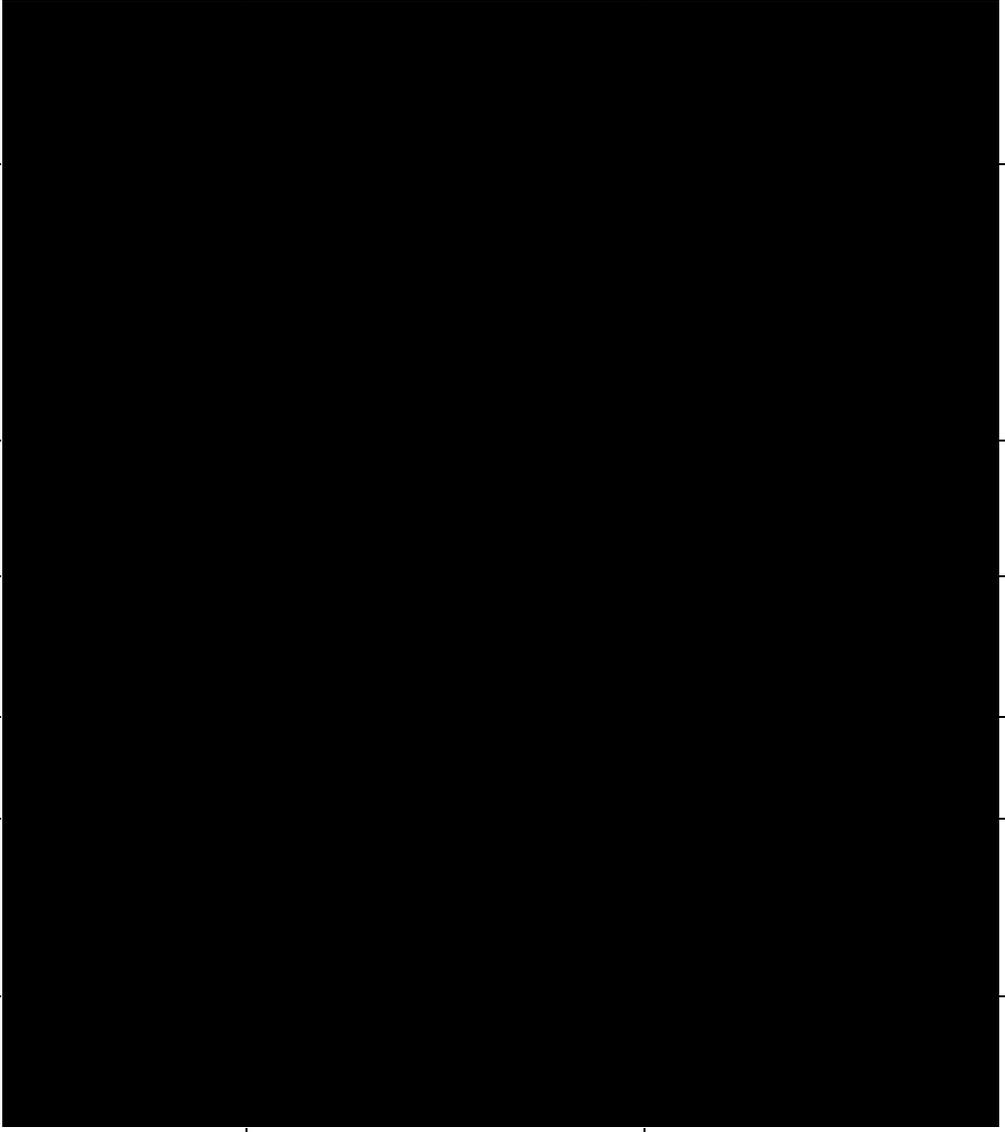


The project team is very similar to the team for the 2015 research, with Fiona, Julian, Angeline, Tosin and Veronica all having worked on this year's project. We feel that this is a key strength of Accent's offering as we have used our experience to develop the project and would build on this in 2016.

The roles of the project team are shown in Table 5.

Table 5: Project team: roles

Team member	Position	Role
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

		
	<p>After the inception meeting, Fiona will lead an internal project set-up meeting to brief the team on the project, timescales and CQC's requirements.</p>	

<p>B5</p>	<p>Exit strategy & skills transfer</p> <p>Describe the processes and deliverables of the exit phase of the service and how skills will be retained within the Authority.</p> <hr/> <p>While it is important to ensure that any learnings from the project are transferred to CQC in the exit phase of the project, through keeping CQC continuously updated throughout the project, we will have communicated most of these learnings during the project itself.</p>	<p>5%</p>
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Contract for Services

	<p>We will work closely with CQC throughout the project, ensuring that the CQC Project Manager has final agreed versions of documents on an ongoing basis. This will include documents such as:</p> <ul style="list-style-type: none">• the final recruitment questionnaire• detailed project timetable• a continuously updated spreadsheet showing the number of completed responses to each task• a continuously updated spreadsheet showing the number of incentives sent per task (and therefore the cost to CQC)• any meeting agendas and minutes <p>As in 2015 we would discuss the project in a debrief session, highlighting any learnings from the project which could be transferred to CQC if the project is re-commissioned.</p>	
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Contract for Services